

Notice of Meeting



CABINET

Tuesday, 18 November 2014 - 6:00 pm
Council Chamber, Town Hall, Barking

Members: Cllr Darren Rodwell (Chair); Cllr Saima Ashraf (Deputy Chair) and Cllr Dominic Twomey (Deputy Chair); Cllr Laila Butt, Cllr Evelyn Carpenter, Cllr Cameron Geddes, Cllr James Ogungbose, Cllr Lynda Rice, Cllr Bill Turner and Cllr Maureen Worby

Date of publication: 10 November 2014

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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 21 October 2014 (Pages 3 - 10)

4. Budget Monitoring 2014/15 - April to September 2014 (Month 6) (Pages 11 - 56)

5. Fees and Charges 2015 (Pages 57 - 108)

6. Proposed Changes to the Council Tax Support Scheme 2015/16 (Pages 109 - 123)

7. Education Strategy 2014-2017 and Annual Performance Review (Schools) (Pages 125 - 147)

8. Treasury Management Strategy Statement Mid-Year Review 2014/15 (Pages 149 - 161)

9. Polling Districts and Polling Places Review 2014/15 (Pages 163 - 197)

10. **Investors in People (IiP) Bronze Level Accreditation (Pages 199 - 233)**
11. **School Funding Formula 2015/16 (Pages 235 - 240)**
12. **Growth Boroughs Joint Committee (Pages 241 - 270)**
13. **Procurement of a Framework for Lower Value Construction Projects (Pages 271 - 280)**
14. **Disaggregation of Barking and Dagenham and Havering Youth Offending Services (Pages 281 - 286)**
15. **Children's Social Care Annual Report 2013/14 (Pages 287 - 323)**
16. **Adoption Agency Annual Report 2013-14 (Pages 325 - 347)**
17. **Any other public items which the Chair decides are urgent**
18. **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 items below are in the private part of the agenda as they contain information relating to the financial and business affairs of the Council and/or contractors, which is exempt under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

19. **Arrangements for Future Delivery of Barking Market and Street Trading Management (Pages 349 - 359)**
20. **Care City and Abbey Sports Centre Site - Update (Pages 361 - 377)**
21. **Any other confidential or exempt items which the Chair decides are urgent**

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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:

1. 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

2. 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

3. 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

4. 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

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

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

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MINUTES OF CABINET

Tuesday, 21 October 2014
(6:00 - 6:50 pm)

Present: Cllr Darren Rodwell (Chair), Cllr Dominic Twomey (Deputy Chair), Cllr Cameron Geddes, Cllr James Ogungbose, Cllr Lynda Rice and Cllr Maureen Worby

Also Present: Cllr Melanie Bartlett, Cllr Peter Chand, Cllr Edna Fergus, Cllr Rocky Gill, Cllr Chris Hughes, Cllr Eileen Keller, Cllr Linda Reason and Cllr Dan Young

Apologies: Cllr Saima Ashraf, Cllr Laila Butt, Cllr Evelyn Carpenter and Cllr Bill Turner

34. Declaration of Members' Interests

There were no declarations of interest.

35. Minutes (25 September and 7 October 2014)

The minutes of the meetings held on 25 September and 7 October 2014 were confirmed as correct.

36. Budget Monitoring 2014/15 - April to August 2014 (Month 5)

The Cabinet Member for Finance introduced the report on the Council's capital and revenue position for the 2014/15 financial year, as at 31 August 2014.

The General Fund showed a projected end of year spend of £169.6m against the total approved budget of £165.32m, which represented a further £0.8m overspend on the position as at the end of July. The Cabinet Member for Finance advised that the Children's Services budget was continuing to show considerable in-year pressures totalling £4.652m and a detailed report on the reasons for the forecast overspend, together with the options for substantially reducing or eliminating the overspend, would be presented to the next meeting of the Cabinet. To assist in dealing with the overspend position in the meantime, it was proposed that the budget savings agreed by Cabinet under Minute 31(ii) of the last meeting should be implemented as soon as possible wherever it was practical to do so.

The Cabinet Member also referred to the proposal to release £500,000 from the Adult and Community Services revenue reserve to fund future implementation costs in relation to the Council's duties under the Care Act 2014, as well as plans to include a new £709,000 scheme in the Capital Programme to acquire and demolish the former Remploy site in Creek Road, Barking.

It was further noted that the Housing Revenue Account (HRA) continued to show a projected break-even position for the year while the Capital Programme showed a projected spend of £145.076m against the total revised budget of £155.981m.

Cabinet **resolved** to:

- (i) Note the projected outturn position for 2014/15 of the Council's General Fund revenue budget at 31 August 2014, as detailed in paragraphs 2.4 to 2.9 and Appendix A of the report;
- (ii) Agree to the implementation of any savings proposal agreed by Minute 31 (7 October 2014) in the current financial year where it is possible to do so;
- (iii) Agree to the use of £500,000 from the Adult and Community Services reserve to fund work on the implementation of the Care Act 2014, as detailed in paragraph 2.4 of the report;
- (iv) Note the progress against the agreed 2014/15 savings at 31 August 2014, as detailed in paragraph 2.10 and Appendix B of the report;
- (v) Note progress against the agreed 2014/15 HRA savings as detailed in paragraph 2.11 and Appendix B of the report;
- (vi) Note the overall position for the HRA at 31 August 2014, as detailed in paragraph 2.11 and Appendix C of the report;
- (vii) Note the projected outturn position for 2014/15 of the Council's capital budget as at 31 August 2014, as detailed in paragraph 2.12 and Appendix D of the report and
- (viii) Approve the new capital budget of £709,000 for a Regeneration scheme to acquire and demolish the former Remploy site on Creek Road as detailed in paragraph 2.12 of the report.

37. Transport Projects to Deliver Growth - Update and Review

Further to Minute 47 (22 October 2013), the Cabinet Member for Regeneration presented a report on the progress of the transport projects that had previously been identified as integral to unlocking regeneration opportunities in the Borough, together with additional projects that had been identified in the light of the Council's new vision and priorities.

The Cabinet Member spoke on each of the 10 projects and outlined some of the benefits that those who lived, worked and travelled through the Borough could expect from their delivery. He explained that while the projects were not listed in any particular order of priority, investment in and improvements to the A13 underpinned many of the other projects in view of its status as the main road network through the Borough and into central London. Key aspects of that project were to improve traffic flow between Lodge Avenue and Gale Street, potentially through the creation of an underpass, as well as improvements to the Renwick Road junction and the replacement of the Lodge Avenue flyover. One of the new projects in the listing related to the re-categorising of Barking Station from Zone 4 to Zone 4/3 and the renaming of the Hammersmith and City line to the Hammersmith to Barking line, which the Cabinet Member commented would be far more reflective of the route and serve to highlight Barking's prominence in the rail network.

The Cabinet Member explained that the timing of a number of the projects were dependent on the progression of wider initiatives and, to that end, it was noted that a number of other London Boroughs, including those that formed the proposed new Growth Boroughs group, were also planning to lobby the Government and the Mayor of London for major investment in the capital's transport infrastructure.

Cabinet **resolved** to:

- (i) Agree to support and lobby for the following key transport projects to assist in delivering the five growth hubs:
 - 1. A13 as a priority transport corridor for investment to relieve congestion and facilitate movement
 - 2. Barking to Stratford direct rail link with ultimately an eastern spur of Crossrail
 - 3. New C2C stop at Dagenham East underground station
 - 4. Moving Barking Station from zone 4 to zone 4/3 and renaming Hammersmith and City line, Hammersmith to Barking line.
 - 5. Direct rail access from Stratford to Stansted
 - 6. London Overground extension to Barking Riverside (zone 3/4) and Abbey Wood Crossrail Station and continued safeguarding of the DLR extension to Dagenham Dock.
 - 7. Barking Station Improvements
 - 8. New road river crossing from South Hornchurch to Belvedere followed by Gallions Reach to Woolwich.
 - 9. Barking Riverside to Gallions Reach river crossing.
 - 10. Improved links to Royal Docks, Barking Riverside, South Dagenham, Chadwell Heath and Romford

- (ii) Agree the actions listed in paragraph 2.41 of the report to support the delivery of the above transport projects.

38. Response to the Thames River Crossings Consultation

The Cabinet Member for Regeneration reported on Transport for London's public consultation on options for new road-based river crossings between east and south east London.

The four proposals related to an enhanced Woolwich ferry service, a new ferry service between Gallions Reach and Thamesmead, a new bridge between Gallions Reach and Thamesmead and a new bridge between Rainham and Bexley. The Cabinet Member referred to the benefits associated with each scheme and the links to many of the transport projects referred to in Minute 37 above, particularly the need for improvements to the A13.

Cabinet **resolved** to:

- (i) Agree the Council's response to the river crossings consultation as follows:
 - 1. Supports both fixed-link road crossings in east London; Belvedere should be built first and be pursued as a top priority by Transport for London so that it is built by 2025 to support growth in Barking and

Dagenham.

2. Requires improvements to the A13, including a replacement flyover at Lodge Avenue and Renwick Road Junction Improvements be completed by 2021 irrespective of which option is pursued;
 3. States that if the Belvedere option proceeds then the impacts on boroughs roads to the north and A13 must be assessed in more detail and the appropriate improvements made in advance.
 4. States that if the Gallions Reach option proceeds that it must accommodate East London Transit.
 5. States that a new road link across the River Roding to Barking Riverside must be provided for local traffic and public transport.
 6. Reiterates support for the London Overground extension from Barking Riverside to Abbey Wood, but that this should not be seen as an alternative to the proposed river crossings.
- (ii) Agree that the Council works with neighbouring North East London Strategic Alliance and Growth Boroughs to press the case for a fixed crossing as soon as possible.

39. Response to London Infrastructure Plan 2050

The Cabinet Member for Regeneration introduced the Council's proposed response to the Mayor of London's draft Infrastructure Plan 2050, which set out London's proposed overall infrastructure needs, the projected costs and various options for their delivery and financing.

A number of the London Mayor's proposals related to transport infrastructure and were therefore linked to the issues discussed under Minutes 37 and 38 above. Additional areas covered in the Infrastructure Plan included proposals for 24-hour London Underground services from 2015, expansion of cycle networks, a new emphasis on the green infrastructure, digital connectivity, the energy, waste and social infrastructure and governance issues. The Cabinet Member highlighted the role that the under-threat Barking Power Station could play in supporting the capital's future energy requirements and the potential for the Care City adult care project, a joint initiative by the Council and the North East London Foundation Trust, to be rolled out across the capital.

With regard to the proposed introduction of 24-hour London Underground services from 2015, it was noted that the Council's response would ask the Mayor to extend the planned coverage to include Barking and Dagenham. The Cabinet Member for Adult Social Care and Health referred to London Underground's plans to close ticket offices as well as other staff reductions and suggested that passenger safety could be compromised if a 24-hour service was provided.

Cabinet **resolved** to approve the Council's formal response to the Mayor of London's Infrastructure Plan 2050 as set out in Appendix 1 to the report, subject to the amendment of the response in relation to 24-hour London Underground transport in 2015 to include reference to the importance of ensuring passenger safety.

40. Adoption of Community Infrastructure Levy Charging Schedule

Further to Minute 84 (22 January 2013), the Cabinet Member for Regeneration reported on the latest phase of the process to implement a Community Infrastructure Levy (CIL), which would largely take over from Section 106 planning agreements as the primary means of obtaining a contribution from developers towards new infrastructure requirements.

The Cabinet Member referred to the areas that would be funded by CIL contributions in the future and those that would continue to be funded via Section 106 monies. He also advised that the Planning Inspector responsible for examining the Council's proposals had recommended that the charging schedule was appropriate and should be approved in its published form.

Cabinet **resolved** to:

- (i) Recommend the Assembly to adopt the LBBB Community Infrastructure Levy Charging Schedule as set out at Appendix 1 to the report;
- (ii) Approve the introduction of the Community Infrastructure Levy rates from 2 March 2015;
- (iii) Approve that how residents and businesses are consulted on the neighbourhood CIL allocation be agreed on a case by case basis, in agreement with the Cabinet Member for Regeneration;
- (iv) Agree to allow the payment in kind of CIL by land or infrastructure payments;
- (v) Approve the S106 / Planning Obligations Planning Advice Note; and
- (vi) Delegate authority to the Divisional Director for Regeneration, in consultation with the Cabinet Member for Regeneration, to make any final amendments permitted by the Examiner's Report

41. Renaming of Northern Relief Road

The Cabinet Member for Regeneration reported on the proposed renaming of the Northern Relief Road, Barking.

A number of options had been considered and the Cabinet Member advised that the preferred option was Gurdwara Way, in recognition of the prominent location of the Sikh temple on the non-residential road as well as the contribution of the Sikh community to the local area and the nation as a whole.

Cabinet **resolved** to:

- (i) Approve the proposed renaming of the Northern Relief Road to Gurdwara Way; and
- (ii) Authorise officers to carry out the necessary statutory procedures to confirm the change of name.

42. Procurement of a Bespoke Children's Early Intervention Support Packages Service

The Leader of the Council introduced a report on proposals to procure contracts for the provision of children's early intervention support services, the current contracts for which expired in April 2015.

Cabinet **resolved** to:

- (i) Agree that the Council proceeds with procurement of a three year contract, with an extension option of two years, for Bespoke Early Intervention Support Packages Service for Children In Need, Children in Care and Children Subject to a Child Protection Plan in accordance with the strategy set out in the report; and
- (ii) Authorise the Corporate Director for Children's Services, in consultation with the Cabinet Member for Children's Social Care, the Chief Finance Officer and the Head of Legal and Democratic Services, to conduct the procurement and award the contract to the successful bidder in accordance with the strategy.

43. Re-tender of Translating and Interpreting Services

The Leader of the Council presented a report on the proposed procurement of translating and interpreting services.

The Leader advised that the current arrangements for the service, arranged via the East London Solutions partnership, were due to expire in March 2015 and the intention was for the Council to procure its own contract.

Cabinet **resolved** to:

- (i) Agree that the Council proceeds with procurement of a three year contract, with an option to extend for up to two years, for translating and interpreting services in accordance with the strategy set out in the report; and
- (ii) Authorise the Corporate Director of Adult and Community Services and the Head of Strategy and Communications, in consultation with the Leader, the Chief Finance Officer and the Head of Legal and Democratic Services, to conduct the procurement and award the contract to the successful bidder in accordance with the strategy.

44. Procurement of New Contract for the Supply of Security Industry Authority (SIA) Licensed Personnel

The Leader advised that he had accepted a question on the report from Councillor Young.

Councillor Young asked why it was proposed not to require tenderers to apply the London Living Wage (LLW) to their bids when the Cabinet had established a policy last year that all staff would be paid a minimum of £9 per hour, which exceeded

the LLW. Councillor Young also asked for clarification as to whether tenderers who applied the LLW in their submissions would be favoured above those who did not.

The Cabinet Member for Finance introduced the report and explained that the decision taken by the Cabinet under Minute 91(i) (12 February 2013) related only to Council and agency staff and had not been applied to contractors. The Cabinet Member advised that the additional cost of applying the LLW to the contract was estimated at £250,000 per year, which would not be appropriate in the current financial climate. With regard to the assessment of tenders, the Cabinet Member referred to the proposed evaluation criteria of 60% price / 40% quality.

Cabinet **resolved** to:

- (i) Agree the procurement of a new four year term contract, with the possibility to extend for a further one year subject to satisfactory performance, for the supply of Security Industry Authority (SIA) licensed security personnel in accordance with the strategy set out in the report;
- (ii) Agree not to require the London Living Wage to be applied to services provided by the successful tenderer; and
- (iii) Authorise the Corporate Director for of Adult and Community Services, in consultation with the Cabinet Member for Crime and Enforcement, the Chief Finance Officer and the Head of Legal and Democratic Services, to conduct the procurement and award the contract to the successful bidder in accordance with the strategy.

45. Domestic and Sexual Violence Provision in the London Borough of Barking and Dagenham

The Cabinet Member for Adult Social Care and Health presented a report on domestic and sexual violence issues and the work being undertaken by the Council and partner agencies to reduce crime in those areas and to support victims and others affected.

It was noted that Barking and Dagenham appeared in the mid-range of London Boroughs for sexual violence offences per 1,000 population for the rolling 12 month period ending August 2014 but was considerably higher than all other London Boroughs in respect of domestic violence offences, having experienced a 25% increase over the past year. The Cabinet Member for Adult Social Care and Health advised that although increased public awareness of referral processes may go some way to explain Barking and Dagenham's position, a multi-partner group had been established to look in detail into the issue to ensure that all was being done to tackle the problem.

The Leader spoke in support of the work being undertaken, which was being overseen by the Health and Wellbeing Board, and also referred to the "Walk In Her Shoes" initiative taking place on 25 October 2014 and "Women Empowerment Month" in March 2015.

Cabinet **resolved** to note the report.

46. Amendment to Temporary and Agency Worker Policy

(The Chair agreed that this item could be considered at the meeting as a matter of urgency under the provisions of Section 100B(4)(b) of the Local Government Act 1972 in order to ensure transparency and fairness in the appointment of temporary and agency workers and to introduce new measures to ensure value for money and tight budget control in the light of the Council's financial position.)

The Cabinet Member for Central Services introduced a tabled report on proposed changes to the Council's Temporary and Agency Worker policy.

The Cabinet Member advised that the main changes related to the processes for the recruitment and review of consultant and interim manager appointments, which in future would involve consultation with the Cabinet Member for Finance and relevant Portfolio Holder. The main aims of the changes were to minimise costs, linked to the Council's non-essential expenditure freeze, and to maximise career opportunities for permanent Council staff.

Cabinet **resolved** to agree the revised Temporary and Agency Worker Policy as attached at Appendix A to the report.

CABINET

18 November 2014

Title: Budget Monitoring 2014/15 - April to September 2014 (Month 6)	
Report of the Cabinet Member for Finance	
Open Report	For Decision
Wards Affected: All	Key Decision: No
Report Author: Steve Pearson Group Accountant, Corporate Finance	Contact Details: Tel: 020 8227 5215 E-mail: steve.pearson@lbbd.gov.uk
Accountable Director: Jonathan Bunt, Chief Finance Officer	
Summary	
<p>This report provides Cabinet with an update of the Council's revenue and capital position for the six months to the end of September 2014, projected to the year end.</p> <p>The Council began the current year in a better financial position than the previous year with a General Fund (GF) balance of £27.1m. The Council's approved budget of £165.3m for 2014/15 includes a budgeted drawdown of reserves of £1.0m, agreed by Assembly in February 2014. This budget gap forms part of the savings requirement for 2015/16.</p> <p>At the end of September 2014 (Month 6), there is a projected overspend of £3.2m, predominantly on the Children's services budget after the agreed application of the remainder of the Children's Services reserve. The Director of Children's Services has prepared a report setting out in detail the reasons for the directorate's forecast overspend and available options for substantially reducing or eliminating the Children's Services overspend – this report is included at Appendix E. Alongside the measures in Children's Services, Cabinet has agreed that Chief Officers and budget managers should authorise only essential expenditure relating to their service areas and that any savings proposals agreed for future years should be implemented this year where possible. It is anticipated that these initiatives will lead to a reduction in the overspend for this financial year and the first signs of their effectiveness can be seen in this report, with the projected overspend reducing by £1.1m from the August position.</p> <p>The total service expenditure for the full year is currently projected to be £168.5m against the budget of £165.3m. The projected year end overspend coupled with the reserve drawdown will reduce the General Fund balance to £22.9m at the year end. The Housing Revenue Account (HRA) is projected to break-even, leaving the HRA reserve at £8.7m. The HRA is a ring-fenced account and cannot make or receive contributions to/from the General Fund.</p> <p>Capital Programme budgets have been re-profiled after six months of the financial year in order to more accurately reflect the likely spend in 2014/15. The revised capital budget now stands at £142.1m. Capital budgets cannot contribute to the General Fund revenue position although officers ensure that all appropriate capitalisations occur.</p>	

Recommendation(s)

The Cabinet is recommended to:

- (i) Note the projected outturn position for 2014/15 of the Council's General Fund revenue budget at 30 September 2014, as detailed in paragraphs 2.4 to 2.10 and Appendix A of the report;
- (ii) Note the impact on the outturn position of expenditure restrictions and early savings implementation agreed at 7th October Cabinet;
- (iii) Note the identified potential actions in section 2.2 to return to a balanced budget by year end;
- (iv) Agree not to call on general fund balances at this time but to instruct the Chief Finance Officer to reinforce the spend freeze with all budget managers to contribute to delivering a balanced position by year end;
- (v) Note the progress against the agreed 2014/15 savings at 30 September 2014, as detailed in paragraph 2.11 and Appendix B of the report;
- (vi) Consider the Corporate Director of Children's Services report at Appendix E and agree any appropriate steps to reduce Children's Social Care spend;
- (vii) Note progress against the agreed 2014/15 HRA savings as detailed in paragraph 2.12 and Appendix B of the report;
- (viii) Note the overall position for the HRA at 30 September 2014, as detailed in paragraph 2.12 and Appendix C of the report;
- (ix) Approve the 2014/15 budget re-profiles and increases in funding on capital budgets, as detailed in paragraph 2.13 and Appendix D of the report;
- (x) Approve a new capital budget of £283k to develop the Council's website as detailed in paragraph 2.13 and
- (xi) Agree to withdraw £148k of the saving CEX/SAV/09 presented to Cabinet on 7 October 2014 in order to continue the employment of a Scrutiny Officer and to employ a Political Assistant and a Leader and Members' Services Manager in Democratic Services, as detailed in paragraph 2.9 of the report.

Reason(s)

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

1 Introduction and Background

- 1.1 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 2014/15 budget, setting out risks to anticipated savings and action plans to mitigate these risks.
- 1.2 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.
- 1.3 The Budget report to Assembly in February 2014 provided for a target of £15.0m for the General Fund balance. The revenue outturn for 2013/14 led to a General Fund balance of £27.1m. The current projected position, unless addressed, would mean a reduction in the General Fund balance to £22.9m, but still above the target general fund balance of £15.0m.
- 1.4 The additional level of reserves above the minimum level provides the Council with some flexibility in its future financial planning but, to take advantage of that, it is essential that services are delivered within the approved budget for the year. Overspends within directorate budgets will erode the available reserves and therefore limit the options that reserves could present in the medium term.

2 Current Overall Position

- 2.1 The following tables summarise the spend position and the forecast position of the General Fund and Housing Revenue Account (HRA) balances.

Council Summary 2014/15	Net Budget	Full year forecast at end September 2014	Over/(under) spend Forecast
	£000	£000	£000
Directorate Expenditure			
Adult and Community Services	55,377	55,377	-
Children's Services	61,849	66,501	4,652
Housing and Environment	24,085	24,085	-
Chief Executive	21,312	20,881	(431)
Central Expenses	3,741	2,691	(1,050)
Total Service Expenditure	166,364	169,535	3,171
Budgeted reserve drawdown (to Central Expenses budget)	(1,044)	(1,044)	-
	165,320	168,491	3,171

	Balance at 1 April 2014	Forecast Balance at 31 March 2015
	£000	£000
General Fund	27,138	22,923*
Housing Revenue Account	8,736	8,736

*The forecast general fund balance includes the £3.2m projected overspend plus the £1m planned drawdown from reserves.

2.2 Chief Finance Officer's comments

The current Directorate revenue projections indicate an overspend of £3.2m for the end of the financial year, made up as follows:

- £0.4m underspend in the Chief Executive directorate mainly as a result of vacancies within the directorate;
- £1.1m underspend in the Central Expenses budget due to VAT refunds and reduced borrowing costs as a result of well managed cash flow; and
- £4.7m overspend in Children's Services mainly due to demand pressures in the Complex Needs and Social Care division.

As noted above, the current forecast overspend within Children's Services represents the greatest area of risk to delivering a balanced budget for 2014/15. A report by the Corporate Director of Children's Services setting out in further detail the reasons for the overspend and actions to reduce it, is attached as Appendix E to this report.

Alongside the actions by Children's Services, September Cabinet agreed that Chief Officers and budget managers only authorise expenditure on areas that are essential to the delivery of their service. The effects of these measures are starting to show in the monitoring and it is anticipated that forecast spend will reduce further as the measures become fully effective. As there will be a time delay before the impact of the freeze shows whilst previously authorised spend goes through, it is not possible to quantify the actual reduction but it is expected that the forecasts above will continue to improve with the overall overspend reducing. It is reasonable to expect that this should prevent expenditure across the Council by at least £0.5m that may otherwise have occurred.

There are also further options that have been identified that are expected to further reduce the overspend that will be monitored over the coming months. For example, the Council budgets for a certain level of bad debt in relation to temporary accommodation income but, with numbers in bed & breakfast currently lower than historically, it is probable that some of this provision will not be required. It is too early to confidently release that provision but, if numbers remain lower, it would be possible as the financial year progresses. The Council's budget also includes provision for a 1% pay award for all staff and the provisional pay offer may generate a partial in year benefit though the full budget will be required in future years. These two measures could also release approximately £0.5m towards the projected overspend.

On 7 October, Cabinet agreed a number of savings items for the next three years for management implementation and at 21 October meeting, Cabinet agreed that these should be implemented immediately wherever possible to assist with the in year position. Included in those proposals was the transfer of the funding of c£800k of services from the general fund to the public health grant from April 2015. The Cabinet Member for Adult Social Care & Health is currently reviewing the 2014/15 public health programme to consider whether this can occur in this financial year.

Officers in Finance have received legal advice that the Council's commercial property portfolio, currently split between the general fund and the HRA, should all be in the general fund. This is being followed up with the Council's external auditor and this could be a gain to the general fund of between £0.5m and £1m and an equal pressure within the HRA. If the external auditor does support the change, there will be a subsequent discussion on whether there needs to be any historical adjustment made.

Elsewhere on the agenda, Cabinet will be considering the Council's fees and charges with, in most cases, an increase from 1 January 2015. This additional income is not budgeted for in the current financial year and therefore any increase in income will mitigate the projected overspend.

The recent experience of the Council is for the position at year end to be better than the monitoring forecasts earlier in the year would indicate. The projected position for the Council at the end of each quarter and year end is shown in the table below.

	June £000	September £000	December £000	Outturn* £000
2011/12	4,551	2,211	(666)	(2,004)
2012/13	1,163	(566)	(1,692)	(3,110)
2013/14	(1,197)	(3,159)	(3,159)	(4,449)

* after agreed roll forwards and contribution to earmarked reserves

This improvement by financial year end is consistent across all services and all years. On that basis, and taking in to account the potential actions identified above, it does not feel appropriate at this point in the financial year to commit any of the Council's general balances to addressing the currently projected overspend but instead to reinforce that the spend constraint should continue. Members may, however, wish to review that again once the end of December position is reported.

Whilst the currently forecast overspend, should it not improve, would result in a reduction in the Council's General Fund balance, it would still remain above the budgeted target of £15.0m. The Chief Finance Officer has a responsibility under statute to ensure that the Council maintains appropriate balances.

The Chief Finance Officer, after consideration of the factors outlined in the CIPFA guidance on Local Authority Reserves and Balances 2003 and the other financial provisions and contingency budgets held by the Council, set a target GF reserves level of £15.0m. The General Fund balance at 31 March 2014 was £27.1m and the current forecast balance for the end of the financial year is £22.9m.

At the end of September 2014, the HRA is forecasting a balanced budget, maintaining the HRA reserve at £8.7m.

2.3 Directorate Performance Summaries

The key areas of risk which might lead to a potential overspend are outlined in the paragraphs below.

2.4 Adult and Community Services

Directorate Summary	2013/14 Outturn £000	2014/15 Budget £000	2014/15 Forecast £000
Net Expenditure	55,191	55,377	55,377
Projected over/(under)spend			-

The Adult and Community Services directorate is overall forecasting a breakeven position for 2014/15. This position is under review with the consideration of whether there is scope to fund the Substance Misuse and DAAT services as well as Sports Development from Public Health grant as is already agreed for next year. There are still a number of pressures within the service, particularly for Mental Health and non-residential care budgets for all client groups. These pressures have been evaluated and appropriate management actions within the service will be implemented as necessary. The net budget includes the full allocation of £4.185m social care funding transfer from NHS England; this is allocated by local Section 256 agreement and is part of our Better Care Fund (BCF) as taken to the Health and Wellbeing Board (H&WBB) in March 2014. Submission templates for the social care funding transfer have recently been released by NHS England and this is in the process of being completed.

A savings target of £2.438m is built into the 2014/15 budget. These are largely all in process of being delivered or necessary changes have already been made, any shortfalls are being covered within the relevant division.

The Adult and Community Services budget includes Public Health, responsibilities for which transferred over to the Council in April 2013. The service is wholly grant funded, i.e. a net budget and the grant for 2014/15 is £14.213m. The grant contributes towards the Council's preventative agenda by promoting healthy outcomes for adults and children. At the end of the last financial year there was an underspend of £785k, which as a ring-fenced grant has been carried-forward into the current financial year. A recent review has been undertaken in order to free up usage of the grant so that other appropriate general fund services can be charged to the grant to help alleviate the overall corporate budget pressure.

The future social care funding regime is becoming increasingly challenging with a number of existing funding streams being rolled together. A further BCF submission was sent last month following the September H&WBB. There is also further work being undertaken on planned implementation and financial impact of the Care Act. £125k grant has been awarded by the Department of Health to meeting initial implementation costs; further resource costs of £500k are estimated over the next 12 months which Cabinet has agreed will be funded from reserve monies set aside for future pressures within the directorate.

2.5 Children's Services

Directorate Summary	2013/14 Outturn £000	2014/15 Budget £000	2014/15 Forecast £000
Net Expenditure	65,016	61,849	66,501
Projected over/(under)spend			4,652

Overall the Service is forecasting in 2014/15 an over spend of £5.6m taking into account the remaining Children's Service reserve of £1.5m. The other divisions within Children's Services are currently endeavouring to mitigate this overspend using existing resources and work is now underway to review all costs to ameliorate the increase in demand within Social Care and quantify the service demand and changes in unit costs since the budget was set. Over the last couple of months a total reduction of £1.1m has been identified to prevent the overspend increasing. Further reduction are currently being investigated which would bring in further potential savings of £0.35m.

An update report to Cabinet is attached as Appendix E setting out options for significantly reducing or eliminating the adverse budget position which includes supporting quantifiable growth data, analysis and trends. Benchmarking analysis is currently being undertaken within East London solutions with the use of additional capacity to assist.

2.6 Dedicated School Grant (DSG)

The DSG is a ring fenced grant to support the education of school-age pupils within the borough. The 2014/15 DSG allocation is £228.0m, covering Individual Schools Budgets, High Needs and Early Years services.

2.7 Housing and Environment

Directorate Summary	2013/14 Outturn £000	2014/15 Budget £000	2014/15 Forecast £000
Net Expenditure	25,586	24,085	24,085
Projected over/(under)spend			-

Environmental Services is forecast to breakeven at year end, however, there is risk of pressure against the budget in the region of £1.9m which will need to be managed by the service in order to deliver a breakeven position.

Potential risk is a combination of pressure on staffing budgets, income pressure, increased ELWA disposal costs and increasing fuel and utility costs. The single largest risk is the street lighting electricity budget which has seen increasing cost pressure over recent years. This has been managed through the capping other service expenditure and utilising other sources of funding, however, the pressure is increasingly difficult to absorb as prices continue to rise and council budgets are further reduced. A budget review is taking place to enable appropriate budget allocation.

Current projections indicate risk of £470k due to delays in delivering agreed saving proposals. The Service has a savings target of £904k in 2014/15; however, the expected shortfall is due to delays in determining the future use of 2 and 90 Stour Road (£295k) and loss of income generating assets affecting the Parking Service (175k).

A significant element of risk is outside the services direct control, however, an action plan is being developed to support mitigation. Action includes reviewing income opportunities, utilising one off grants, holding posts vacant, ensuring recharges and income collection are up to date and maintaining spend restraint across the service. Alongside this, the service is reviewing budgets with a view to realigning and bringing allocation in line with requirement.

Housing General Fund

Current projections indicate a breakeven position in 2014/15. Reduced spend on Bed and Breakfast is expected to offset unbudgeted pressures within the service. The main risk to the position is the level of temporary accommodation placements, particularly the numbers within Bed and Breakfast, and the level of arrears.

There were 61 Bed and Breakfast placements as at the end of September 2014 which is a reduction from the August 2014 position of 74 placements. Placements over the first 6 months of the year have typically been within budget assumptions. A continuation of this trend over the remainder of the year should enable the service to outturn within budget. The service actively works to minimise Bed and Breakfast placements including utilising decanted stock and incentivising private sector landlords.

The status of arrears has moved over the first 6 months of the year with a greater proportion now categorised as former tenants – this follows an increase in the number of evictions. Former tenant arrears require a larger bad debt provision due to the reduced likelihood of collection. Arrears increased by £284k since August 2014. Targeted intervention and additional collection resource is being deployed to further improve arrears management.

Bed and Breakfast placements and movements in arrears continue to be closely monitored as does the impact of welfare reform.

2.8 Chief Executive's Directorate

Directorate Summary	2013/14 Outturn	2014/15 Budget	2014/15 Forecast
	£000	£000	£000
Net Expenditure	18,475	21,312	20,881
Projected over(under)spend			(431)

The Chief Executive (CE) department at this stage is reflecting a projected year end underspend position against its revised budget of (£431k) an improvement from last month's position of (£396k). This forecast underspend position is mainly attributed to in year vacancies across the department and services making some transitional arrangements to enable the delivery of 2015/16 savings. The department has also

absorbed additional pressures this month arising from shortfalls projected against the school buyback income targets in HR & Payroll.

The department had been set a savings target in 2014/15 of £1.2m, which has been achieved.

2.9 Chief Executive's Directorate Budget Savings

A number of savings were previously recommended within Democratic Services and were included in Schedule B of the savings agreed at Cabinet on 7 October for consultation with Select Committees. Following the meeting of PAASC on 29 October Members are asked to consider withdrawing the saving of a Scrutiny Officer in order to maintain capacity within the Scrutiny function.

In addition, the Corporate Peer Challenge made a strong recommendation that Members need more direct support than they currently have within the Council. Officers have considered the support arrangements in consultation with the Leader and propose that two posts be filled in order to provide that support:

- a) Leader and Members' Services Manager – this post holder will take responsibility for supporting the Leader and Cabinet Members in ensuring that new policies are developed and that Members receive appropriate support by managing the Members PA Hub and by overseeing the work of the proposed Political Assistant. This will increase the capacity of the leadership team and will ensure consistency of leadership messages across the council.

This post will be funded by not making savings from the Scrutiny Manager post that was proposed within the savings previously considered by the Cabinet.

- b) Political Assistant – this post was vacated in February 2014 and was proposed as a saving in 2015/16. However, it is now proposed that a Political Assistant be recruited. This post will provide capacity to ensure that the political objectives of the leadership are delivered consistently.

The combined costs of these proposals would be budgeted as follows:

Title	Grade	Salary	On-costs	Total
Scrutiny Officer	SO2 – PO3	£29,088 - £36,669	@29.5%= £10,817	£47,486
Leaders and Members Service Manager	PO6	£41,124 - £43,803	@30.2%= £13,228	£57,031
Political Assistant	PO2	£31,296 - £33,846	@29.3%= £9,917	£43,763
Total				£148,280

If the Cabinet agree the recommendation to re-instate these posts into the structure and to not take the savings, there will be an increased pressure of £148k on the Council's revenue budget for 2016/17. Officers have considered the structures within Democratic Services and have been unable to find alternative savings within that section and this will therefore become a corporate pressure.

2.10 Central Expenses

Directorate Summary	2013/14 Outturn	2014/15 Budget	2014/15 Forecast
	£000	£000	£000
Net Expenditure	4,382	2,697	1,647
Projected over(under)spend			(1,050)

Central Expenses is projecting an underspend of £1.1m resulting from a refund of overpaid VAT and reduction in borrowing costs as at the end of September.

Further savings may be available from the bad debt provision for council tax and temporary accommodation arrears if current collection rates are maintained; an update will be given to next month's Cabinet.

It should be noted that a potential risk has materialised due to a recent fire incident at the ELWA owned waste management plant at Frog Island which impacts all ELWA boroughs. Work is currently underway to assess the extent of the cost/timeline for remedial works and there is scope for both disruption to service provision and large additional costs. While it is hoped that all legitimate costs will be claimed from insurance, there is potential for the ELWA levy payable by Barking and Dagenham to be higher than budgeted for at the start of the financial year. This will be monitored closely in the coming weeks and mitigating actions identified where possible.

As reported elsewhere on the agenda, the Treasury Management team have successfully managed the Council's cash flow to reduce borrowing costs and improve the rate of return on cash deposits. The combined effect of this is a benefit of approximately £650k.

2.11 In Year Savings Targets – General Fund

The delivery of the 2014/15 budget is dependent on meeting a savings target of £8.7m. Directorate Management Teams are monitoring their targets and providing a monthly update of progress which is summarised in the table below. Where there are shortfalls, these will be managed within existing budgets and do not affect the monitoring positions shown above.

A detailed breakdown of savings and explanations for variances is provided in Appendix B.

Directorate Summary of Savings Targets	Target £000	Forecast £000	Shortfall £000
Adult and Community Services	2,438	2,398	40
Children's Services	2,964	2,964	-
Housing and Environment	1,129	659	470
Chief Executive	1,219	1,219	-
Central Expenses	971	971	-
Total	8,721	8,211	510

2.12 Housing Revenue Account (HRA)

The HRA is currently forecast to breakeven.

Income

Income is expected to overachieve by £352k. Pressure of £192k on garage rents, due to a higher than expected void level, is more than offset by additional income from water charges to tenants and an expected overachievement on interest received on HRA cash balances.

The main risk to this position is the impact of welfare reform. Some provision has been made within the budget through increased bad debt provision plus the availability of discretionary housing payments. The position is being monitored closely.

HRA stock movements are being closely monitored as an increasing level of Right to Buy activity and higher than budgeted void levels may adversely impact rental income.

Expenditure

Expenditure is expected to exceed budget by £352k. Expenditure pressure within the caretaking service and delayed delivery of savings provide the main risk, however, this is expected to be mitigated through underspending budgets and the one off receipt of recovered water and sewerage overpayments. Current forecasts indicate delivery of £4.8m of the £6.1m saving requirement with a shortfall of £1.3m. This is primarily due to delays in commencing restructures, the ongoing review of energy billing within communal areas and non-receipt of income from Reside for the provision of Housing Management and Repairs and Maintenance services due to higher than expected void levels. Delayed or reduced delivery is expected to be managed within the HRA to ensure a breakeven position.

HRA Balance

It is expected that HRA balances will remain at 8.7m. There is a budgeted contribution to capital resources of £35.5m.

2.13 Capital Programme 2014/15

The Capital Programme forecast against budget as at the end of September 2014 is as follows:

	2014/15 Current Budget £'000	Actual Spend to Date £'000	2014/15 Forecast £'000	Variance against Current Budget £'000	2014/15 Re-profiled Budget £'000
ACS	10,056	5,319	10,451	395	10,451
CHS	30,806	11,657	26,882	(3,924)	26,882

H&E	5,410	408	5,492	82	5,492
CEO	9,610	2,077	8,855	(755)	8,855
Subtotal - GF	55,882	19,461	51,680	(4,202)	51,680
HRA	100,808	35,474	90,439	(10,369)	90,439
Total	156,690	54,935	142,119	(14,571)	142,119

The detail for individual schemes is shown in Appendix D.

Summary

This month there was a mid-year review of capital schemes, and Directorates were given the opportunity to re-profile their budgets in order to reflect any changes in their delivery programmes. This has resulted in a new re-profiled budget for 2014/15 of £142.1m, down from the previous budget of £156.7m. The difference will be spent in future years of the capital programme.

Included within the budget re-profiles, there is also some additional funding that is being applied to existing schemes, as detailed below, which Cabinet is asked to note.

New Schemes Requiring Cabinet Approval

Cabinet is asked to approve a new budget of £283k and the addition to the capital programme of a new scheme to develop the Council's website. This scheme will be funded from a revenue contribution. This scheme will provide the Council with a new personalised website that is designed for all devices and will support more online transactions and reporting.

Adult & Community Services (ACS)

Adult & Community Services has a new re-profiled budget for 2014/15 of £10.4m. Changes since the Original Budget set for 2014/15 include the additional budget of £100k for the new Barking Leisure Centre, which takes its total budget this year to £7.98m. This is as a result of new external funding being awarded by the Arts Council for a soft play facility. There is also the additional provision of £295k to cover the overspend on Barking Park, which will be funded by other scheme underspends, if possible, or a contribution from revenue.

Children's Services (CHS)

Children's Services had an original budget for 2014/15 budget of £30.1m, which was increased to £30.8m following Cabinet approval for the new universal infant free school meals project. This total budget will now be re-profiled down to £26.9m. Of this difference, approximately £480k relates to genuine underspends across projects, the funding for which will now be returned to the Basic Need funding to be allocated. In addition, there is £3.4m of net slippage across schemes back into 2015/16. This is a net position of funding from some schemes being brought forward from next year (including £1.0m for the Barking Riverside Secondary Free School); and funding for other schemes being deferred back to next year (including

£1.7m and £1.9m for the Jo Richardson and Gascoigne Primary schools respectively).

The majority of the Children's Services capital programme is for major school expansion projects, which are due for completion for a new September intake, and on which significant parts of the work are undertaken over the summer and other school holiday periods. Project Managers will continue to ensure that projects are delivered in time for these ultimate deadlines.

Housing & Environment (H&E)

Environmental Services had an original budget for 2014/15 of £5.104m. Since then Cabinet have approved the additional budget of £306k for 'Confirm', the environmental database, taking the total current budget to £5.410m. This total budget will now be re-profiled to £5.492m. The overall increase of £82k is accounted for by slippage of £66k and £20k on the Environmental Improvements and Barking Park Tennis projects respectively, and the application of £168k of additional Section 106 funding against the Highways Improvement Programme. This is requested in order fund urgent resurfacing works, which were not within the original programme.

Chief Executive (CEO)

The Directorate had an original Budget for 2014/15 of £7.9m. This was subsequently increased to £9.6m to reflect the new schemes approved by Cabinet, i.e. the Regeneration scheme to acquire and demolish the former Remploy site (£709k), and the Asset Strategy scheme on Corporate Accommodation and Energy Efficiency (£1.0m). This total budget will now be re-profiled down to £8.8m. This overall decrease of £755k is a net position and is derived from £1.1m of slippage across five different schemes within Regeneration and Asset Strategy, and additional funding (budget increases this year) of £384k across two Regeneration schemes. These increases include £312k for the Barking Town Centre project, as the Council has been awarded additional funding by TfL to undertake various highways/public realm improvement works in Barking Town Centre. The other increase is on the Barking Leisure Public realm works, where additional Section 106 funding will be applied, in light of tenders for the work being received and the full costs being established.

Housing Revenue Account (HRA)

The HRA has an agreed capital programme budget for 2014/15 of £100.8m. Current projections indicate a year end outturn of £90.4m and the budget for 2014/15 will now be re-profiled to this amount. The net difference will be deferred to a later years; the overall five-year budget/funding for the HRA remains the same.

Estate Renewal

The estate renewal budget is currently expected to spend to budget.

New Build

The new build programme is currently forecasting a variance of £12.8m due to slippage on a number of schemes. The main variances are the Leys (£5.8m), Margaret Bondfield (£3.6m) and Marks Gate (£1.4m). Delays on the Leys are due to a number of site investigations highlighting issues in the ground that require further investigation and remediation, and design revisions necessary to bring the project to delivery. Slippage to the Margaret Bondfield scheme is due to further site

feasibility requirements post consultation. The Marks Gate scheme has slipped due to delays in getting into contract. The New Build programme budgets will be re-profiled in line with current delivery expectations.

Investment in existing stock

The investment in existing stock programme is currently forecasting an adverse variance of £2.4m. The main variances are the Voids scheme and Decent Homes Central scheme. The Voids budget is expected to exceed the original budget by £5.3m due to increased activity and additional costs incurred in the delivery of a higher than budgeted Decent Homes void standard. The standard has been reviewed to ensure that spend in the second half of the year is managed and the overspend limited. Budget will be vired from other underspending schemes to meet the overspend. The Decent Homes Central scheme is expected to exceed its current budget by £1.2m due to significant asbestos works at Wivenhoe and Stebbing. The essential unbudgeted works will be funded by the early utilisation of 2015/16 budget allocation.

2.14 Financial Control

At the end of September, the majority of key reconciliations have been prepared and reviewed. Where they are outstanding, an action plan has been put in place to ensure that they are completed by the end of the financial year.

3 Options Appraisal

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

4 Consultation

- 4.1 The relevant elements of the report have 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:
Oracle monitoring reports

List of Appendices

- **Appendix A** – General Fund expenditure by Directorate
- **Appendix B** – Savings Targets by Directorate
- **Appendix C** – Housing Revenue Account Expenditure
- **Appendix D** – Capital Programme
- **Appendix E** – Children’s Services overspend reduction measures

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GENERAL FUND REVENUE MONITORING STATEMENT

September 2014/15

Directorate	Outturn 2013/14	Revised Budget	Forecast Outturn	Forecast Variance
	£000	£000	£000	£000
<u>Adult & Community Services</u>				
Adult Social Care	45,354	29,099	30,218	1,119
Commissioning & Partnership		10,583	9,970	(613)
Culture & Sport	6,822	4,477	4,504	27
Mental Health	3,803	3,422	4,159	737
Public Health	(786)	785	785	-
Management & Central Services	(2)	7,211	5,941	(1,270)
	55,191	55,577	55,577	-
<u>Children's Services</u>				
Education	6,576	5,533	5,533	-
Complex Needs and Social Care	39,205	35,080	39,426	4,346
Commissioning and Safeguarding	9,607	9,399	9,705	306
Other Management Costs	9,628	11,837	11,837	-
	65,016	61,849	66,501	4,652
<u>Children's Services - DSG</u>				
Schools	169,101	176,960	176,960	-
Early Years	13,226	19,329	19,329	-
High Needs	22,920	26,874	26,874	-
Non Delegated	2,715	1,920	1,920	-
Growth Fund	2,489	3,037	3,037	-
School Contingencies	590	-	-	-
DSG/Funding	(211,041)	(228,120)	(228,120)	-
	-	-	-	-
<u>Housing & Environment</u>				
Environment & Enforcement	22,425	20,499	20,499	-
Housing General Fund	3,161	3,586	3,586	-
	25,586	24,085	24,085	-
<u>Chief Executive Services</u>				
Chief Executive Office	(144)	(85)	(46)	39
Strategy & Communication	(305)	200	130	(70)
Legal & Democratic Services	212	468	213	(255)
Human Resources	(71)	45	(30)	(75)
Corporate Finance & Assets	15,510	18,063	18,043	(20)
Regeneration & Economic Development	2,994	2,621	2,571	(50)
	18,196	21,312	20,881	(431)
<u>Other</u>				
Central Expenses	(5,013)	(7,690)	(8,740)	(1,050)
Levies	-	9,685	9,685	-
Contingency	9,395	1,746	1,746	-
Budgeted Reserve Drawdown		(1,044)	(1,044)	-
	4,382	2,697	1,647	(1,050)
TOTAL	168,371	165,520	168,691	3,171

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Directorate Savings Targets: Progress at Period 6

Ref:	Detail	Target £000	Forecast £000	Variance £000	Current Position
ACS/SAV/09	Adoption of a mixed economy approach for the library service: closure of Rush Green library, transfer of Robert Jeyes library into a community management arrangement and a wholly volunteer led service at Marks Gate library.	593	593	-	Cabinet resolution 23 July 2013 that the difference between the original budget saving of £593k and the anticipated saving of £400k will be managed by the application of corporate contingency in 2014/15, and that for 2015/16 the shortfall be addressed as part of the budget savings requirement.
ACS/SAV/11	Reduce funding for care packages	200	200	-	Saving to be achieved from care budgets
ACS/SAV/12	Management Reductions (reduce social care GM)	40	40	-	Post deleted saving will be achieved
ACS/SAV/13	Homelessness Prevention	120	120	-	Budget and delivery of saving transferred to Housing
ACS/SAV/14	Reduce Carers Contract	14	14	-	Provider (Carers of Barking & Dagenham) informed of reduction
ACS/SAV/15	Advocacy - reduce to statutory provision	42	42	-	Plans to deliver this saving are in place
ACS/SAV/16	Do not extend core funding for DABD	35	35	-	Plans to deliver this saving are in place
ACS/SAV/19	Reduce business support in Adult Social Care	16	16	-	Post deleted saving will be achieved
ACS/SAV/20	Delete Arts Team	96	96	-	Deletion of Arts Development manager post in December 2013.
ACS/SAV/21	Delete Events Team and end all directly delivered and commissioned arts events and programmes	68	68	-	Deletion of Events team and programme scheduled before the end of the year.
ACS/SAV/23	Valence House - Heritage Education Team	40	40	-	Plan to deliver this saving in place.
ACS/SAV/25	Delete Neighbourhood Crime Reduction Team	133	133	-	Service redesign: savings to be achieved through utilisation of external funding streams
ACS/SAV/26	Delete Anti Social Behaviour Team	121	121	-	Service redesign: savings to be achieved through utilisation of external funding streams
ACS/SAV/28	Reduce strategic commissioning posts	28	28	-	Post deleted saving will be achieved

Appendix B

Ref	Detail	Target	Forecast	Variance	Current Position
		£000	£000	£000	
ACS/SAV/29	Reduce dedicated support to service users and carers	19	19	-	Post deleted saving will be achieved
ACS/SAV/30	Metropolitan Police - Cease Funding Parks Team	160	160	-	Plans to deliver this saving are in place
ACS/SAV/31	Youth Offending - Cessation of triage and prevention interventions	200	200	-	Plans to deliver this saving are in place
ACS/SAV/33	Supporting People Grant Changes	200	200	-	Steps to deliver this saving has been confirmed with Housing colleagues
Feb 2012 Assembly	Remodelling homecare services in line with the principles of personalisation	100	100	-	Saving achieved following choice & control restructure
Feb 2012 Assembly	Revisions to pricing framework for Care Home Placements	24	24	-	Pricing framework revised - saving will be achieved
Feb 2012 Assembly	Changes to in-house residential care service for adults with a learning disability (80 Gascoigne)	50	50	-	To be achieved by moving service users currently in high cost external placements to 80 Gascoigne Rd
Feb 2012 Assembly	Remodel of learning disability day, volunteering and employment services	100	100	-	Plans to deliver this saving are in place
Feb 2012 Assembly	Expanding commercial opportunities at heritage venues	40	0	40	Income budget to be added to shortfall in current Eastbury House income generation so it is expected that this saving would add to this shortfall. However, the shortfall is expected to be absorbed within the wider Culture & Sport income targets
Total Adult & Community Services		2,438	2,398	40	

Appendix B

Ref:	Detail	Target	Forecast	Variance	Current Position
		£000	£000	£000	
CHS/SAV/16	Adult College –Saving in General Support	100	100	0	On target to be achieved
CHS/SAV/17	Education -Advisory Teachers	200	200	0	On target to be achieved
CHS/CS03	Education -Borough Apprentice Scheme	50	50	0	On target to be achieved
CHS/SAV	Education - Attendance	40	40	0	On target to be achieved
CHS/SAV/17	Education – Special Inclusion Team	50	50	0	On target to be achieved
CHS/SAV/19	Education	200	200	0	On target to be achieved
CHS/SAV/20	Education – Youth Services Central	460	460	0	On target to be achieved
CHS/SAV/21	Education – SSE Early Years and Childcare	50	50	0	On target to be achieved
CHS/SAV/22	Commissioning -SSE Children’s Centres Central	1,614	1,614	0	On target to be achieved
CHS/SAV/07	Commissioning - CAMHS	50	50	0	On target to be achieved
CHS/SAV/CS0 7a	Commissioning – Performance and Information	55	55	0	On target to be achieved
CHS/SAV/CS0 7b	Commissioning –Commissioning and Partnerships	25	25	0	On target to be achieved
CHS/SAV/13	Commissioning – Performance and Information	70	70	0	On target to be achieved
Total		2,964	2,964	0	

Appendix B

Ref	Detail	Target £000	Forecast £000	Variance £000	Current Position
H&E/SAV/13	Environmental Services - Remove infrastructure and reduction in maintenance; and identify alternative community use for spaces where possible	195	195	0	20 GMO staff (0.5 FTE's) have been removed from the Grounds maintenance budget. Staff impacted have either left or are in other non-GMO roles.
H&E/SAV/15	Recharge GF works to the Parking Account	100	0	100	Savings not achieved due to mitigating the loss of assets including Axe Street Car Park, Becontree Heath Car Park and areas of CPZ which were removed resulting in lost income from permits sales. Also decreases in income for Pay and Display as fees were not increased to take into account the convenience charge for telephone parking.
H&E/SAV/16	Housing Advice Service - Reduction in temporary Accommodation Costs	225	225	0	Savings delivered through reduction in B&B use/Increased hostel and other housing options
H&E/SAV/17	Parking - increase the volume of enforcement activity delivered by surveillance cameras and cars; and implement paperless parking systems including online and telephone payments and automatic number recognition.	300	225	75	-Generation of £150k for increased levels of enforcement and efficiencies within the service. -Paperless parking and enforcement by ANPR - £55k Paperless parking project is due to go live in April 2015; there has been a delay in this going live due to other IT issues that have occurred. To be rolled forward to 2015/16 -Online permit sales This is in place and the footfall of customers is down by 10% since April 2014. As the on-line applications increase this has had an effect on resource in the back office. Savings is not achievable as it was taken by the one stop shop and not by parking. -Consultation - £20k A review of the service to be undertaken only part year saving to be delivered. Full year equates to £40k
Feb 2012 Assembly	Making Parks more commercially sustainable	9	9	0	Savings delivered through income received from Masts

Appendix B

Ref	Detail	Target	Forecast	Variance	Current Position
		£000	£000	£000	
FIN&RES/SAV/19	Facilities Management - Closure of buildings as part of the office accommodation strategy	300	5	295	Savings not yet achieved as both 2 & 90 Stour road buildings have not yet closed.
ACS/SAV/13	Homelessness Prevention	120	120	0	Savings delivered and affected staff have been retained due to Public Health grant funding obtained.
Total		1,129	659	470	

Ref:	Detail	Target	Forecast	Variance	Current Position
		£000	£000	£000	
FIN&RES/SAV/01	Regeneration - delete a post in the Transport Planning team from 2014/15	53	53	0	Savings achieved and post deleted.
FIN&RES/SAV/06	Efficiencies through implementation of Oracle R12	200	200	0	Savings achieved
FIN&RES/SAV/18	Merger of the Corporate Client and Capital Delivery Teams	125	125	0	Restructure completed and savings achieved
FIN&RES/SAV/20	Regeneration - Further savings on the Economic Development and Sustainable Communities Team	240	240	0	Savings achieved
FIN&RES/SAV/21	Regeneration - Further savings in the Employment & Skills Team	307	307	0	Savings achieved
FIN&RES/SAV/22	Regeneration - additional income from the increase in nationally set planning fees.	52	52	0	Income target increased, savings on track to be delivered.
CEX/SAV/09	Human Resources - Cost of Health and Safety Team	56	56	0	Savings achieved, post deleted
CEX/SAV/10	Strategy & Communications - Further reduction and sharing of Service	70	70	0	Savings achieved and shared arrangement with Thurrock Council in place.
Feb 2012 Assembly	Merge Payroll and HR Support (within Elevate)	116	116	0	Achieved
Total		1,219	1,219	0	

HRA Savings

Detail	Target	Forecast	Variance	Current Position
Cease Sheltered Housing warden service to London and Quadrant and closure of St Mary Sheltered Housing Unit	103	103	0	Service recharged to L&Q
Efficiency savings for housing Repairs and Maintenance	490	490	0	Expected to deliver saving
Undertake a economic, technical and operational review of DLO	500	500	0	On-going restructure expected to deliver saving
Capitalisation of Voids	1,000	1,000	0	Charged to appropriate capital budget
Reduction in concierge due to demolition of blocks	300	300	0	Service no longer in place following demolition of blocks
Tenants Resource Centre	15	15	0	Achieved via a reduction in discretionary spend
Reduce provision for bad debts in HRA 2014/15	500	500	0	Bad Debt provision level expected to be sufficient
Increased commission on Water Services	251	251	0	Achieved. Higher percentage negotiations ongoing
Provide leasehold management services to Thurrock Council	50	50	0	First quarter invoice to be submitted
Reduction in Corporate Recharges to the HRA	743	743	0	Achieved as part of recharge review
CDC Reduction	126	126	0	Achieved as part of recharge review
Neighbourhood Management	92	61	31	ACS expect to achieve 75% saving
Additional rental income on Street Purchase	70	52	18	A number of properties have not be occupied for the full year the expected rental income is therefore £52k
Energy billing housing property communal areas	318	0	318	Not currently expected to be achieved – review underway
Tenants Participation Team restructure	40	40	0	Budget saving achieved
Housing and Neighbourhood Staffing Structures	510	150	360	Not currently expected to be achieved in full. Current projection is £150k will be delivered if implemented in Q4
Repairs and Maintenance services provided to B&D Reside	190	0	190	Due to the high level of Voids income will not be passed to the HRA
Housing Management services provided to B&D Reside	77	0	77	Due to the high level of Voids income will not be passed to the HRA
Reduction improvement team and fleet	226	0	226	Six improvement staff and one quality assurance post transferred to R&M - staff are unbudgeted. Line management was transferred at the end of 13/14.
Vehicle contract hire	23	23	0	This particular vehicle was removed, however, there remains a wider pressure on vehicle costs.

Appendix B

Caretaking supplies	100	100	0	This budget was reduced and spend is currently on track to be at the revised level.
Reduction in caretaking and fleet	201	201	0	5 Staff positions across localities were removed and a further fleet reduction delivered.
Ground Maintenance reduction	60	60	0	2 x Grounds maintenance operatives were removed from the structure. Saving delivered. There remains a significant pressure of establishment spend within the service.
Reduction of two working supervisor posts from Environmental Services	66	66	0	2 x Working hands supervisors were removed from structure. Savings delivered. There remains a significant pressure of establishment spend within the service.
Closure of Abbey Depot	40	40	0	Depot was closed and no associated premises costs are to be incurred. Saving delivered.
Quality Assurance Post	41	41	0	Staff member has left. Saving delivered.
TOTAL	6,132	4,912	1,220	

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HRA MONITOR 2014-15 PERIOD 6

Appendix C

HRA SOA CATEGORY	Budget	Actual To Date	Forecast	Variance
A. Rents	-87,000,000.00	-42,184,500.09	-87,000,000.00	0.00
B. Non Dwelling Rents	-2,503,000.00	-1,336,020.45	-2,311,428.65	191,571.35
C. Other Income	-16,401,400.00	-9,561,489.87	-16,581,129.35	-179,729.35
D. Capitalisation of Repairs	-2,000,000.00	-825,292.45	-2,000,000.00	0.00
E. Repairs & Maintenance	19,205,000.00	11,636,838.48	19,705,000.00	500,000.00
F. Supervision and Management	37,768,500.00	5,748,506.55	37,831,558.00	63,058.00
G. Rents, Rates & Other	700,000.00	0.00	600,000.00	-100,000.00
H. Revenue Contribution to Capital & Depreciation	35,453,000.00	146,654.90	35,453,000.00	0.00
I. Bad Debt Provision	2,669,900.00	0.00	2,659,000.00	-10,900.00
J. Pension Contribution	2,000,000.00	2,001,257.19	2,000,000.00	0.00
K. Interest Charges	9,759,000.00	-101,849.18	9,659,000.00	-100,000.00
L. Corporate & Democratic Core	685,000.00	0.00	685,000.00	0.00
M. Interest Received	-336,000.00	0.00	-700,000.00	-364,000.00
Grand Total	0.00	-34,475,894.92	0.00	0.00

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2014/15 CAPITAL PROGRAMME - as at the end of September 2014

Appendix D

Project No.	Project Name	Current Budget (as at August)	Actual Expenditure	2014/15 Forecast	Variance against Current Budget	New Re-profiled Budget (£'000)
Adult & Community Services						
Adult Social Care						
FC00106	Private Sector HouseHolds	573,715	370,545	573,715	0	573,715
FC02888	Direct Payment Adaptations Grant	385,333	192,619	385,333	0	385,333
FC02913	80 Gascoigne Road	3,672	0	3,672	0	3,672
FC02976	Community Capacity Grant	991,908	3,500	991,908	0	991,908
Culture & Sport						
FC02855	Mayesbrook Park Athletics Arena	212,220	17,805	212,220	0	212,220
FC02870	Barking Leisure Centre 2012-14	7,888,877	4,439,094	7,988,877	100,000	7,988,877
FC02266	Barking Park Restoration & Improvement	0	295,373	295,373	295,373	295,373
Total For Adult & Community Services		10,055,725	5,318,936	10,451,098	395,373	10,451,098
Children's Services						
Primary Schools						
FC02736	Roding Primary School (Cannington Road Annex)	136,939	5,570	136,939	0	136,939
FC02745	George Carey CofE (formerly Barking Riverside) Primary School	300,000	9,507	250,000	(50,000)	250,000
FC02759	Beam Primary Expansion	81,231	1,870	81,231	0	81,231
FC02784	Manor Longbridge (former UEL Site) Primary School	320,416	12,675	320,416	0	320,416
FC02786	Thames View Juniors - Expansion & Refurb	28,592	4,516	28,592	0	28,592
FC02787	Cambell Junior - Expansion & Refurb	17,626	0	17,626	0	17,626
FC02790	St Georges - New Primary School	25,385	0	25,385	0	25,385
FC02799	St Joseph's Primary - expansion	20,601	0	20,601	0	20,601
FC02800	St Peter's Primary - expansion	33,869	13,868	33,869	0	33,869
FC02860	Monteagle Primary (Quadrangle Infill)	80,549	0	80,549	0	80,549
FC02861	Eastbury Primary (Expansion)	275,000	227,568	375,000	100,000	375,000
FC02862	Gascoigne Primary (Expansion)	44,756	0	44,756	0	44,756
FC02863	Parsloes Primary (Expansion)	34,972	0	34,972	0	34,972
FC02864	Godwin Primary (Expansion)	0	3,331	3,331	3,331	3,331
FC02865	William Bellamy Primary (Expansion)	2,500,000	1,642,521	2,500,000	0	2,500,000
FC02867	Southwood Primary (Expansion)	1,060	0	1,060	0	1,060
FC02900	Becontree Primary Expansion	24,347	0	24,347	0	24,347
FC02918	Roding Cannington	38,642	703	38,642	0	38,642
FC02919	Richard Alibon Expansion	771,769	900,928	971,769	200,000	971,769
FC02920	Warren/Furze Expansion	50,026	9,601	25,026	(25,000)	25,026
FC02921	Manor Infants Jnr Expansion	1,850,000	1,856,283	1,850,000	0	1,850,000
FC02922	Valence Halbutt Expansion	232,616	11,432	15,000	(217,616)	15,000
FC02923	Rush Green Expansion	167,648	0	30,000	(137,648)	30,000
FC02924	St Joseph's Primary(Barking) Extn 13-14	94,985	71,983	94,985	0	94,985
FC02955	City Farm Barking Riverside New School	287,709	(180,833)	25,000	(262,709)	25,000
FC02956	Marsh Green Primary 13-15	200,000	84,490	200,000	0	200,000
FC02957	John Perry School Expansion 13-15	1,420,320	1,385,416	1,420,320	0	1,420,320
FC02960	Fanshawe Primary Expansion	1,614,132	51,826	750,000	(864,132)	750,000
FC02979	Gascoigne Primary -Abbey Road Depot	1,998,398	0	100,000	(1,898,398)	100,000
FC02998	Marks Gate Junior Sch 2014-15	496,750	12,441	100,000	(396,750)	100,000
Secondary Schools						
FC02932	Trinity 6th Form Provision	152,690	0	30,000	(122,690)	30,000
FC02953	All Saints Expansion 13-15	3,883,568	2,719,120	3,883,568	0	3,883,568
FC02954	Jo Richardson expansion	2,745,000	639	1,000,000	(1,745,000)	1,000,000
FC02959	Robert Clack Expansion 13-15	100,000	7,558	100,000	0	100,000
FC02977	Barking Riverside Secondary Free School (Front Funding)	3,000,000	158,193	4,000,000	1,000,000	4,000,000
Other Schemes						
FC02723	Skills Centre	170,000	166,044	170,000	0	170,000
FC02724	Basic Needs Funding (Additional School Places)	5,615	15,842	5,615	0	5,615
FC02751	Kitchen Refurbishment 10/11	10,826	10,735	10,826	0	10,826
FC02826	Conversion of Heathway to Family Resource Centre	69,948	49,485	69,948	0	69,948
FC02878	512A Heathway (Phase 2) - Conversion to a Family Resource	7,222	0	7,222	0	7,222
FC02906	School Expansion SEN projects	500,000	66,863	500,000	0	500,000
FC02909	School Expansion Minor projects	500,000	126,529	500,000	0	500,000
FC02929	Schools Modernisation Fund 2012-13	968,394	424,879	968,394	0	968,394
FC02958	Fanshawe Adult College Refurb13-15	144,053	1,010	144,053	0	144,053
FC02972	Implementation of early education for 2 year olds	1,304,806	535,635	1,304,806	0	1,304,806
FC02974	Robert Clack Artificial Football Pitch	283,329	22,644	283,329	0	283,329
FC02975	Barking Abbey Artificial Football Pitch	629,797	214,994	629,797	0	629,797
FC02978	Schools Modernisation Fund 2013-14	804,260	715,448	1,554,260	750,000	1,554,260
FC03010	SMF 2014-16	557,629	0	300,000	(257,629)	300,000
FC03013	Universal infant Free School Meals Project	708,101	34,132	708,101	0	708,101
9999	Devolved Capital Formula	1,096,721	261,662	1,096,721	0	1,096,721
Children Centres						
FC02217	John Perry Children's	9,619	0	9,619	0	9,619
FC02310	William Bellamy Children Centre	6,458	0	6,458	0	6,458
Total For Children's Services		30,806,374	11,657,108	26,882,133	(3,924,241)	26,882,133

2014/15 CAPITAL PROGRAMME - as at the end of September 2014

Appendix D

Project No.	Project Name	Current Budget (as at August)	Actual Expenditure	2014/15 Forecast	Variance against Current Budget	New Re-profiled Budget (£'000)
Housing and Environment						
Environmental Services						
FC02764	Street Light Replacing	1,417,969	170,231	1,417,969	0	1,417,969
FC02873	Environmental Improvements and Enhancements	94,763	10,792	28,950	(65,813)	28,950
FC02964	Road Safety Impv 2013-14 (TFL)	328,475	12,119	328,475	0	328,475
FC02886	Parking Strategy Imp	91,245	0	91,245	0	91,245
FC02887	Frizlands Wkshp Major Wks	0	3,428	0	0	0
FC02930	Highways Improvement Programme	2,450,171	52,115	2,617,708	167,537	2,617,708
FC02981	Parkmap (Traffic Management Orders)	57,126	0	57,126	0	57,126
FC02982	Controlled Parking Zones (CPZ's) 2013-15	255,155	0	255,155	0	255,155
FC02999	Rippleside Cmtry prov 2014-15	63,000	1,854	63,000	0	63,000
FC03011	Structural Repairs & Bridge Maintenance	250,000	0	250,000	0	250,000
FC02567	Abbey Green Park Development	9,093	526	9,093	0	9,093
FC02817	Mayesbrook Park Improvements (Phase 1)	10,926	1,336	10,926	0	10,926
FC02911	Quaker Burial Ground	48,312	1,959	48,312	0	48,312
FC02912	Barking Park Tennis Project	27,397	0	7,397	(20,000)	7,397
FC03012	Environmental Asset Database Expansion	306,428	153,601	306,428	0	306,428
Total For Housing & Environment		5,410,060	407,961	5,491,784	81,724	5,491,784
0						
Chief Executive (CEO)						
0						
0						
Asset Strategy						
FC02578	Asbestos (Public Buildings)	15,916	1,559	15,916	0	15,916
FC02771	Automatic Meter Reading Equipment	19,952	0	19,952	0	19,952
FC02587	Energy Efficiency Programme	150,000	14,615	150,000	0	150,000
FC02542	Backlog Capital Improvements	990,442	55,978	600,000	(390,442)	600,000
FC02565	Implement Corporate Accommodation Strategy	1,010,842	436,323	900,000	(110,842)	900,000
FC02577	Legionella Works (Public Buildings)	0	(10,751)	0	0	0
0						
ICT						
FC02738	Modernisation and Improvement Capital Fund (formerly One B &	2,040,814	598,280	2,040,814	0	2,040,814
FC02877	Oracle R12 Joint Services	1,584,196	199,156	1,584,196	0	1,584,196
0						
Regeneration						
FC02458	New Dagenham Library & One Stop Shop Church Elm Lane	73,666	40,599	73,666	0	73,666
FC02596	LEGI Business Centres	80,000	(7,537)	113,000	33,000	113,000
FC02969	Economic Development Growth Fund	324,775	0	33,000	(291,775)	33,000
FC02821	Robin Hood Shopping Parade Enhancement	151,032	106,104	151,032	0	151,032
FC02901	Creekmouth Arts & Heritage Trail	170,550	33,065	170,550	0	170,550
FC02902	Short Blue Place (New Market Square Barking - Phase II)	146,491	6,771	100,491	(46,000)	100,491
FC02928	Captain Cook Site Acquisition and Public Realm Works (Abbey	316,109	0	388,500	72,391	388,500
FC02891	Merry Fiddlers junction Year 2	0	(1,317)	0	0	0
FC02898	Local Transport Plans (TFL)	66,500	50,673	66,500	0	66,500
FC02962	Principal Road Resurfacing 2013-14 TfL	532,000	12,345	532,000	0	532,000
FC02963	Mayesbrook Neighbourhood Improvements (DIY Streets) 2013-14	47,500	54,535	47,500	0	47,500
FC02994	Renwick Road/Choats Road 2014/15	712,500	341,471	412,500	(300,000)	412,500
FC02995	Ballards Road/ New Road 2014/15	95,000	76,978	95,000	0	95,000
FC02996	Barking Town Centre 2014/15 (TfL)	237,500	2,000	549,500	312,000	549,500
FC02997	A12 / Whalebone Lane (TfL)	47,500	0	47,500	0	47,500
FC03000	MAQF Green Wall (TfL)	42,000	8,521	42,000	0	42,000
FC02914	Barking Job Shop Relocation	45,504	0	12,504	(33,000)	12,504
FC02775	BTC - links project	0	525	0	0	0
FC02819	London Road/North Street Site Acquisitions	0	2,579	0	0	0
FC02841	Biking Borough Initiative (TFL)	0	(515)	0	0	0
FC02893	Thames Road Corridor Improvements	0	5,205	0	0	0
FC02895	Chadwell Heath Station Impv (TFL)	0	6,935	0	0	0
FC02899	River Roding Cycle Link / Goresbrook Park Cycle Links (TFL)	0	24,109	0	0	0
FC02926	Outer London Fund Round 2	0	20,749	0	0	0
FC02965	Safer & Smarter Travel Plans 2013-14 (TfL)	0	(2,003)	0	0	0
FC03015	Demolition of the Former	709,000	0	709,000	0	709,000
Total For CEO		9,609,789	2,076,952	8,855,121	(754,668)	8,855,121
0						
Grand Total General Fund		55,881,948	19,460,957	51,680,136	(4,201,812)	51,680,136
0						

2014/15 CAPITAL PROGRAMME - as at the end of September 2014

Appendix D

Project No.	Project Name	Current Budget (as at August)	Actual Expenditure	2014/15 Forecast	Variance against Current Budget	New Re-profiled Budget (£'000)
HRA						0
Estate Renewal						
FC00100	Aids & Adaptations	800,000	175,829	450,000	(350,000)	450,000
FC02820	Boroughwide Estate Renewal	6,680,000	2,438,342	6,680,000	0	6,680,000
						0
New Builds						0
FC02823	New Council Housing Phase 3	300,000	259,425	300,000	0	300,000
FC02916	Lawns & Wood Lane Dvlpmnt	2,039,158	1,896,412	2,039,158	0	2,039,158
FC02917	Abbey Road ClQ	5,458,000	5,231,781	5,458,000	0	5,458,000
FC02931	Leys New Build Dev (HRA)	12,530,000	2,037,942	6,745,276	(5,784,724)	6,745,276
FC02961	Goresbrook Village Housing Development 13-15	7,684,000	2,034,770	7,684,000	0	7,684,000
FC02970	Marks Gate Open Gateway Regen Scheme	11,394,000	2,298,552	10,023,750	(1,370,250)	10,023,750
FC02988	Margaret Bondfield New Build	5,119,000	716,350	1,500,000	(3,619,000)	1,500,000
FC02989	Ilchester Road New Built	1,500,000	2,060	500,000	(1,000,000)	500,000
FC02991	North St	1,300,000	240	300,000	(1,000,000)	300,000
						0
Investment in Stock						0
FC02933	Voids	1,000,000	5,689,786	6,352,000	5,352,000	6,352,000
FC02934	Roof Replacement Project	2,400,000	1,464,070	1,900,000	(500,000)	1,900,000
FC02938	Fire Safety Works	1,600,000	17,147	1,600,000	0	1,600,000
FC02943	Asbestos Removal (Communal Areas only)	420,000	215,052	420,000	0	420,000
FC02950	Central Heating Installation Inc. Communal Boiler Replacement	2,000,000	288,735	2,400,000	400,000	2,400,000
FC02983	Decent Homes Central	5,750,000	3,306,503	6,950,000	1,200,000	6,950,000
FC02984	Block & Estate Modernisation	2,880,000	(158,609)	2,440,000	(440,000)	2,440,000
						0
Capitalised Improvement Works						0
FC02811	Members Budget	360,000	18,155	324,000	(36,000)	324,000
FC02939	Conversions	270,000	8,020	270,000	0	270,000
FC02945	Street Properties Acquisition	400,000	6,244	400,000	0	400,000
FC03001	Decent Homes (North)	10,543,956	2,511,391	10,543,956	0	10,543,956
FC03002	Decent Homes (South)	9,705,264	2,890,889	8,746,176	(959,088)	8,746,176
FC03003	Decent Homes (Blocks)	3,400,000	11,160	3,087,914	(312,086)	3,087,914
FC03004	Decent Homes (Sheltered)	1,800,000	3,240	1,800,000	0	1,800,000
FC03005	Decent Homes Small Contractors	275,000	232	275,000	0	275,000
FC03006	In Year Priorities	950,000	0	0	(950,000)	0
FC03007	Windows	250,000	0	250,000	0	250,000
FC03008	R&M Capitalisation/ Boiler Replacement	2,000,000	825,292	1,000,000	(1,000,000)	1,000,000
FC02990	Abbey Road Phase II New Build - to be transferred to General		27,843			
Grand Total HRA		100,808,378	35,473,606	90,439,230	(10,369,148)	90,439,230
TOTAL CAPITAL PROGRAMME		156,690,326	54,934,563	142,119,366	(14,570,960)	142,119,366

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Title: Children's Social Care Financial Efficiency – November 2014

Summary:

This appendix sets out the current financial position in Children's Services, and explores options for reducing Children's Social Care spend in year.

This paper sets out:

1. The Children's Services Financial position historically
2. The current financial position (as at September 2014) and future challenge
3. The work of Children Social Care to manage demand historically
4. Areas for immediate spend/forecast reductions
5. Options to achieve a balanced budget by year end.
6. Implications for Corporate Medium Term Financial Planning

Recommendation(s)

The Cabinet is recommended to:

- (i) Accept the savings actions identified at 2.3.2, 2.8 and 2.10 and require Children's Services to bring forward further cost reductions by implementing, wherever possible, agreed savings for 2015/16;
- (ii) Consider whether radical options listed at paragraph 3 should be put forward in order to balance the Council budget this year (options outlined at 3.1.3 and 3.1.5 are recommended for consideration); and
- (iii) Agree to receive reports at its January 2015 meeting on information from the planned external reviews of spend and the impact on cost reduction to date and its March 2015 meeting on pressures and the implications for Medium Term Financial Planning and the impact on cost reduction actions undertaken.

Reason(s)

The current demographic growth is impacting on Children's Services' ability to manage within budget limits. Historically additional savings and under spends from elsewhere within the Directorate have been used to address social care pressures. This is no longer possible. Every avenue for greater efficiency within social care must be explored. In addition, the impact of this pressure must be considered in the MTFP. The Council cannot set a budget which does not balance and will therefore need to consider whether the current demographic pressure calculated as £3 million for Children's Social Care, and £1,250,000 for SEN in 2015/6 with no allocation for growth pressure beyond 2015/6 is sufficient.

1. Introduction and Background

- 1.1 Children's Social Care has experienced cost pressures for many years. These have been managed, within the overall budget for the Children's Services Directorate until now so that each year Children's Services Directorate has been able to contain expenditure within budget.. The impact of demographic pressure on the Children's Social Care budget has been raised regularly in financial monitoring reports and in reports to CMT. This has been recognised through the allocation of £9.2m growth since 2008/9 as shown below.

Year	Description	£000
2013/14	Demographic pressures in Children's Services (from Education Support Grant)	1,700
2012/13	Demographic pressures in Children's Services	1,500
2009/10	Care placements and Leaving Care	3,500
2008/09	Children's placements	2,500

Since 2010 Children's Services have made £16,000,000 savings

- 1.2 Monthly financial monitoring this year (see paragraph 2.5 of the main Budget Monitoring report) is demonstrating that the Social Care budget pressure is unlikely to be contained within the overall Children's Services budget. Unless further urgent action is taken this could lead to a forecast overspend in Children's Services of £4,652,000 by the end of the financial year. This position is after a number of actions have been implemented plus the use of £1.5m of Children's Services reserves.
- 1.3 Table 1 sets out the budget position from 2013/4 illustrating how the budget was balanced last year, the position this year and the projected potential overspend for 2014/15, as reviewed in August 2014.

Table 1

Division	2013/14		Changes 2014/15			2014/15	
	Budget £m	Variation Outturn £m	£2.7m Virement £m	Savings £m	Other Changes (pay etc.)	TOTAL Budget £m	Reporting Pressures within Social Care
Education	4	(.03)		(.64)		5.5	
Targeted Support	9.7	(1)		(2.1)		0	
Social Care	33	6.2*	2.4			35	£1.0m Targeted savings £0.3m increase in NRPF (increase from 2013-14)* £0.6m Adoption Reform Grant changes £0.1m Public Health Grant (one-off)

							£2.0m recognised pressure £3.7m Demographic effect (including legal, agency and £1.4m DSG)
Commissioning & Safeguarding	4.2	(0.6)	0.3	(0.2)		9.5	
Other Management	14	(3)	(2.7)	(3.6)**		11.8	
Use of Reserves		(1.5)					
TOTAL	65	0	0	(6.5)	0.9	61.8	£5.7 Forecast overspend

*includes £1.7m NRPF pressure

**Reduced capital charges (does not affect revenue spend)

1.4 In 2013/14 Children's Services brought in a balanced budget overall because the overspend in Children's Social Care was balanced by the following sources:

1.4.1 Planned savings were brought forward from 2014/15 including £0.64m in Education, which were service reductions, and £2.1m in Targeted Support. The latter comprised an in year £1m under spend in 2013/14 plus an additional £1.1m of service reductions in the Targeted Support area. The remaining Targeted Support budget was then split out for 2014/15 between other budget heads following the departure of the head of service. These monies (£2.1 from Targeted Support and £0.64 from Education) were therefore available to offset Social care overspends in 2013/14, but are not available for 2014/15 as they were agreed budget reductions.

1.4.2 The final adjustment was the drawdown of £1.5m from the Children's Services reserve in 2013/14 to ensure an end of year balanced position.

1.5 Moving into 2014/15 the budget position includes the following:

1.5.1 The £1m in year under spend from Targeted Support is no longer available as that was part of a saving was agreed in December 2012 to be delivered in 2014/15.

1.5.2 Growth of £0.3m growth in NRPF. The cost of NRPF has increased by approximately £2m over the last two years. The pressure was £1.7m in 2013/4 with an additional pressure of £0.3 million in 2014/5. It is estimated that c£1,7m of this pressure is due to housing costs.

1.5.3 The removal of £0.6m Adoption Review Grant which was intended to improve adoption timeliness. The length of availability of the grant has never been clear and, although it still exists, it has been reduced. These monies enabled Children's Social Care to reduce caseloads and reduce the time it took for children to be adopted. The growth in children numbers in the social care system has meant that although

timescales improved, the additional expenditure has not been able to be reduced because caseload numbers have risen.

- 1.5.4 At the end of the last financial year 2013/14, £0.1m of unspent Public Health Grant was allocated to support Pitstop. This is non-recurring in 2014/15. This remains a pressure in 2014/5 although the team are working to bring in income to reduce this cost.
- 1.6 Over and above these specific items, there is a broad “demographic pressure” across Children’s Services of £5.7m which is, in essence, a combination of the additional cost of agency staff, legal costs and additional placement costs which has been offset by £1.4m of DSG and £0.1m of SEN funding in 2014/15. This is in addition to a further drawdown of £1.5m from the Children’s Services reserve.
- 1.7 Given the scale of the financial pressures within Children’s Services, it is difficult to distinguish between what is a clear demographic pressure on the service and what could be considered inefficiency without compromising safeguarding or quality. That there is a clear element of demographic pressure has been recognised in the MTFS allocations for next year (2015/16). Those allocations, £3,000,000 for social care growth and £1,250,000 for SEN, do not fully reflect the current rate of spend within the service and the actions in section 2.4 will seek to establish the real underlying and ongoing demographic pressure. Further information on demographic pressure is contained in Annex 1.
- 1.8 Children’s Services were aware of this budget pressure and it has been addressed corporately in budget planning for 2015/16. There was an corporate expectation, based on the experience of recent years, that Children’s Services would be able to manage the 2014/15 pressures within year. The current forecasts indicate that Children’s Services will not be able to do this in 2014/15. A number of issues have arisen, including increases in referrals, more cases reaching Child Protection thresholds, an increase in children needing very expensive placements, and a reduction in the Adoption Grant. Children’s Services have working to drive down case numbers as this is the best way to reduce costs.
 - 1.8.1 As part of cost containment measures from April each residential placement and every placement out of Borough has been agreed by the Director of Children’s Services. This strategy has not yielded the expected in year savings (although there are now 21 fewer looked after children than there were in April) which should have led to a reduction of at least £700,000, based on the lowest rate of foster carer costs. Unfortunately, this has not materialised because there has been a matching increase in the proportion of children requiring residential rather than fostering placements.
 - 1.8.2 There has also been an unexpected 24% increase in cases (70 additional cases) reaching Child Protection thresholds (these cases require approximately 3 times the work of Children in Need cases).
 - 1.8.3 As these pressures have increased Children’s Services have been working to try to bring forward spend reductions.
- 1.9 By August 2014 a projected pressure across Children’s Services for 2014/15 net of £5.7m was reported to the Director and management team, after the use of £1.4m

of DSG and £0.1m of SEN funding as well as the use of £1.5m of Children’s Services reserves. This £5.7 m pressure includes pressures in Social Care and the Independent Review Services. This continuing increase in pressure led to Children’s Services accelerating work to control expenditure and identify actions to be taken immediately.

- 1.10 The September 2014 Children’s Services monitoring report includes immediate actions taken within Children’s Services to address the pressure, leading to a projected end of year figure of £4,652,000.
- 1.11 The September figure includes the use of £1,500,000 Children’s Services reserves. These reserves will not be available in 2015/16. Population projections indicate that there is likely to be continued growth in both numbers and needs in the Barking and Dagenham child population.

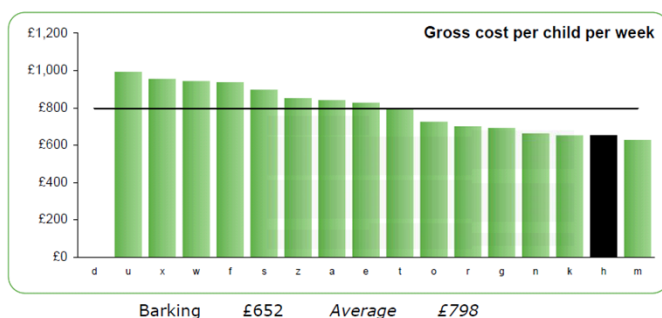
2. Financial Efficiency Strategies

2.1 From 2010-12 Children’s Social Care Efficiency Strategies focussed on managing down placement costs. Barking and Dagenham had been shown to be spending in the top quartile in this area. A range of initiatives were undertaken including robust challenge to high need placement costs and a very effective drive to recruit more in-house foster carers. This has been effective in driving down costs per placement.

2.1.1 The CIPFA¹ Benchmarking report published January 2014 shows the impact of this work on driving down cost (Barking and Dagenham is marked in black on Table 2).

Table 2

The Gross Cost of 'Children Looked After' per Child per Week



2.2 From 2012-14 Children’s Services ran a “Transforming Children’s Social Care” Programme. This programme was designed to manage demand in order to contain spend.

2.2.1 Key aims of the programme were:

1. Strength Early Intervention (Tier 2) to reduce pressure on social care, reducing the number of children progressing to need social care support, and supporting families being “stepped down” from social care to less expensive services.

¹ CIPFA (Chartered Institute of Public Finance and Accountancy)

2. Improve Quality Assurance to improve effectiveness of social work to reduce the number of children needing to be “Looked After” by the Local Authority.
3. Review Assessment and Care Management Systems to ensure as much stability for children and families’ whilst supported by social care, leading to more efficient, effective services.

- 2.2.2 This programme had mixed success. The Tier 2 programme has led to contacts to social care being relatively steady despite population growth. The number of Children Looked After has also relatively constant, despite demographic change (since the measures taken from April 2014 para 1.7 this has fallen). The efficient management of the Assessment and Care Management systems has been a less effective strand of this work.
- 2.2.3 During this period caseloads in Assessment and Care Management Teams began to reach unacceptable levels. The increased caseloads were identified as having a negative effect on the quality of social work and supervision and management. Caseloads were also being raised as contributing to difficulties in recruitment and retention.
- 2.2.4 A new Divisional Director for Complex Needs and Social Care was appointed mid February 2014. In addition the Assessment and Care Management Teams were separated to give additional focus on the work of the two departments. This has informed the work to establish the Children’s Services Driving Financial Efficiency Programme. This programme is being supported by a Cross Directorate Steering Group jointly chaired by the Chief Finance Officer and the Director of Children’s Services.
- 2.2.5 The OFSTED Inspection of Children’s Social Care and the Peer Review have led to revised action planning to address the financial and improvement agendas for the service. Both reports highlighted the need to recognise the need for corporate financial planning to meet demand and to improve within Children’s Social Care efficiency planning to reduce costs.

2.3 Financial Recovery Strategy – Recent and Immediate Actions

- 2.3.1 Children's Services have undertaken further in-year challenges of all budgets to identify any areas of inefficiency, this has reduced the projected overspend.
- 2.3.2 The following in-year actions have been identified to offset the projected Social Care over spend:

£50,000 Freeze Family Support Worker post
£20,000 Freeze SEN strategic post
£50,000 Catering income
£60,000 Freeze Educational Psychologist vacancy
£340,000 Freeze early years and school improvement vacancies
£200,000 reductions in Agency forecast
£150,000 reductions in Legal forecast
£250,000 Claim health contribution to complex placements
£1,120,000 TOTAL

2.3.3 These are reported in the end of September position, they demonstrate that social care pressures continue but Children's Services end of year projection has been held at £4.652m.

2.4 Proposed Financial Strategy – Medium Term Action

External challenge and support has been engaged to identify possible areas for further increased efficiency. This includes:

2.4.1 Isos Partnership focused on NRPF and contact arrangements (Cost £4,000 expected financial reductions c.£60,000 – full year costs).

2.4.2 LGA Support and Challenge

ELS/LGA Learning set with Newham and Havering looking at demand management first session Monday 27 October.

LGA - £10,000 grant to support evaluation of workflow and medium term financial management; Impower partnership to undertake a workflow review (cost £20,000).

The LGA have also suggested that investment in Tri-ex (a policy and procedures system) cost circa £30,000 would help ensure consistency and optimise staff effectiveness. A lack of sufficient knowledge of processes is slowing staff work, as staff are not able to locate all processes in one place and there has been high management turnover.

Two meetings held with LGA and framework agreed for analysis of demand areas.

2.4.3 The use of Impower Partnership to review Social Care Workflow to inform zero based budgeting for future MTFP and challenge social care assumptions.

2.4.4 Additional consultancy (Nicky Pace) 10 days, initial contract, to review social care practices and identify further possible areas of efficiency, and additional consultancy support in Finance (Richard Tyler).

2.4.5 An additional senior management post in Social Care to support the service during a period of high demand and management transition.

This external support and challenge will cost circa. £100,000 but is expected to reduce spend projection by up to circa £840,000 (as identified in Children's Services Driving Financial Efficiency Programme) and to support the delivery of the Children's Social Care Savings Targets (CHS/SAV/34 and CHS/SAV/35).

2.5 A spending freeze is in place across the Council, so that only essential spend is agreed. This includes all spend being authorised at predominantly Divisional Director level and all placements at Corporate Director level.

2.6 An accurate picture of spend is now fully established and all spend is controlled. All purchase orders (particularly those remaining on the system from before Oracle R12 conversion in August) are, again, being further reviewed to ensure spend predicted is accurate and only those aspects for which invoices have been received have been receipted. Children's Services will continue to repeat this exercise in order to ensure an accurate projected position continues.

- 2.7 A recruitment manager has been appointed to increase the numbers of permanent staff and reduce agency staff numbers and costs in Assessment and Care Management teams. A rolling advert and recruitment fairs are now in place. Work has been undertaken with Housing to put together an attractive key worker package to attract applicants. Since September 4 further staff have been recruited and 11 staff were interviewed on 27th and 29th October, leading to 3 future permanent appointments. Each permanent member of staff will reduce costs by around £10,000 - £20,000 per annum (agency fees). (Links to para 2.3.1 savings). A package has been put together to encourage staff to move to permanent or temporary contracts. This is currently being discussed with HR and unions.
- 2.8 Additional legal counsel for court cases can only be approved at Divisional Director level. New processes are in place to ensure that additional costs are not incurred because of delays in preparing paperwork or assessments. New legal planning processes have been established so that court work is prepared in advance and court time and costs are not wasted. This is expected to bring cost reductions of around £200,000 over a year (links to para 2.3.1 savings).
- 2.9 All NRPF placements have been reviewed to check minimum expenditure within court guidelines. Increased checks for validation of situation are in place. Work is being undertaken with Housing to find cheaper accommodation alternatives.
- 2.10 A review of all placements, with the support of the procurement team, is underway to challenge providers to reduce their costs. We are aiming for a 1% reduction which would be equivalent to £170,000 (not included in para 2.1 actions.).
- 2.11 A review group, chaired by the Divisional Director of Safeguarding and Commissioning, with representation from Environment and Adults Services, is reviewing SEN transport to drive down costs. Immediate changes to reduce the level of escort support accompanying children could lead to in year savings of £75,000 (not included in para 2.3.1 actions).
- 2.12 Every area of Children's Services possible over spend or future pressure has been reviewed and analysed with recommendations for driving down cost; ten financial challenge projects are in place (Children's Services Driving Financial Efficiency Programme).
- 2.13 Review of workflow to identify any areas where demand management can be driven down. For example, conversion of contact into social care into referrals has increased this year, can this trend be reversed? This may bring forward part of the 2015/16 proposed savings to Social Care amounting to around £100,000 full year savings (not included in para 2.3.1 savings). This work is being undertaken with iMpower consultants and the LGA.
- 2.14 Review of management practice in financial decision making and supervision of spend, with the support of the Audit Team and/or the newly appointed additional consultant for the Finance Team.
- 2.15 The total impact of these actions (including the cost of external support) could reduce Children's Services August reported potential overspend by up to £1,465,000 (an additional circa £345,000 identified to supplement the £1,120,000

identified in paragraph 2.3.1). Achieving this will be a significant challenge for the Directorate. Children's Services Directorate will continue to work to identify further areas for cost reduction as detailed in the Children's Services Driving Efficiency Programme (monthly updates are shared with Lead Members and the new Corporate Steering Group and are available on request).

- 2.16 Whilst these actions should reduce cost by at least £1,465,000 from the August position they may not be sufficient to drive down spend whilst the context in Children's Services is continuing exceptional demographic change.

3. **Radical Options and Risk Analysis**

- 3.1 In addition to the efficiencies described above a number of radical options could be considered to bring in a balanced budget.

3.1.1 **Alter social work caseloads to greater than 1:20 this could lead to an immediate reduction in agency staff**

This is considered to be a high risk option as it will take caseloads above safe levels and would reduce the likelihood of recruiting and retaining permanent staff. Current numbers of cases in social care stand at 2,419. Allowing for Newly Qualified Social Workers (who must have a reduced caseload for the first year) approximately 140 social workers are required, and approximately 25 Team Managers. Increasing caseloads to 21 could result in savings of approximately 10 social workers and 2 team managers (approximately £500,000 whole year costs). Extending caseloads to 22 would be approximately £1,000,000 (full year). However we need to be mindful that many social workers already have a caseload in excess of 20 and in the London benchmarking exercise (March 2014) with regards to CiN SW caseloads, we were ranked 30th out of 33 London boroughs, 28th for our social care vacancy rate and 27th for our social care agency rate across London. Increasing caseloads could making permanent recruitment and retention even more difficult.

The Munroe guidance was 1:12 cases as being ideal for allowing social workers sufficient time for family and court work and some of our neighbouring Boroughs offer this. Increasing caseloads could be construed as placing vulnerable children at risk.

As an alternative Children's Social Care have committed to try a savings target to make a similar reduction through using Troubled Families to reduce Children in Need figures over three years. (Proposed Saving CH/SAV/26).

3.1.2 **Refuse to meet NRPF demand at current levels**

Although this may enable short term reduction of costs it would be likely to be subjected to legal challenge very quickly. Not providing full accommodation costs could lead to families in private rented accommodation being evicted leading to increased costs as homeless families.

This option would be high risk and could lead to court challenge. It would have minimal in-year impact as previously assessed levels cannot be changed. It might be possible to make around £50,000 reduction in housing costs by year end.

As an alternative Children's Services are working with Housing colleagues to try to source cheaper accommodation.

3.1.3 Stop all case file audit activity to contain Independent reviewing officer budget (already partially implemented)

This is a medium risk option. Failure to complete sufficient audits over time to improve practice could lead to an OFSTED inadequate judgement and potential intervention. In addition file audit is an essential part of any Serious Case Review. Reducing audit and review could lead to a reduction in the number of agency staff required, but is also highly likely to impact on recruitment which is already extremely challenging. Indicative whole year savings may be around £70,000.

3.1.4 Significantly reduce Early Intervention (Tier 2 services) and delete family support roles from social care teams

An external review of the effectiveness of Tier 2 is being undertaken by Isos Partnership. October information from the Troubled Families Team shows that Barking and Dagenham's Troubled Families Programme is the fourth most effective in London in turning families around, reducing their demand on other services.

These services are co-ordinated through our Children's Centres and Early Intervention Teams. They include family support workers. Although some reduction would be a medium risk and is being explored as part of in year and already proposed cost reduction (CH/SAV/26), significant further reductions are considered to be high risk, leading to failure to deliver our Troubled Families programme (and the funding that this brings). Tier 2 services are inspected by OFSTED and too few could lead to inadequate judgements. In addition, too large a reduction in Tier 2 could lead to an increase in referrals to social care. The work undertaken since 2012 has ensured that contacts to social care have remained stable, despite demographic growth. Current budget proposals will reduce expenditure on early intervention and Children's Centres to around £3,000,000 per annum, a planned cost reduction of £1,200,000 by 2017/18. The Children's Centres and early intervention teams are working to bring this forward.

Implementing immediately is unlikely to bring savings in year as there would need to be consultation with staff as this would bring forward planned redundancies.

3.1.5 Stop non statutory SEN transport

This would lead to a reduction in provision for children under 5, over 16 and in supervision of children on some transport routes. It is estimated that this could lead to up to £75,000 savings in year.

These reductions are considered to be medium risk, although likely to cause significant objections during the necessary consultation period.

3.1.6 Reduce or remove shortbreak funding

To remove shortbreak funding is considered to be high risk. For many families this respite support is essential. Without these breaks more families caring for children with extremely complex needs may fail to cope, increasing the burden on social

care. Currently £100,000 is proposed as a full year saving from 2015 onwards. £90,000 commissioning budget has not yet been spent this year however this is expected spend and although it could be stopped this would have a significant impact on families and our voluntary sector providers. A proposal has been put together to move towards community /school leadership for The Heathway Centre and the short breaks fund. Removal of all short breaks funding and The Heathway Centre could reduce full year spend by up to £725,000, but this would leave vulnerable families at high risk.

4. Conclusions and Recommendations

- 4.1 Action has already been undertaken to reduce the projected overspend by £1,120,000. Further efficiency actions and medium risk actions (totalling £345,000) are planned for November. As soon as the 2015/16 -2017/18 proposals have been consulted on Children's Services will look to bring those agreed forward to implement as quickly as possible.
- 4.2 Cabinet should consider implementing the medium risk options (outlined in 3.1.3 and 3.1.5)
- 4.3 In addition, external challenge, through the LGA and Impower, should consider whether the risk analysis outlined above is accurate and/or whether further alternative efficiencies which are lower risk could be considered.
- 4.4 Additional detail should be brought to Cabinet regularly to show the impact of the actions taken, including external challenge, to reduce the Children's Services budget projected overspend.
- 4.5 Taking into account the demographic pressures and the actions taken to ameliorate the projected financial overspend in Children's Services, there remains a predicted Children's Services overspend of £4,652,000. Whilst this may reduce further, demographic pressures continue and Cabinet will therefore need to consider how the resulting potential Corporate overspend should be managed.

5. Equalities and other Customer Impact

- 5.1 The actions to reduce the risk of overspend are likely to impact disproportionately on children, and in particular on vulnerable groups of children i.e. those on the edge of care and those with no recourse to public funds.

6. Other Considerations and Implications

- 6.1 Risk and Risk Management - The impact of demographic change on capacity to provide services for all vulnerable children, and the cost of this, has been flagged as a Corporate and LSCB concern for some time. This risk continues.
- 6.2 Safeguarding Children - Children's Services have prioritised the need to safeguard children. This has created a financial risk for the Council. There is a need to review thresholds and practices to maintain safeguarding but to try to manage this within acceptable financial levels.

7. Consultation

- 7.1 The recommendations for reducing SEN transport will require consultation. Budget proposals referred to in this report will be consulted on through the agreed Select committee processes.

8. Corporate Procurement

Implications completed by: Martin Storrs, Head of Procurement, Elevate East London

- 8.1 Procurement has engaged with the Placements team to understand and analyse the addressable expenditure.
- 8.2 A detailed cost saving strategy will be formed to maximise the opportunity for savings.
- 8.3 It is envisaged that the following initiatives will be utilised to deliver savings:
- Supplier negotiation through greater economies of scale
 - Demand management
 - Rebates & early payment discounts
 - Dynamic purchasing (mid to long term)
- 8.4 Achieving savings in this category is challenging but it's acknowledged that the 1% savings target on addressable spend is achievable

9. Financial Implications

Implications completed by: Patricia Harvey, Interim Group Manager Children's Finance

- 9.1 This entire report covers the current financial position for Children's Services and the planned and potential options to deliver a balanced budget in the medium term.

List of appendices:

Annex 1 - Demographic pressures on Children's Services

Demographic Pressure in Children's Services

- Changing Demand on Children's Services**

Significant School age population change:

	2008	2009	2010	2011	2012	2013	2014	2008-14 difference	% increase
Total	31984	32688	33589	34942	36360	37743	38954	6970	22

- April – August Pressures 2014**

Children moving into the Borough

Children have continued to move into the Borough at exceptional levels. In the month of July, 289 5-16 year olds moved into Barking and Dagenham, 103 from being educated abroad.

Between April and end of August 2014 we have received 195 referrals from 40 Boroughs because children are moving to the Borough. The highest number of referrals were from the Boroughs below:

- Newham – 35
- Tower Hamlets – 29
- Redbridge – 29
- Waltham Forest – 28

82/195 of the children referred have needs at statutory assessment level.

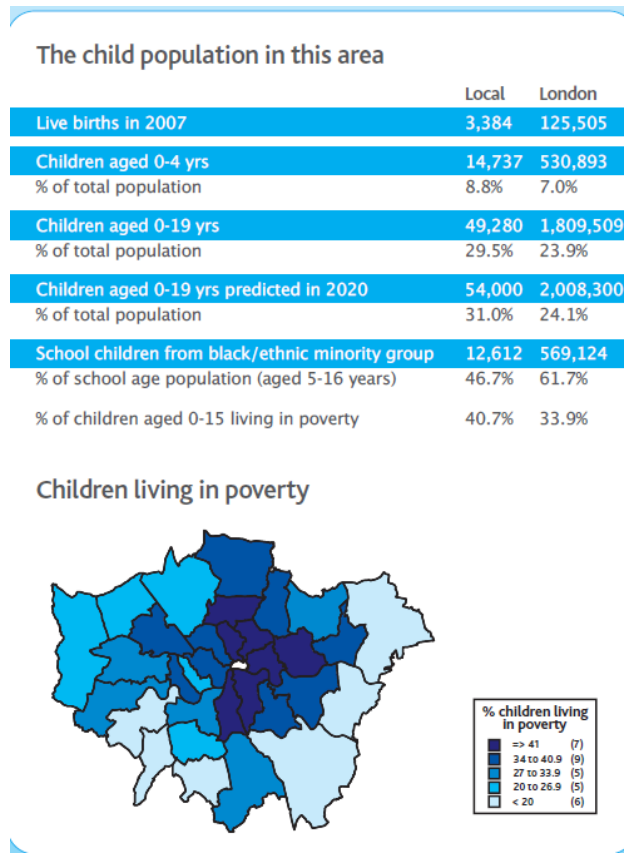
- Children in Social Care**

Summary numbers End of Year 2013/14 compared with figures to 17th September 2014

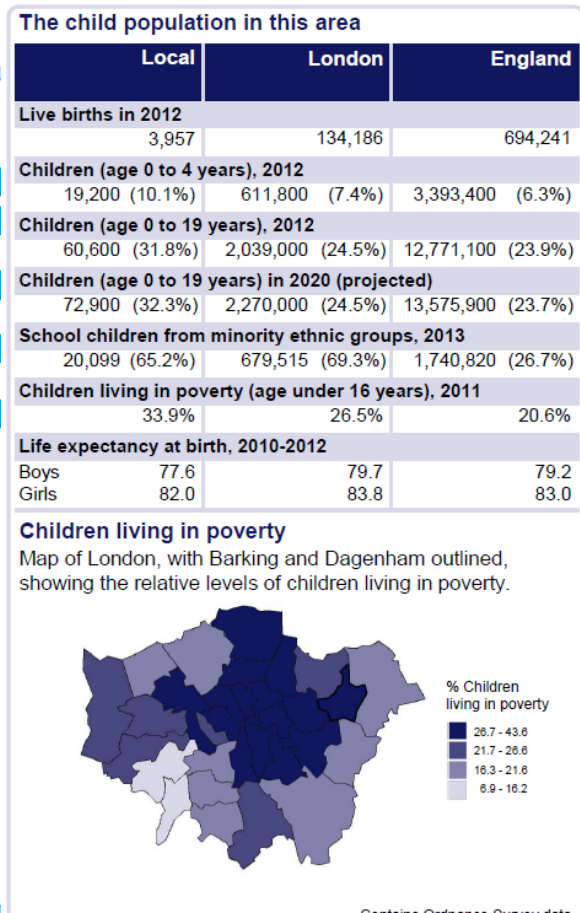
Assessments	13.14 EoY	17/09/14
Completed Assessments	2760	1410
Children In Care	458	424
Child Protection	312	353
Children in Need (Under 18)	1189	1328
Care Leavers (18 plus)	157	158

- Demographic Change:**

Public Health England Data 2010 of 2014



2010



2014

- OFSTED Deprivation Data 2014**

2.6 Income Deprivation Affecting Children Index (IDACI)*

	Score	Rank**
Barking and Dagenham	0.4041	7

*In line with the DfE, this indicator is derived from 2010 deprivation data and 2008 population data

**Rank 1 denotes the most deprived authority

CABINET

18 November 2014

Title: Fees and Charges 2015	
Report of the Cabinet Member for Finance	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Jonathan Bunt, Chief Finance Officer	Contact Details: Tel: 0208 227 3497 E-mail: jonathan.bunt@lbbd.gov.uk
Accountable Director: Jonathan Bunt, Chief Finance Officer	
Summary	
<p>Local Authorities are involved in a wide range of services and the ability to charge for some of these services has always been a key funding source to Councils.</p> <p>This report concerns itself with recommending the appropriate level of fees and charges across all directorates, to take effect from 1 January 2015 unless otherwise stated.</p> <p>In order to protect residents and users the Council has decided against imposing an across the board increase in fees and charges. The current financial backdrop however requires the Council to make approximately £53m of savings across the next three years and some savings proposals relate to generating additional income by increasing fees and charges. If proposals are agreed post consultation, the recommended increases contained within this report will be reflected in the 2015/16 budget strategy report and 2015/16 directorate budgets.</p> <p>In preparing the proposed fees and charges, Directorates have worked within the framework of the agreed Charging Policy. Each service has been reviewed and the charges reflect those of competitive market rates for the service.</p> <p>The full list of proposed charges is detailed in Appendix A to this report.</p> <p>The proposed deletion of current fees and charges are detailed in Appendix B to this report.</p>	
Recommendation(s)	
<p>The Cabinet is recommended to:</p> <p>(i) Agree the proposed fees and charges as set out in Appendix A to the report, to be effective from 1 January 2015 unless otherwise stated; and</p> <p>(ii) Note the fees and charges no longer applicable from 1 January 2015, as set out in Appendix B;</p>	

- (iii) Note the proposed fees and charges referenced in section 9.0 of this report which relate to savings proposals and are dependent on Cabinet agreement after public consultation; and
- (iv) Delegate authority to the Corporate Director of Children's Services, in consultation with the Chief Finance Officer and the Cabinet Members for Finance and Education and Schools, regarding the setting of fees and charges which are applied from September for schools and academic year based activities.

Reason(s)

The setting of appropriate fees and charges will enable the Council to generate essential income for the funding of Council services.

The approval of reviewed fees and charges to ensure that the Council is competitive with other service providers and neighbouring councils.

1.0 Introduction and Background

- 1.1 Councils are involved in a wide range of services and the ability to charge for some of these services has always been a key funding source. The types of services provided by the Council where fees and charges are currently levied often fall into a broad category of traditional income generating services.
- 1.2 The income generating services contain both statutory and discretionary services. Where fees and charges apply to mandatory services, these are often set nationally, for example planning fees. The majority of mandatory services are not funded directly from fees and charges but instead from the Council's main income sources, i.e. Government grant and Council Tax revenue. Examples of services funded in this way are Highway Maintenance, Social Care, Cleansing and Domestic Refuse services.
- 1.3 The remaining income services where the Council levies fees and charges are of a discretionary nature. These cover a whole range of services such as Care services, Libraries, Licensing, Pest Control, Commercial Waste, Drainage, Markets, Leisure and Recreation facilities, Parking and the Registrar service. This report concerns itself with recommending the appropriate level of fees and charges from 1 January 2015 to 31 March 2016 for these types of services.
- 1.4 In addition to those traditional income services, the Council also has the power under the Local Government Act 2003 to charge for other discretionary services that it may already provide or may wish to provide in the future.
- 1.5 There is no definitive list as to which discretionary services are covered by the powers provided in the Act although the Government has provided limited examples of what could be included, such as maintenance of older/disabled peoples' gardens, arboriculture work in private gardens, operating consumer protection approved lists, pre-application planning and development advice, highway services to private industrial estates, home energy advice, home security services and use of excess capacity in local authority services.

1.6 To date, in keeping with most other local authorities, the Council has not expanded use of these powers but will continue to review the potential to do so when there is a sound business case.

2.0 Medium Term Financial Strategy 2015/16

2.1 The Council's Medium Term Financial Strategy for 2015/16 assumes no change to fees and charges income. Therefore any additional gain or loss in income resulting from changes in fees and charges will be retained within Directorates.

2.2 Every year senior officers need to assess those services which warrant higher or lower increases in fees and charges to reflect the achievement of their overall budgets, the economic climate and market conditions.

3.0 Charging Policy

3.1 The Council has an agreed Charging Policy which requires that all charges are reviewed annually as part of the budget setting process.

3.2 The Charging Policy has three fundamental principles:

- Services should raise income wherever there is a power or duty to do so;
- The income raised should cover the full costs of providing the service including all overheads;
- Any departures from this policy must be justified in a transparent manner with reference to the Council's priorities and policies.

4.0 Proposed Fees and Charges 2015/16

4.1 Attached to this report at Appendix A are the proposed fees and charges for 2015/16 which will be effective from 1 January 2015 unless otherwise stated.

4.2 The Appendices detail the following information:

- Description of service provided;
- Current 2014/15 charge;
- Proposed charges from 1 January 2015;
- Proposed increase in pounds and in percentage terms;
- The rationale for a given increase, as well as any other comments.

4.3 A summary of the services that Appendix A relates to is presented within the following sections. The reference numbers quoted below relate to the line reference numbers on Appendix A.

5.0 Adult and Community Services (Ref 1 - 298)

5.1 The Directorate has taken account of a number of factors in establishing the level of increase in fees and charges, including inflation, market conditions and current income levels. Further detail and explanations from specific service areas within the Directorate are provided below

5.2 Adult Social Care (Ref 1 - 7)

- 5.2.1 The authority's current Fairer Contributions policy for care and support provided in the community was agreed by Cabinet in July 2011, and implemented from October 2011. New guidance was issued by the Department of Health on 23 October 2014 as part of the implementation of the Care Act 2014; this guidance is being reviewed to ensure that the current policy is Care Act compliant. A wider review is also underway on the scope and level of charges for care and support in the community as a result of the new legislation, including the option of providing services for carers; a further report will be presented to Cabinet as appropriate.
- 5.2.2 The charges for in-house Residential Homes (80 Gascoigne Road & Kallar Lodge) have been reviewed and uplifted where necessary to reflect full unit cost estimates for 2015/16. This is in line with the corporate charging policy of aiming for full cost recovery.
- 5.2.3 The charges for in-house Day Care centres (Heathlands and Maples) follows a differential charging strategy introduced last year to remain competitive with local providers. As the Fulfilling Lives programme is implemented, and increasing numbers of users receive personal budgets, charges will be reviewed to ensure full cost recovery is maintained.
- 5.2.4 All charges include a factor of 12% to cover corporate overheads as this represents the approximate share of overheads for the Directorate. This percentage is based on the element of corporate support costs charged to Adult & Community Services directorate and has been applied to unit costs calculations.

5.3 Culture & Sport (Ref 8 - 298)

5.3.1 Eastbury Manor House (Ref 8 – 74)

- 5.3.2 Changes are proposed to the wedding/civil partnership hire packages in the light of low take up of the current offer. To encourage more business, the civil marriage/partnership ceremonies and receptions price structure will be simplified with the deletion of weekend and discount rates and new standard and deluxe hire packages for receptions and parties.
- 5.3.3 Recent benchmarking (June 2014) of hire charges at Eastbury Manor House as part of the development of a new business plan for the venue has shown that the current charging tariff for commercial use is competitive. As a result it is not intended to increase these for 2015/16; however, it is proposed to delete the whole house and weekend hire fees and replace them with standard and deluxe conference packages for specified rooms, which it is expected will generate more income.

5.4 Valence House (Ref 75 – 102)

- 5.4.1 Room hire charges were increased in 2013/14. With the high use of the rooms for school groups for the Museums and Schools Programme, which generates income for the service, there is currently little scope to raise income from commercial hires and so it is proposed that these charges will remain unchanged.
- 5.4.2 Charges for most archives and local studies reprographics are to remain unchanged as they are already at the high end of the market, generate only a small

amount of income and there has been some reduction in demand. However, due to the nature of the service it is considered appropriate to increase charges for digital scans by 20% to £6.00 by email and £18.00 including a CD.

5.5 Heritage Education (Ref 103 – 114)

- 5.5.1 A new and competitive charge of £4.50 per child for Borough schools and £5.50 per child from other schools was introduced in 2012/13 and this was maintained for 2013/14. Strong demand last year and this year with the Museums and schools Programme has given scope to increase charges to £6.00 per child for Borough schools and £7.00 per child from other schools.
- 5.5.2 New charge introduced for Tours during the daytime at £3.50 per person and £50.00 minimum charge for tours out of hours.

5.6 Libraries (Ref 115 – 156)

- 5.6.1 Overall the charges levied by the library service are high compared to benchmarks and so there is considered to be limited scope to raise these significantly.
- 5.6.2 There is a 5p increase proposed for fines for overdue books. At 35p per day the fine charged by the Council is the highest in its benchmarking group, where the average is 23p.
- 5.6.3 The same is true for black and white photocopying charges with A4 copies at 20p and A3 at 40p, where the average is 14p and 23p respectively. It is proposed to hold these charges at the current rate.
- 5.6.4 It is proposed to increase the cost of replacement library cards by 10p, which would mean that adults will now pay £3.10 and children/over 60s will pay £2.10. These charges are among the highest in the benchmarking group, where the average for adults is currently £2.26 and for children £1.96.
- 5.6.5 In 2012/13 the Council introduced a charge for internet access from its library PCs, the first and only local authority in London to do so. The charge was revised for 2013/14 to introduce more choice for local residents. A £6.00 annual fee for 1 hour computer time per day was introduced and this has proved popular. It is proposed that all current computer charges are increased by 50p. However the first half an hour of usage will be provided free of charge for all library users to help improve usage of computers in libraries. Free subscriptions for all under 20's and over 60's will also remain.
- 5.6.6 Increase to the charge for loaning materials from the British Library is proposed. The total application charge will increase from £6.00 to £6.50 per item. This would bring the Barking and Dagenham charge closer to the average for the benchmarking group for this service.

5.7 Barking Learning Centre (Ref 157 – 207)

- 5.7.1 After measures taken in recent times to bring hire charges in line with comparable facilities, it is proposed to increase room hire charges by an average of 5%. The current charges are relatively high compared to other local venues.

5.8 Leisure Centres (Ref 208 – 282)

- 5.8.1 The service is working to achieve 100% direct cost recovery for the leisure centres as well as a contribution towards overheads and the cost of capital. The aim is to make the service as cost effective as possible but to try to ensure that prices remain affordable.
- 5.8.2 Accordingly, discounts to standard prices are to be provided to those residents for whom price can be a barrier to participation:
- Children and young people aged 16 and under
 - Full time students
 - People over the state pension age
 - People on low incomes in receipt of means tested benefits
 - People receiving 'carer's allowance'
 - People on disability related benefits; and
 - Serving Armed Services Personnel
- 5.8.3 Service users who aren't Borough residents are charged more for services.
- 5.8.4 Pricing changes are informed by market conditions and, in particular, by benchmarking against London and near neighbour councils. The approach adopted over the past three years has been for standard prices to be pitched at about the London average and towards the top end of what is being charged for by local authority provided or commissioned services in neighbouring councils.
- 5.8.5 The LBBB staff concession for memberships will be set at 80% of the standard price. For corporate memberships the price will be pitched at the same level as standard charges with discounted prices only becoming available when certain thresholds have been reached in terms of membership take up.
- 5.8.6 In previous years a 12 month contract has been offered, which provides a discount on the normal membership price but ties the customer in to making payments for a whole year. In the current financial climate it is recognised that this kind of arrangement could result in financial hardship for customers if their circumstances change and so it is proposed to delete this offer for 2015/16.
- 5.8.7 The key income streams for the leisure centres are Active Fitness memberships, swimming lessons and casual swimming. For 2015/16 the following changes are proposed:
- Increase the standard Active Fitness membership price from £41 to £45 (an increase of 9.75%);
 - Increase the junior 10 week block swimming lesson from £45 to £47 (an increase of 4%); and
 - Increase in the casual swimming 'pay and play' price to £4 for adults (up by 20p or 5%) and for concessions £2.60 (up by 15p or 6%).
- 5.8.8 Changes are also proposed for the Jolly Jungle soft play facility to bring them in line with other providers: a 10p increase to under 3s and over 3s, up to £4.50 (2% rise)

and £5.50 (2% rise) respectively; as well as a 20p or 2% increase to the monthly membership price from £12.80 to £13.

5.9 **Barking Splash Park (Ref 283 – 284)**

5.9.1 The aim is to achieve 100% direct cost recovery for this service as well as a contribution towards overheads and the cost of capital.

5.9.2 It is proposed to offer two prices for the splash park for over 1 year olds. This would be £1.50 for residents and £2 for non residents.

5.10 **Jim Peters Stadium (Ref 285 – 292)**

5.10.1 The aim is to achieve 100% direct cost recovery for this service as well as a contribution towards overheads and the cost of capital.

5.10.2 It is proposed to keep the same prices for the athletics arena as 2014/15 as we continue to develop the programme at the facility. The exception is school hire, which will be reduced to £25 per hour for normal hire and £30 per hour for competitions due to the low level of take up.

5.11 **Broadway Theatre (Ref 293 – 298)**

5.11.1 The key hire charges proposed are as follows:

- Theatre per hour (Monday – Thursday): Commercial - £95, Community - £70
- Theatre per hour (Friday – Sunday): Commercial - £115, Community - £90 (min. 4 hour booking)
- Drama studio/Dance studio per hour: Commercial - £30, Community - £25

5.11.2 Ticket prices for individual shows that are programmed by the Council will be set by officers on a show by show basis based on the nature of the performance programmed as well as its likely demand and associated costs.

5.11.3 It should be noted that there is a report about the future management of the Broadway theatre to be considered by Cabinet on the same agenda as this report. The approach to be taken on fees and charges to be levied at the Broadway may need to be amended in the light of the decision taken by Members.

6.0 **Children's Services (Ref 299 – 311)**

6.1 **Early Years Provision (Ref 299 – 301)**

6.1.1 Fees have been increased to cover inflationary pressures for the services provided.

6.2 **Butler Court (Ref 304 – 311)**

6.2.1 There is a savings proposal under consultation for Butler Court to be transferred to Housing for use as a hostel in 2015/16. As the fees are set for an academic year no fee change is proposed within this report as Butler Court will be closed by the time it the charges were to come into effect.

7.0 Housing and Environment (Ref 312 – 918)

7.1 A fees and charges exercise has been undertaken to set prices for the division's chargeable services for the last quarter of 2014/15 and for the financial year 2015/16.

7.1.1 Most of the fees and charges have broadly increased by the inflation index RPI, which was 2.4% as at August 2014, in order to keep charges in line with the increases in cost of providing the service. The charges are set in rounded numbers to ensure ease for the Council and the consumer.

7.1.2 Specific charges which have increased above inflation or reduced below inflation and new charges introduced are discussed below.

7.2 Sport Pitches (Ref 334 – 346)

7.2.1 It is proposed to increase charges to reflect the full cost of providing and maintaining sports pitches and facilities. The increase is proposed to come into effect from April 2015 in line with seasonal applications. Alongside this, the council will be making grant funding available from April 2015 to club's that can demonstrate inclusive sporting activity and public health outcomes. Clubs with successful applications will be able to use the grant to contribute towards the cost of sport pitch hire.

7.3 Parking (Ref 374 – 398)

7.3.1 There is no proposal here to increase the prices paid by residents for residential permits and season tickets until a review of the current charging system has taken place. This review will make any proposals for change in line with benchmark information on charges in similar councils, a strategic view on how parking controls can meet Council objectives and a reflection of the true costs of delivering parking control.

7.3.2 Other parking charges including on street, car parks and other permits are currently under consideration within savings proposals. These are outlined in section 9.0 of this report.

7.4 Licences (Ref 463 – 650)

7.4.1 With the majority of these charges there is no scope to increase fees as they are at the maximum levels allowed by legislation. However for those which are within the Council's powers and interests to increase, a 2.4% increase has been applied.

7.4.2 The fees for various types of licences have been challenged in the courts recently and councils whose fees have been deemed to be excessive have been forced to compensate applicants. Where the Council is the sole provider of a service as in the case of the majority of licences it may set a reasonable fee that only includes the costs related to the application process. This rule has been followed in licence fee setting to remove the risk of subsequent legal action resulting in financial losses to the Council.

7.4.3 The special treatments licence fee structures have also been reviewed and some charges have been removed from the schedule as these charges have already

been captured within existing fees such as Licences - Special treatment premises- Processing charge, Renewals, Transfers etc.

7.5 Street Trading Services (Ref 651 – 659)

7.5.1 New charges have been introduced for leaflet distribution in the borough and prices have been set through benchmarking with other local authorities.

7.6 Barking Market (Ref 660 – 674)

7.6.1 It has been proposed to increase these charges by inflation of 2.4% but it should be noted that these charges are subject to statutory consultation with license holders.

7.7 Building Control Fees (Ref 675 – 771)

7.7.1 Building Control fees have not been reviewed since January 2011 and now need a new fee structure. These fees were previously not on the fees and charges schedule but have now been included. The fees have been reviewed to ensure that they cover current working practices and that they work on a full cost recovery basis. Costs have also been benchmarked against other East London local authorities.

7.7.2 Building Control fees work on a trading account and should be self funding. The Building (Local Authority Charges) Regulations 2010 build on the principle of devolving charge setting to local authorities. The purpose of this is to provide more flexibility, accuracy, fairness and transparency in charges. It also seeks to improve the standards within which local authorities and approved inspectors operate and compete. Costs are reflected in the building regulations chargeable service and these costs are isolated from other building control activities.

7.8 Housing Act 2004 (Ref 783 – 788)

7.8.1 The Housing Act 2004 came into force in April 2006. Within the Act S.49 gives Local Authorities the discretion to charge for the service of enforcement notices.

7.8.2 It is recommended to continue to charge a flat rate for the service of Improvement Notices, Prohibition Orders, Emergency Remedial Action, Emergency Prohibition Orders and Demolition Orders and issue a demand for Improvement Notices in all instances as the amount of work required is similar. Since the introduction of charges for notices the time taken to administer the notices has been reviewed and the new fee reflects the cost to the local authority.

7.9 Planning Enforcement Discretionary Fees (Ref 789 – 791)

7.9.1 New fees have been introduced in the area and these fees relate to a discretionary charge when the Planning Enforcement Office is requested to provide confirmation that either plans, notices or conditions have been complied with.

7.10 Highways and Dropped Kerbs (Ref 792 – 814)

7.10.1 An increase is proposed against the footway crossing application fee and administration fee to be reflective of full cost recovery for arranging the construction

of a new footway crossing. The fee also includes a one off contribution towards the increased costs of highway inspections of that footway crossing. This charge is also in line with other local authorities. Charges for enforcement activity will be added to the cost of each dropped kerb so that those that operate illegally pay for the costs of the enforcement also. These charges will ensure that the Council can fully deliver a programme of proactive enforcement.

7.11 Refuse (Ref 846 – 854)

7.11.1 A benchmarking exercise has been undertaken which reflects that our charges for the collection of trade refuse Euro bins are much higher than our competitors and demand has fallen over the years. As a result of these findings, it is recommended that these charges are reduced in 2015/16. For all other charges the costs have been increased by inflation. It is also proposed that the Miscellaneous Services – Cesspool emptying charge is removed due to lack of demand for the service.

8.0 Chief Executive (Ref 919 – 995)

8.1 Registrars (Ref 919 – 956)

8.1.1 Fees and charges have been updated to ensure that the Council is operating on a full cost recovery basis for these services. Most of the charges have been increased in line with Augusts' inflation i.e. RPI of 2.4% rounded.

8.1.2 Some charges have been increased to be in line with benchmarking data from other local authorities and these charges include the individual citizenship payments (per child), all marriages/civil partnerships (Monday – Sunday and bank holidays) etc.

8.1.3 It is proposed that a new charge is introduced for Dusk Marriages (Late Fridays) as a result of perceived demand for the service. There is also a proposal to introduce a new Friday charge for the non-statutory ceremonies (renewal of vows and baby naming) and an increase to the Sunday charge to benefit from the highest possible increase based on benchmarking data.

8.1.4 There are a few charges which have been reduced to be in line with other neighbouring boroughs to make the service more competitive and these include the Individual Citizenship Payments (Per Adult) Priority service for copy certificates issued same day.

8.2 Social Alarms (Ref 957)

8.2.1 Charges for the Social Alarm service have been held due to a major increase in 2014/15 and also charges set by the central government have also been held at 2014/15 prices such as blue badges etc.

8.3 Street Naming & Numbering (Ref 958 – 962)

8.3.1 It is proposed that these charges are increased at a rounded 5% increase. Income received from this area is largely dependent upon the amount of ongoing housing development within the Borough so it is expected that the planned increase will not have an impact on the demand for the service.

8.4 Pre-Application Planning Meetings (Ref 963 – 971)

8.4.1 Proposed charges for 2015/16 have been increased in line with inflation at a rounded 2.4% and it is anticipated that this increase would not affect the demand for the service.

8.5 Local Land Charges / National Land Information Service (Ref 972 – 986)

8.5.1 Local Land Charges are subject to public scrutiny and the Council is required to publish details of the costs and income relating to this activity on its public website. The Council must set its charges for this area with the intention of breaking even over a rolling three year period.

8.5.2 Therefore, in the light of relatively static employee costs and reducing support charges, a price increase in this area would be difficult to justify. There is also the prospect of the Land Registry taking over responsibility for Local Land Charges from 31 December 2016. It is proposed that there are no price increases in this area.

8.6 Information Governance (Ref 987)

8.6.1 This charge set by the Government relates to the Data Protection Act 1988 Section 7(1) which gives individuals the right to access their personal data and this is called a subject access data. The Council already charge the maximum fee allowed under the Act, therefore this price cannot be increased.

8.7 Court Costs (Ref 988 – 995)

8.7.1 These are charges already made by the Council but have now been added to the fees and charges schedule. These include charges for summonses, possessions, evictions, charging orders etc.

8.7.2 There is a small risk that the new charges entered into the academy system before the end of the financial year could impact charges raised prior to 1 January 2015. If there are any write offs relating to charges before this date, then the write off will be at the new higher charge, rather than the amount originally charged as the system is unable to record two sets of charges. However the service have estimated that increase in income expected from raising charges from 1 January 2015, will generate sufficient income which would far outweigh any potential inflation of write offs.

9.0 Fees and Charges related to savings proposals

9.1.1 There are fees and charges relating to savings proposals currently under public consultation which have been included within Appendix A. The fees and charges references and savings proposal references are outlined below.

9.1.2 The new charges will come into effect from 1 January if Cabinet agrees the savings proposals in December after public consultation has been completed.

9.1.3 The savings proposals relating to fees and charges are:

- ES007 – Parking Charges (Appendix A Ref: 399 - 458)

- ES021 – Staff Parking Charges (Appendix A Ref 459 - 460)

9.1.4 With the move to cashless parking, the current fee structure means that some parking sessions are being purchased at a loss to the Council or cost neutral and therefore the charges need to be increased to ensure an income is received on all parking sessions.

9.1.5 The savings proposals currently under consultation propose that parking charges in all paid for parking locations both on street and car parks and all other permits including staff permits but excluding residential and season tickets are increased by an average of 50%.

10.0 Options Appraisals

10.1 Officers have considered a range of options as to changes to existing fees and charges and where appropriate used market knowledge and benchmarking to inform the proposals.

11.0 Consultation

11.1 The revised fees and charges have been set using benchmarking information and through discussions with other councils.

12.0 Financial Implications

12.1 The financial implications are considered throughout this report. Where there are savings proposals included in the fees and charges schedule, it is expected that additional income of £440k would be generated, this is in line with the savings proposal put forward for consultation.

13.0 Legal Implications

Implications completed by: Paul Feild, Senior Corporate Governance Lawyer

13.1 The Council as a local authority is required under the Local Government Finance Act 1992 to produce a 'balanced budget'. Income generated from fees and charges contributes to the Council's finances. Furthermore Local authorities are under an explicit duty to ensure that their financial management is adequate and effective, and that they have a sound system of internal control and management of financial risk. The annual review of fees and charges contributes to this requirement.

14.0 Other Implications

14.1 **Risk Management** - In proposing these revised fees and charges officers have considered the impact of increases adversely affecting demand for the service and in turn on the achievement of both the community priorities and the Council's budget. The risk of these proposals will be monitored through the Council's various performance indicators, its service scorecards and the budget monitoring processes.

14.2 **Customer Impact** - Officers have amended fees and charges in such a way as to try, where possible, to minimise the impact on customers during these difficult times while at the same time enabling the Council to achieve a balanced budget and

ensure full cost recovery. In some instances fees and charges have been reduced in order to deliver better value for money for our residents and to encourage increased take up of services.

Public Background Papers Used in the Preparation of the Report:

- Fairer Contributions Policy for Adult Social Care; Cabinet Report July 2011
- Care Act guidance on Fairer Charging

List of appendices:

- **Appendix A:** Schedule of Proposed Fees and Charges
- **Appendix B:** Schedule of Previous Fees and Charges that are no longer applicable

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APPENDIX A - Full list of Fees and Charges 2015/16

Not VATable *

includes VAT **

Ref	Description of Service		2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
Adults & Community Services												
Social Care												
1	NON RESIDENTIAL SERVICES (i.e. homecare charging). Please see main body of report for further information.	*	0.00	0.00	0.00	0.00	0.00	0.00%		0.00	0.00	
2	Residential - Kallar Lodge Elderly Residential Home (Charge to Other Local Authorities and full cost payers) per week	*	780.00	0.00	780.00	20.00	20.00	2.56%	800.00	0.00	800.00	Charges reviewed for current unit costs
3	Residential - 80 Gascoigne Road High dependency residential home (Charge to Other Local Authorities & full cost payers) per week	*	1,560.00	0.00	1,560.00	0.00	0.00	0.00%	1,560.00	0.00	1,560.00	Charges reviewed for full cost recovery
4	Day Centre - Heathlands (other Local Authorities)	*	140.00	0.00	140.00	10.00	10.00	7.14%	150.00	0.00	150.00	Premium for out of borough placements as per service aim
5	Day Centre - Heathlands (Borough Residents)	*	85.00	0.00	85.00	5.00	5.00	5.88%	90.00	0.00	90.00	Charges reviewed for full cost recovery
6	Day Centre - Maples (other Local Authorities)	*	100.00	0.00	100.00	10.00	10.00	10.00%	110.00	0.00	110.00	Premium for out of borough placements as per service aim
7	Day Centre - Maples (Borough Residents)	*	70.00	0.00	70.00	5.00	5.00	7.14%	75.00	0.00	75.00	Charges reviewed for full cost recovery
Heritage Services - Eastbury Manor House												
8	Eastbury Manor House - Commercial - Standard Room Hire Weekday per hour	**	26.67	5.33	32.00	0.00	0.00	0.00%	26.67	5.33	32.00	Report on Eastbury Manor House commercial development found prices are competitive
9	Eastbury Manor House - Commercial - Hire of East Chamber per hour	**	31.67	6.33	38.00	0.00	0.00	0.00%	31.67	6.33	38.00	Report on Eastbury Manor House commercial development found prices are competitive
10	Eastbury Manor House - Commercial - Hire of East Chamber - Fri (8am to 5pm) per hour	**	35.00	7.00	42.00	0.00	0.00	0.00%	35.00	7.00	42.00	Report on Eastbury Manor House commercial development found prices are competitive
11	Eastbury Manor House - Commercial - Hire of East Chamber - Fri (5pm onwards) per hour	**	40.00	8.00	48.00	0.00	0.00	0.00%	40.00	8.00	48.00	Report on Eastbury Manor House commercial development found prices are competitive
12	Eastbury Manor House - Commercial - Standard Room Hire - Fri (8am to 5pm) per hour	**	30.00	6.00	36.00	0.00	0.00	0.00%	30.00	6.00	36.00	Report on Eastbury Manor House commercial development found prices are competitive
13	Eastbury Manor House - Commercial - Standard Room Hire - Fri (5pm onwards) per hour	**	35.00	7.00	42.00	0.00	0.00	0.00%	35.00	7.00	42.00	Report on Eastbury Manor House commercial development found prices are competitive
14	Eastbury Manor House - Commercial - Standard Conference Package (East Chamber, Winter Parlour, Northwest Chamber and the Buttery)- Mon - Thurs all day per hour	**							100.00	20.00	120.00	new package
15	Eastbury Manor House - Commercial - Standard Conference Package (East Chamber, Winter Parlour, Northwest Chamber and the Buttery)- Friday 8am to 5pm per hour	**							112.50	22.50	135.00	new package
16	Eastbury Manor House - Charity/community - Standard Conference Package (East Chamber, Winter Parlour, Northwest Chamber and the Buttery)- Mon - Thurs all day per hour	**							56.67	11.33	68.00	new package
17	Eastbury Manor House - Charity/community - Standard Conference Package (East Chamber, Winter Parlour, Northwest Chamber and the Buttery)- Fri 8am to 5pm per hour	**							64.17	12.83	77.00	new package
18	Eastbury Manor House - Commercial - Delux Conference Package (East Chamber, Summer Parlour, Northwest Chamber, Southwest Chamber and the Buttery)- Mon - Thurs all day per hour	**							152.50	30.50	183.00	new package
19	Eastbury Manor House - Commercial - Delux Conference Package (East Chamber, Summer Parlour, Northwest Chamber, Southwest Chamber and the Buttery)- Fri 8am to 5pm per hour	**							170.83	34.17	205.00	new package
20	Eastbury Manor House - Charity/community - Delux Conference Package (East Chamber, Summer Parlour, Northwest Chamber, Southwest Chamber and the Buttery)- Mon - Thurs all day per hour	**							85.00	17.00	102.00	new package
21	Eastbury Manor House - Charity/community - Delux Conference Package (East Chamber, Summer Parlour, Northwest Chamber, Southwest Chamber and the Buttery)- Fri 8am to 5pm per hour	**							95.00	19.00	114.00	new package
22	Eastbury Manor House - LBBD Internal - Standard Room Hire per hour - Mon to Thurs per hour (25% discount)	*	16.00	0.00	16.00	0.00	0.00	0.00%	16.00	0.00	16.00	

APPENDIX A - Full list of Fees and Charges 2015/16

Not VATable *

includes VAT **

Ref	Description of Service		2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
23	Eastbury Manor House - LBBD Internal - Standard Room Hire per hour - Fri per hour (50% discount)	*	18.00	0.00	18.00	0.00	0.00	0.00%	18.00	0.00	18.00	
24	Eastbury Manor House - LBBD Internal - Hire of East Chamber per hour	*	28.50	0.00	28.50	0.00	0.00	0.00%	28.50	0.00	28.50	
25	Eastbury Manor House - LBBD Internal - Hire of East Chamber - Fri (8am to 5pm) per hour (25% discount)	*	31.50	0.00	31.50	0.00	0.00	0.00%	31.50	0.00	31.50	
26	Eastbury Manor House - LBBD Internal - Hire of East Chamber - Fri 5pm onwards per hour (25% discount)	*	36.00	0.00	36.00	0.00	0.00	0.00%	36.00	0.00	36.00	
27	Eastbury Manor House - LBBD Internal - Hire of Whole House Mon-Thurs (East Chamber, Old Chamber, Summer Parlour, Winter Parlour, N/W Chamber and S/W Chamber) per hour	*	72.00	0.00	72.00	0.00	0.00	0.00%	72.00	0.00	72.00	
28	Eastbury Manor House - LBBD Internal - Hire of Whole House - Fri (8am to 5pm) (East Chamber, Old Hall, Summer Parlour, Winter Parlour, Buttery, N/W Chamber and S/W Chamber) per hour	*	81.00	0.00	81.00	0.00	0.00	0.00%	81.00	0.00	81.00	
29	Eastbury Manor House - LBBD residents - Civil marriage and partnership ceremony Friday all year 1-hour ceremony	**	150.00	30.00	180.00	0.00	0.00	0.00%	150.00	30.00	180.00	
30	Eastbury Manor House - Non-residents - Civil marriage and partnership ceremony Friday all year 1-hour ceremony	**	183.33	36.67	220.00	(0.00)	(0.00)	0.00%	183.33	36.67	220.00	
31	Eastbury Manor House - LBBD residents - Civil marriage and partnership ceremony - Weekend All Year (1-hour ceremony)	**	179.17	35.83	215.00	0.00	0.00	0.00%	179.17	35.83	215.00	
32	Eastbury Manor House - Non-residents - Civil marriage and partnership ceremony - Weekend All Year 1-hour ceremony	**	212.50	42.50	255.00	0.00	0.00	0.00%	212.50	42.50	255.00	
33	Eastbury Manor House - Standard Functions Friday All Year (East Chamber, Old Chamber, Summer Parlour, Winter Parlour and Walled Garden) per hour	**	95.00	19.00	114.00	0.00	0.00	0.00%	95.00	19.00	114.00	
34	Eastbury Manor House - Evening Standard Functions - Saturday 5pm onwards All Year (Four room plus grounds) per hour	**	110.00	22.00	132.00	0.00	0.00	0.00%	110.00	22.00	132.00	
35	Eastbury Manor House LBBD resident Standard venue hire package Fri 5pm onwards (Four rooms and walled garden) per hour	**							71.67	14.33	86.00	new package
36	Eastbury Manor House LBBD resident Standard venue hire package Sat 5pm onwards (Four rooms and walled garden) per hour	**							82.50	16.50	99.00	new package
37	Eastbury Manor House Non- resident Delux venue hire package Fri until 5pm (seven rooms and walled garden) per hour	**							135.00	27.00	162.00	new package
38	Eastbury Manor House Non- resident Delux venue hire package Fri 5pm onwards (seven rooms and walled garden) per hour	**							156.67	31.33	188.00	new package
39	Eastbury Manor House LBBD resident Delux venue hire package Fri until 5pm (seven rooms and walled garden) per hour	**							101.67	20.33	122.00	new package
40	Eastbury Manor House LBBD resident Delux venue hire package Friday 5pm onwards (seven rooms and walled garden) per hour	**							116.67	23.33	140.00	new package
41	Tudor feastr package (min. 15 people) per person	**							50.00	10.00	60.00	
42	Eastbury Manor House - Community/Charity - Standard Room Hire Mon-Thurs All Year per hour	**	13.33	2.67	16.00	0.00	0.00	0.00%	13.33	2.67	16.00	
43	Eastbury Manor House - Community/Charity - Standard Room Hire - Fri (8am to 5pm) All Year per hour	**	15.00	3.00	18.00	0.00	0.00	0.00%	15.00	3.00	18.00	
44	Eastbury Manor House - Community/Charity - Standard Room Hire - Fri (5pm onwards) All Year per hour	**	23.33	4.67	28.00	(0.00)	(0.00)	-0.01%	23.33	4.67	28.00	
45	Eastbury Manor House - Community/Charity - East Chamber Mon-Thurs All Year per hour	**	23.75	4.75	28.50	0.00	0.00	0.00%	23.75	4.75	28.50	
46	Eastbury Manor House - Community/Charity - East Chamber - Mon to Thurs (5pm onwards) All Year per hour (25% discount)	**	26.25	5.25	31.50	0.00	0.00	0.00%	26.25	5.25	31.50	
47	Eastbury Manor House - Community/Charity - East Chamber - Fri (8am to 5pm) All Year per hour	**	26.25	5.25	31.50	0.00	0.00	0.00%	26.25	5.25	31.50	
48	Eastbury Manor House - Community/Charity - East Chamber - Fri (5pm onwards) All Year (25% discount 1-month in advance of date only) per hour	**	30.00	6.00	36.00	0.00	0.00	0.00%	30.00	6.00	36.00	
49	Eastbury Manor House - Community/Charity -Delux conference package Mon-Thurs (East Chamber, Old Chamber, Summer Parlour, Winter Parlour, N/W Chamber and S/W Chamber) per hour	**							85.00	17.00	102.00	new package

APPENDIX A - Full list of Fees and Charges 2015/16

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			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
50	Eastbury Manor House - Community/Charity -Delux conference package Fri 8am to 5pm (East Chamber, Old Chamber, Summer Parlour, Winter Parlour, N/W Chamber and S/W Chamber) per hour	**							95.00	19.00	114.00	new package
51	Eastbury Manor House - Admission charges Adult	*	4.00	0.00	4.00	0.00	0.00	0.00%	4.00	0.00	4.00	
52	Eastbury Manor House - Admission charges LBBB Adult	*	3.00	0.00	3.00	0.00	0.00	0.00%	3.00	0.00	3.00	
53	Eastbury Manor House - Admission charges Adult (Group)	*	4.00	0.00	4.00	0.00	0.00	0.00%	4.00	0.00	4.00	
54	Eastbury Manor House - Admission charges LBBB Adult (Group)	*	2.00	0.00	2.00	0.00	0.00	0.00%	2.00	0.00	2.00	
55	Eastbury Manor House - Admission charges concessions	*	2.00	0.00	2.00	0.00	0.00	0.00%	2.00	0.00	2.00	
56	Eastbury Manor House - Admission charges LBBB Concessions	*	1.50	0.00	1.50	0.00	0.00	0.00%	1.50	0.00	1.50	
57	Eastbury Manor House - Admission charges Child aged 5-15	*	2.00	0.00	2.00	0.00	0.00	0.00%	2.00	0.00	2.00	
58	Eastbury Manor House - Admission charges LBBB Child aged 5-15	*	1.50	0.00	1.50	0.00	0.00	0.00%	1.50	0.00	1.50	
59	Eastbury Manor House - Admission charges family (2 adults with up to 2 children)	*	8.00	0.00	8.00	0.00	0.00	0.00%	8.00	0.00	8.00	
60	Eastbury Manor House - Admission charges LBBB Family (2 adults with up to 4 children)	*	6.00	0.00	6.00	0.00	0.00	0.00%	6.00	0.00	6.00	
61	Eastbury Manor House - Admission charges special events - minimum	*	2.50	0.00	2.50	0.00	0.00	0.00%	2.50	0.00	2.50	
62	Eastbury Manor House - Admission charges special events - maximum	*	65.00	0.00	65.00	0.00	0.00	0.00%	65.00	0.00	65.00	
63	Eastbury Manor House - Knights Children's Party 4 to 8 years (2-hour package with catering) 15 children minimum (per child)	**	13.33	2.67	16.00	(0.00)	(0.00)	-0.02%	13.33	2.67	16.00	
64	Eastbury Manor House - Knights Children's Party 4 to 8 years (2-hour package with catering) 16 to 20 children (per child)	**	15.00	3.00	18.00	0.00	0.00	0.00%	15.00	3.00	18.00	
65	Eastbury Manor House - Knights Children's Party 4 to 8 years (2-hour package with catering) 21 to 25 children (per child)	**	16.67	3.33	20.00	0.00	0.00	0.02%	16.67	3.33	20.00	
66	Eastbury Manor House - Princess Children's Party 4 to 8 years (2-hour package with catering) minimum 15 children (per child)	**	13.33	2.67	16.00	0.00	0.00	0.00%	13.33	2.67	16.00	
67	Eastbury Manor House - Princess Children's Party 4 to 8 years (2-hour package with catering) 16 to 20 children (per child)	**	15.00	3.00	18.00	0.00	0.00	0.00%	15.00	3.00	18.00	
68	Eastbury Manor House - Princess Children's Party 4 to 8 years (2-hour package with catering) 21 to 25 children (per child)	**	16.67	3.33	20.00	0.00	0.00	0.00%	16.67	3.33	20.00	
69	Eastbury Manor House - Knights Children's Party with 'Knight' 7 to 11 years (2-hour package with catering) minimum 15 children (per child)	**	18.33	3.67	22.00	(0.00)	(0.00)	-0.02%	18.33	3.67	22.00	
70	Eastbury Manor House - Knights Children's Party with 'Knight' 7 to 11 years (2-hour package with catering) 16 to 20 children (per child)	**	20.00	4.00	24.00	0.00	0.00	0.00%	20.00	4.00	24.00	
71	Eastbury Manor House - Knights Children's Party with 'Knight' 7 to 11 years (2-hour package with catering) 21 to 25 children (per child)	**	21.67	4.33	26.00	0.00	0.00	0.02%	21.67	4.33	26.00	
72	Eastbury Manor House - Princess Children's Party with 'Tudor Lady' 7 to 11 years (2-hour package with catering) minimum 15 children (per child)	**	18.33	3.67	22.00	0.00	0.00	0.00%	18.33	3.67	22.00	
73	Eastbury Manor House - Princess Children's Party with 'Tudor Lady' 7 to 11 years (2-hour package with catering) 16 to 20 children (per child)	**	20.00	4.00	24.00	0.00	0.00	0.00%	20.00	4.00	24.00	
74	Eastbury Manor House - Princess Children's Party with 'Tudor Lady' 7 to 11 years (2-hour package with catering) 21 to 25 children (per child)	**	21.67	4.33	26.00	0.00	0.00	0.00%	21.67	4.33	26.00	
	Heritage Services - Valence House											
75	Valence House - Commercial - Education Room (half room) per hour	**	26.67	5.33	32.00	0.00	0.00	0.00%	26.67	5.33	32.00	in line with Eastbury Manor House and competitive
76	Valence House - Commercial - Education Room (whole room) per hour	**	31.67	6.33	38.00	0.00	0.00	0.00%	31.67	6.33	38.00	in line with Eastbury Manor House and competitive
77	Valence House - Commercial - Function Room per hour	**	13.50	2.70	16.20	0.67	0.80	4.96%	14.17	2.83	17.00	in line with Eastbury Manor House and competitive
78	Valence House - LBBB Internal - Education Room (half room) per hour	*	19.00	0.00	19.00	0.00	0.00	0.00%	19.00	0.00	19.00	
79	Valence House - LBBB Internal - Education Room (whole room) per hour	*	36.00	0.00	36.00	0.00	0.00	0.00%	36.00	0.00	36.00	
80	Valence House - LBBB Internal - Function Room per hour	*	14.00	0.00	14.00	0.00	0.00	0.00%	14.00	0.00	14.00	
81	Valence House - Education loan box per week	*	20.00	0.00	20.00	0.00	0.00	0.00%	20.00	0.00	20.00	
82	Archives & Local Studies Reprographics - A4 b/w	**	5.00	1.00	6.00	0.00	0.00	0.00%	5.00	1.00	6.00	
83	Archives & Local Studies Reprographics- A3 b/w	**	10.00	2.00	12.00	0.00	0.00	0.00%	10.00	2.00	12.00	
84	Archives & Local Studies Reprographics - A4 colour	**	8.33	1.67	10.00	0.00	0.00	0.00%	8.33	1.67	10.00	

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85	Archives & Local Studies Reprographics - A3 colour	**	20.00	4.00	24.00	0.00	0.00	0.00%	20.00	4.00	24.00	
86	Archives & Local Studies Reprographics- Digital scan (up to 300dpi) for e-mail	**	4.17	0.83	5.00	0.83	1.00	19.90%	5.00	1.00	6.00	
87	Archives & Local Studies Reprographics- Digital scan (300+ dpi) includes CD (exc post)	**	12.50	2.50	15.00	2.50	3.00	20.00%	15.00	3.00	18.00	
88	Photography day license	**	4.17	0.83	5.00	0.83	1.00	19.90%	5.00	1.00	6.00	
89	Archives & Local Studies Reprographics- Recorded post and packing	**	2.50	0.50	3.00	0.00	0.00	0.00%	2.50	0.50	3.00	
90	Archives & Local Studies Reprographics - Photocopies A4	**	0.17	0.03	0.20	0.00	0.00	0.00%	0.17	0.03	0.20	
91	Archives & Local Studies Reprographics - Photocopies A3	**	0.33	0.07	0.40	0.00	0.00	0.00%	0.33	0.07	0.40	
92	Archives & Local Studies Reprographics - Microfilm printout A4	**	0.42	0.08	0.50	0.00	0.00	0.00%	0.42	0.08	0.50	
93	Archives & Local Studies Reprographics - remote users max 30 minute look up and print out (inc post)	**	8.33	1.67	10.00	0.00	0.00	0.00%	8.33	1.67	10.00	
94	Archives & Local Studies Reproduction fees for publications- books/ periodicals one country one language	**	75.00	15.00	90.00	0.00	0.00	0.00%	75.00	15.00	90.00	Already at top end of charges
95	Archives & Local Studies Reproduction fees for publications- books/ periodicals world one language	**	95.00	19.00	114.00	0.00	0.00	0.00%	95.00	19.00	114.00	
96	Archives & Local Studies Reproduction fees for publications- books/ periodicals world multi language	**	120.00	24.00	144.00	0.00	0.00	0.00%	120.00	24.00	144.00	
97	Archives & Local Studies Reproduction fees for publications- book jackets, CD video cases one country one language	**	85.00	17.00	102.00	0.00	0.00	0.00%	85.00	17.00	102.00	
98	Archives & Local Studies Reproduction fees for publications- book jackets, CD video cases world multi language	**	150.00	30.00	180.00	0.00	0.00	0.00%	150.00	30.00	180.00	
99	Archives & Local Studies Reproduction fees for stills for TV/films and exhibitions - One programme, 5 year unlimited licence	**	300.00	60.00	360.00	0.00	0.00	0.00%	300.00	60.00	360.00	
100	Archives & Local Studies Reproduction fees for stills for commercial re-sale TV/films and exhibitions - Postcards, greeting cards, posters and other advertising material	**	150.00	30.00	180.00	0.00	0.00	0.00%	150.00	30.00	180.00	
101	Archives & Local Studies Reproduction fees for stills for TV/films and exhibitions - commercial web pages	**	75.00	15.00	90.00	0.00	0.00	0.00%	75.00	15.00	90.00	
102	Archives & Local Studies Reproduction fees for stills for TV/films and exhibitions - Personal (non commercial)/charity web pages	**	35.00	7.00	42.00	0.00	0.00	0.00%	35.00	7.00	42.00	
	Heritage Education											
103	Heritage education & Outreach - non-LBBB School visit to heritage venue with facilitator (min charge 30 children) cost per child	*	6.00	0.00	6.00	1.00	1.00	16.67%	7.00	0.00	7.00	Good demand, increase charges to ensure costs are being covered
104	Heritage education & Outreach - LBBB School visit to heritage venue (min charge 30 children) cost per child	*	5.00	0.00	5.00	1.00	1.00	20.00%	6.00	0.00	6.00	Good demand, increase charges to ensure costs are being covered
105	Heritage education & Outreach - LBBB School outreach session (min 2 sessions delivered)	*	50.00	0.00	50.00	0.00	0.00	0.00%	50.00	0.00	50.00	
106	Heritage education & Outreach - community outreach/talk	*	35.00	0.00	35.00	0.00	0.00	0.00%	35.00	0.00	35.00	
107	Heritage education - rate per day for development of specific schemes (externally funded)	**	166.67	33.33	200.00	0.00	0.00	0.00%	166.67	33.33	200.00	
108	Heritage education & Outreach - Workshops Children's half -day	*	3.00	0.00	3.00	0.00	0.00	0.00%	3.00	0.00	3.00	
109	Heritage education & Outreach - Workshops Adults full -day (minimum)	*	5.00	0.00	5.00	0.00	0.00	0.00%	5.00	0.00	5.00	
110	Heritage education & Outreach - Workshops Adults full -day (maximum)	*	10.00	0.00	10.00	0.00	0.00	0.00%	10.00	0.00	10.00	
111	Heritage education & Outreach - Workshops Talks (minimum)	*	2.50	0.00	2.50	1.00	1.00	40.00%	3.50	0.00	3.50	
112	Heritage education & Outreach - Workshops Talks (maximum)	*	20.00	0.00	20.00	0.00	0.00	0.00%	20.00	0.00	20.00	
113	Tours out of hours minimum charge	*							50.00	0.00	50.00	new charge
114	Tours (daytime) per person	*							3.50	0.00	3.50	new charge
	Library Service											
115	Libraries - Adult Fines per day	*	0.30	0.00	0.30	0.05	0.05	16.67%	0.35	0.00	0.35	
116	Libraries - Maximum fine per item	*	7.80	0.00	7.80	2.20	2.20	28.21%	10.00	0.00	10.00	
117	Libraries- Hire of video/DVD children's/NF- per week	*	1.00	0.00	1.00	0.00	0.00	0.00%	1.00	0.00	1.00	
118	Libraries- Hire of video/DVD adults- per week	*	2.00	0.00	2.00	0.00	0.00	0.00%	2.00	0.00	2.00	
119	Libraries - Language courses - 3 weeks	*	1.55	0.00	1.55	0.00	0.00	0.00%	1.55	0.00	1.55	

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120	Libraries - Language courses - fines per day	*	0.30	0.00	0.30	0.05	0.05	16.67%	0.35	0.00	0.35	
121	Libraries - Hire of CD singles	*	1.00	0.00	1.00	0.00	0.00	0.00%	1.00	0.00	1.00	
122	Libraries - Hire of CD box sets	*	1.75	0.00	1.75	0.00	0.00	0.00%	1.75	0.00	1.75	
123	Libraries - Hire of CD fines per day	*	0.30	0.00	0.30	0.05	0.05	16.67%	0.35	0.00	0.35	
124	Libraries - Reservations-non stock items	*	2.20	0.00	2.20	0.30	0.30	13.64%	2.50	0.00	2.50	
125	Libraries - Reservation - British Library item	*	6.00	0.00	6.00	0.50	0.50	8.33%	6.50	0.00	6.50	
126	Libraries - Photocopying/Printing/Wi-Fi printing A4 black and white	**	0.17	0.03	0.20	0.00	0.00	0.00%	0.17	0.03	0.20	
127	Libraries - Photocopying/Printing/Wi-Fi Printing A4 colour	**	0.42	0.08	0.50	0.00	0.00	0.00%	0.42	0.08	0.50	
128	Libraries - Photocopying/Printing/Wi Fi Printing A3 black and white	**	0.33	0.07	0.40	0.00	0.00	0.00%	0.33	0.07	0.40	
129	Libraries - Photocopying/Printing/Wi Fi Printing A3 colour (where available)	**	0.83	0.17	1.00	0.00	0.00	0.00%	0.83	0.17	1.00	
130	Libraries micro printing - from microfiche or microfilm A4	**	0.42	0.08	0.50	0.00	0.00	0.00%	0.42	0.08	0.50	
131	Libraries - replacement membership card - Adult	*	3.00	0.00	3.00	0.10	0.10	3.33%	3.10	0.00	3.10	
132	Libraries - replacement membership card - Child	*	2.00	0.00	2.00	0.10	0.10	5.00%	2.10	0.00	2.10	
133	Libraries- Hire of books on tape fines per day	*	0.30	0.00	0.30	0.05	0.05	16.67%	0.35	0.00	0.35	
134	Fax per sheet (where available)	**	1.25	0.25	1.50	0.00	0.00	0.00%	1.25	0.25	1.50	
135	Internet Non-members / Guest passes 1 hour	**	1.67	0.33	2.00	0.00	0.00	0.00%	1.67	0.33	2.00	
136	Internet Non-members / Guest passes 30 minutes	**	0.83	0.17	1.00	0.00	0.00	0.00%	0.83	0.17	1.00	
137	Libraries - Adult Fines per day - over 60	*	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	
138	Libraries- Overdue of video/DVD for Children/Factual -	*	1.00	0.00	1.00	0.00	0.00	0.00%	1.00	0.00	1.00	
139	Libraries- Overdue of video/DVD for Adults -	*	2.00	0.00	2.00	0.00	0.00	0.00%	2.00	0.00	2.00	
140	Libraries - Music subscription - 4 months (CDs)	*	25.00	0.00	25.00	0.50	0.50	2.00%	25.50	0.00	25.50	
141	Libraries - replacement membership card - Older People, over 60	*	2.00	0.00	2.00	0.10	0.10	5.00%	2.10	0.00	2.10	
142	Libraries - events - tickets to adult events ages 16+	**	0.83	0.17	1.00	0.00	0.00	0.00%	0.83	0.17	1.00	
143	Stationery - Headphones	**	1.25	0.25	1.50	0.08	0.10	6.40%	1.33	0.27	1.60	
144	Additional hour PC usage for all subscription holders	**	0.83	0.17	1.00	0.00	0.00	0.00%	0.83	0.17	1.00	
145	Libraries- WiFi/PC usage subscription per annum - residents, free for under 19s and over 60s	*	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	
146	Libraries- computer use subscription annual fee 2 hours per day	**	10.00	2.00	12.00	0.42	0.50	4.20%	10.42	2.08	12.50	First half hour free, then charges apply
147	Libraries- computer use subscription annual fee 3 hours per day	**	20.83	4.17	25.00	0.42	0.50	2.02%	21.25	4.25	25.50	First half hour free, then charges apply
148	Libraries- Managed room hire per hour- minimum charge	*	10.00	0.00	10.00	5.00	5.00	50.00%	15.00	0.00	15.00	
149	Libraries- Managed room hire per hour- maximum charge	*	30.00	0.00	30.00	10.00	10.00	33.33%	40.00	0.00	40.00	
150	Dagenham Library -Small meeting room (2-10people)- hourly hire rate- Council / Commercial/ Voluntary & Community sector	*	18.50	0.00	18.50	1.50	1.50	8.11%	20.00	0.00	20.00	
151	Dagenham Library -Small meeting room (2-10 people) - full day hire rate - Council/ Commercial / Voluntary & Community sector	*	92.00	0.00	92.00	8.00	8.00	8.70%	100.00	0.00	100.00	
152	Dagenham Library -Small meeting room (2-10 people)- half day hire rate - Council/ Commercial/ Voluntary & Community sector	*	55.00	0.00	55.00	5.00	5.00	9.09%	60.00	0.00	60.00	
153	Dagenham Library -Large meeting room (16-28 people)- hourly hire rate- Council/ Commercial/ Voluntary & Community sector	*	37.00	0.00	37.00	3.00	3.00	8.11%	40.00	0.00	40.00	
154	Dagenham Library -Large meeting room (16-28 people) - full day hire rate - Council/ Commercial/ Voluntary & Community sector	*	185.00	0.00	185.00	5.00	5.00	2.70%	190.00	0.00	190.00	
155	Dagenham Library -Large meeting room (16-28 people) - half day hire rate - Council/ Commercial/ Voluntary & Community sector	*	110.00	0.00	110.00	5.00	5.00	4.55%	115.00	0.00	115.00	
156	Libraries- computer use subscription annual fee 1 hour per day	**	5.00	1.00	6.00	0.42	0.50	8.40%	5.42	1.08	6.50	First half hour free, then charges apply
Barking Learning Centre												
157	Small meeting room (2-15 people)- hourly hire rate- Public Sector	**	31.67	6.33	38.00	1.66	1.99	5.24%	33.33	6.67	40.00	
158	Small meeting room (2-15 people)- full day hire rate- Public Sector	**	166.67	33.33	200.00	16.66	19.99	10.00%	183.33	36.67	220.00	
159	Small meeting room (2-15 people)- half day hire rate- Public Sector	**	83.33	16.67	100.00	8.34	10.01	10.01%	91.67	18.33	110.00	
160	Small meeting room (2-15 people)- hourly hire rate - Council hire	*	32.00	0.00	32.00	2.00	2.00	6.25%	34.00	0.00	34.00	
161	Small meeting room (2-15 people)- hourly hire rate- Voluntary and Community sector	**	26.67	5.33	32.00	1.66	1.99	6.22%	28.33	5.67	34.00	
162	Small meeting room (2-15 people) - full day hire rate - Voluntary and Community sector	**	127.50	25.50	153.00	5.83	7.00	4.57%	133.33	26.67	160.00	

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APPENDIX A - Full list of Fees and Charges 2015/16

Not VATable *

includes VAT **

Ref	Description of Service		2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
163	Small meeting room (2-15 people) - half day hire rate - Voluntary and Community sector	**	63.33	12.67	76.00	3.34	4.01	5.27%	66.67	13.33	80.00	
164	Small meeting room (2-15 people)- hourly hire rate- Commercial	**	37.50	7.50	45.00	1.67	2.00	4.45%	39.17	7.83	47.00	
165	Small meeting room (2-15 people) - full day hire rate - Commercial	**	215.00	43.00	258.00	8.33	10.00	3.87%	223.33	44.67	268.00	
166	Small meeting room (2-15 people) - half day hire rate - Commercial	**	107.50	21.50	129.00	4.17	5.00	3.88%	111.67	22.33	134.00	
167	Large meeting room (16-28 people)- hourly hire rate- Public Sector	**	42.92	8.58	51.50	2.91	3.49	6.78%	45.83	9.17	55.00	
168	Large meeting room (16-28 people) - full day hire rate - Public Sector	**	254.17	50.83	305.00	20.83	25.00	8.20%	275.00	55.00	330.00	
169	Large meeting room (16-28 people) - half day hire rate - Public Sector	**	129.17	25.83	155.00	8.33	10.00	6.45%	137.50	27.50	165.00	
170	Large meeting room (16-28 people)- hourly hire rate - Council hire	*	43.00	0.00	43.00	5.00	5.00	11.63%	48.00	0.00	48.00	
171	Large meeting room (16-28 people)- hourly hire rate- Voluntary and Community sector	**	36.67	7.33	44.00	3.33	4.00	9.08%	40.00	8.00	48.00	
172	Large meeting room (16-28 people) - full day hire rate - Voluntary and Community sector	**	212.50	42.50	255.00	12.50	15.00	5.88%	225.00	45.00	270.00	
173	Large meeting room (16-28 people - half day rate - Voluntary and Community sector	**	106.67	21.33	128.00	5.83	7.00	5.47%	112.50	22.50	135.00	
174	Large meeting room (16-28 people)- hourly hire rate- Commercial	**	53.33	10.67	64.00	5.00	6.00	9.38%	58.33	11.67	70.00	
175	Large meeting room (16-28 people) - full day hire rate - Commercial	**	337.50	67.50	405.00	12.50	15.00	3.70%	350.00	70.00	420.00	
176	Large meeting room (16-28 people) - half day hire rate - Commercial	**	170.00	34.00	204.00	5.00	6.00	2.94%	175.00	35.00	210.00	
177	Conference centre (28-120 people)-hourly hire rate- Public Sector	**	53.33	10.67	64.00	2.50	3.00	4.69%	55.83	11.17	67.00	
178	Conference centre (28-120 people)-full day hire rate- Public Sector	**	337.50	67.50	405.00	12.50	15.00	3.70%	350.00	70.00	420.00	
179	Conference centre (28-120 people)-half day hire rate- Public Sector	**	169.17	33.83	203.00	5.83	7.00	3.45%	175.00	35.00	210.00	
180	Conference centre (28-120 people)-hourly hire rate - Council hire	*	53.50	0.00	53.50	8.50	8.50	15.89%	62.00	0.00	62.00	
181	Conference centre (28-120 people)-hourly hire rate- Voluntary and Community sector	**	47.50	9.50	57.00	4.17	5.00	8.78%	51.67	10.33	62.00	
182	Conference centre (28-120 people)-full day hire rate- Voluntary and Community sector	**	290.00	58.00	348.00	10.00	12.00	3.45%	300.00	60.00	360.00	
183	Conference centre (28-120 people)-half day hire rate- Voluntary and Community sector	**	145.83	29.17	175.00	4.17	5.00	2.86%	150.00	30.00	180.00	
184	Conference centre (28-120 people)-hourly hire rate- Commercial	**	64.17	12.83	77.00	2.50	3.00	3.90%	66.67	13.33	80.00	
185	Conference centre (28-120 people)-full day hire rate- Commercial	**	416.67	83.33	500.00	16.66	19.99	4.00%	433.33	86.67	520.00	
186	Conference centre (28-120 people)-half day hire rate- Commercial	**	208.33	41.67	250.00	8.34	10.01	4.00%	216.67	43.33	260.00	
187	IT Room (22 people) - hourly hire rate - Council hire	*	42.50	0.00	42.50	5.50	5.50	12.94%	48.00	0.00	48.00	
188	IT Room (22 people) - hourly hire rate - Public Sector	**	42.50	8.50	51.00	3.33	4.00	7.84%	45.83	9.17	55.00	
189	IT Room (22 people) -full day hire rate - Public Sector	**	254.17	50.83	305.00	20.83	25.00	8.20%	275.00	55.00	330.00	
190	IT Room (22 people) - half day hire rate - Public Sector	**	129.17	25.83	155.00	8.33	10.00	6.45%	137.50	27.50	165.00	
191	IT Room (22 people) - hourly hire rate - Voluntary and Community sector	**	36.67	7.33	44.00	3.33	4.00	9.08%	40.00	8.00	48.00	
192	IT Room (22 people) - Full day hire rate - Voluntary and community Sector	**	212.50	42.50	255.00	12.50	15.00	5.88%	225.00	45.00	270.00	
193	IT Room (22 people) - Half day hire rate - Voluntary and Community	**	106.67	21.33	128.00	5.83	7.00	5.47%	112.50	22.50	135.00	
194	IT Room (22 people) - hourly hire rate - Commercial	**	53.33	10.67	64.00	5.00	6.00	9.38%	58.33	11.67	70.00	
195	IT Room (22 people) - Full day hire rate - Commercial	**	337.50	67.50	405.00	12.50	15.00	3.70%	350.00	70.00	420.00	
196	IT Room (22 people) - half day hire rate - Commercial hire	**	169.17	33.83	203.00	5.83	7.00	3.45%	175.00	35.00	210.00	
197	Town Square Hire Charge for Events concession for education and community use	*	35.00	0.00	35.00	10.00	10.00	28.57%	45.00	0.00	45.00	
198	Barking Learning Centre Gallery hire - full day facilities charge Voluntary and Community	**							62.50	12.50	75.00	New charges
199	Barking Learning Centre Gallery hire - half day facilities charge Voluntary and Community	**							31.25	6.25	37.50	New charges
200	Barking Learning Centre Gallery hire - full day facilities charge public sector	**							75.00	15.00	90.00	New charges
201	Barking Learning Centre Gallery hire - half day facilities charge public sector	**							37.50	7.50	45.00	New charges
202	Barking Learning Centre Gallery hire - full day facilities charge Commercial	**							83.33	16.67	100.00	New charges
203	Barking Learning Centre Gallery hire - half day facilities charge Commercial	**							41.67	8.33	50.00	New charges
204	Town Hall Square full day Voluntary and Community	*							52.50	0.00	52.50	New charges

APPENDIX A - Full list of Fees and Charges 2015/16

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			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
205	Town Hall Square full day Public sector	**							52.50	10.50	63.00	New charges
206	Town Hall Square full day Commercial	**							58.33	11.67	70.00	New charges
207	Libraries- WiFi/PC usage , free for all residents for first half hour	*							0.00	0.00	0.00	New charges
	Leisure Activities											
208	Leisure - Loyalty Card Holder - adult - pa	**	31.67	6.33	38.00	1.66	2.00	5.25%	33.33	6.67	40.00	
209	Leisure -Loyalty Card Holder - concession - pa - 50% discount	**	15.83	3.17	19.00	0.84	1.00	5.29%	16.67	3.33	20.00	
210	Leisure -Loyalty Card Holder - family - pa - price based on 2 adults and 2 children minus 10%	**	85.50	17.10	102.60	4.50	5.40	5.26%	90.00	18.00	108.00	
211	Leisure - Replacement card	**	5.83	1.17	7.00	0.84	1.00	14.35%	6.67	1.33	8.00	
212	Leisure - fitness gym - Loyalty Card Holder - adult	**	5.00	1.00	6.00	0.83	1.00	16.67%	5.83	1.17	7.00	
213	Leisure - fitness gym - Pay and Play - adult	**	5.83	1.17	7.00	0.84	1.00	14.35%	6.67	1.33	8.00	
214	Leisure - fitness gym - Loyalty Card Holder - concession	**	2.92	0.58	3.50	0.41	0.50	14.16%	3.33	0.67	4.00	
215	Leisure - Junior Gym session - Resident	**	2.92	0.58	3.50	0.41	0.50	14.16%	3.33	0.67	4.00	
216	Leisure - Junior Gym session - Non Resident 20% uplift	**	3.54	0.71	4.25	0.46	0.55	12.99%	4.00	0.80	4.80	
217	Leisure - fitness gym - Loyalty Card Holder - adult induction - 20% discount	*	16.00	0.00	16.00	0.80	0.80	5.00%	16.80	0.00	16.80	
218	Leisure - fitness gym - Loyalty Card Holder - concession induction - 50% discount	*	10.00	0.00	10.00	0.50	0.50	5.00%	10.50	0.00	10.50	
219	Leisure - fitness gym - Pay and play - induction	*	20.00	0.00	20.00	1.00	1.00	5.00%	21.00	0.00	21.00	
220	Leisure - Junior Gym Induction - Resident	**	8.33	1.67	10.00	0.42	0.50	5.04%	8.75	1.75	10.50	
221	Leisure - Junior Gym Induction - Non Resident 20% uplift	**	10.00	2.00	12.00	0.50	0.60	5.00%	10.50	2.10	12.60	
222	Leisure - Personal Training 1 hour	**	25.00	5.00	30.00	0.00	0.00	0.00%	25.00	5.00	30.00	
223	Leisure - Health Checks	**	23.33	4.67	28.00	0.00	0.00	0.01%	23.33	4.67	28.00	
224	Leisure - badminton - Pay and play - peak 1 hour	**	9.17	1.83	11.00	0.83	1.00	9.05%	10.00	2.00	12.00	
225	Leisure - badminton - Pay and Play - off peak 1 hour - 15% discount of peak price	**	8.08	1.62	9.70	0.42	0.50	5.15%	8.50	1.70	10.20	
226	Leisure - badminton - Loyalty Card Holder - adult peak 1 hour - £1 discount	**	8.33	1.67	10.00	0.84	1.00	10.04%	9.17	1.83	11.00	
227	Leisure - badminton - Loyalty Card Holder - adult off peak 1 hour - £1 discount	**	7.25	1.45	8.70	0.42	0.50	5.73%	7.67	1.53	9.20	
228	Leisure - badminton - Loyalty Card Holder - Concession 60 mins - off peak only 50% discount	**	4.17	0.83	5.00	0.83	1.00	20.02%	5.00	1.00	6.00	
229	Leisure - table tennis Pay and Play - peak	**	3.33	0.67	4.00	6.67	8.00	200.30%	10.00	2.00	12.00	
230	Leisure - table tennis Pay and Play - off peak - 15% of peak price	**	2.92	0.58	3.50	5.58	6.70	191.10%	8.50	1.70	10.20	
231	Leisure - table tennis - Loyalty Card Holder - adult peak - £1 discount	**	2.50	0.50	3.00	6.67	8.00	266.67%	9.17	1.83	11.00	
232	Leisure - table tennis - Loyalty Card Holder - adult off peak - £1 discount	**	2.08	0.42	2.50	5.59	6.70	268.59%	7.67	1.53	9.20	
233	Leisure - table tennis - Loyalty Card Holder - concession - off peak only	**	1.46	0.29	1.75	3.54	4.25	242.47%	5.00	1.00	6.00	
234	Leisure - sports hall hire Abbey and BHLC full peak - ph - peak badminton price times 4	**	36.67	7.33	44.00	3.33	4.00	9.08%	40.00	8.00	48.00	
235	Leisure - sports hall hire Abbey and BHLC full off peak - ph off peak badminton price times 4	**	32.25	6.45	38.70	1.75	2.10	5.43%	34.00	6.80	40.80	
236	Leisure - sports hall hire Abbey and BHLC half peak - ph - peak badminton price times 2	**	18.50	3.70	22.20	1.50	1.80	8.11%	20.00	4.00	24.00	
237	Leisure - sports hall hire Abbey and BHLC half off peak - ph - off peak badminton price times 2	**	18.33	3.67	22.00	(1.33)	(1.60)	-7.26%	17.00	3.40	20.40	
238	Leisure - BHLC studio 1 - ph	**	12.50	2.50	15.00	0.83	1.00	6.67%	13.33	2.67	16.00	
239	Club/Block booking charge per booking - court	*	11.50	0.00	11.50	0.50	0.50	4.35%	12.00	0.00	12.00	
240	Club/Block booking charge per booking - small room	*	23.00	0.00	23.00	(23.00)	(23.00)	-100.00%		0.00	0.00	
241	Club/Block booking charge per booking - large room	*	26.00	0.00	26.00	0.00	0.00	0.00%	26.00	0.00	26.00	
242	Leisure - swimming Pay and Play	**	3.17	0.63	3.80	0.16	0.20	5.15%	3.33	0.67	4.00	
243	Leisure - swimming Loyalty Card Holder - Adult	**	2.33	0.47	2.80	0.17	0.20	7.30%	2.50	0.50	3.00	
244	Leisure - swimming Loyalty Card Holder - concession - 35% discount	**	2.04	0.41	2.45	0.13	0.15	6.21%	2.17	0.43	2.60	
245	Leisure - swimming Becontree Heath/Abbey family - maximum of 5 people but price based on 2 adults and 2 children minus 10%	**	9.25	1.85	11.10	0.67	0.80	7.21%	9.92	1.98	11.90	
246	Leisure - swimming lessons Adult (block of 10 lessons)	*	59.00	0.00	59.00	0.00	0.00	0.00%	59.00	0.00	59.00	
247	Leisure - swimming lessons Concession (Block of 10 lessons)	*	45.00	0.00	45.00	2.00	2.00	4.44%	47.00	0.00	47.00	
248	One to One Swimming lessons - All sites	*	17.00	0.00	17.00	3.00	3.00	17.65%	20.00	0.00	20.00	

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APPENDIX A - Full list of Fees and Charges 2015/16

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			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
249	Education School Swimming per child	*	2.00	0.00	2.00	1.50	1.50	75.00%	3.50	0.00	3.50	
250	All Aerobics/workout sessions - Loyalty Card Holder - Adult	*	5.00	0.00	5.00	1.00	1.00	20.00%	6.00	0.00	6.00	
251	All Aerobics/workout sessions - Pay and Play - Adult	*	6.00	0.00	6.00	1.00	1.00	16.67%	7.00	0.00	7.00	
252	All Aerobics/workout sessions - Loyalty Card Holder - Concession - 35% discount	*	3.90	0.00	3.90	0.70	0.70	17.83%	4.60	0.00	4.60	
253	Elderberries - include 50+ sessions	*	3.90	0.00	3.90	0.65	0.65	16.67%	4.55	0.00	4.55	
254	Admission Fee - Adult spectator	**	1.25	0.25	1.50	0.08	0.10	6.67%	1.33	0.27	1.60	
255	Admission Fee - Concession spectator	**	0.83	0.17	1.00	0.09	0.10	10.44%	0.92	0.18	1.10	
	Memberships											
256	Joining Fee - Resident	**	26.67	5.33	32.00	(0.00)	(0.00)	-0.01%	26.67	5.33	32.00	
257	Joining Fee Non Resident	**	31.67	6.33	38.00	(0.00)	(0.00)	-0.01%	31.67	6.33	38.00	
258	Joining fee - Junior resident	**	10.00	2.00	12.00	0.00	0.00	0.00%	10.00	2.00	12.00	
259	Joining fee - Junior non resident	**	11.67	2.33	14.00	(0.00)	(0.00)	-0.03%	11.67	2.33	14.00	
260	Freeze Membership per month	**	6.67	1.33	8.00	1.66	2.00	24.94%	8.33	1.67	10.00	
	Active Fitness											
261	Active Fitness - Adult - (2 month contract)	**	37.75	7.55	45.30	(0.25)	(0.30)	-0.65%	37.50	7.50	45.00	
262	Active Fitness - Couple - (2 month contract) - 2 adults minus £10	**	66.92	13.38	80.30	(0.25)	(0.30)	-0.37%	66.67	13.33	80.00	
263	Active Fitness - Concession (Student/Older People) - 20% discount	**	30.25	6.05	36.30	(0.25)	(0.30)	-0.84%	30.00	6.00	36.00	
264	Corporate membership 10 or more employees 10% discount	**	29.92	5.98	35.90	3.83	4.60	12.80%	33.75	6.75	40.50	
265	Corporate membership 50 or more employees 15% discount	**	28.58	5.72	34.30	3.29	3.95	11.52%	31.88	6.38	38.25	
266	Corporate membership 100 or more employees 20% discount	**	27.50	5.50	33.00	2.50	3.00	9.08%	30.00	6.00	36.00	
267	Active Fitness - Junior Membership - 50% dicount	**	17.17	3.43	20.60	1.58	1.90	9.22%	18.75	3.75	22.50	
268	Active Gym only (2 month contract) - 15% off full Active fitness membership price	**	31.50	6.30	37.80	0.37	0.45	1.19%	31.88	6.38	38.25	
269	Active Gym only Corporate membership 100 or more employees 15% discount off corporate price	**	22.83	4.57	27.40	2.67	3.20	11.69%	25.50	5.10	30.60	
	Active Aqua											
270	Active Aqua - Adults (2 month contract)	**	28.34	5.67	34.00	0.83	1.00	2.94%	29.17	5.83	35.00	
271	Active Aqua - Couple (2 month contract) - 2 adults minus £10	**	48.09	9.62	57.70	1.91	2.30	3.98%	50.00	10.00	60.00	
272	Active Aqua - Concession (Students/Older People) - 2 month contract - 20% discount	**	22.67	4.53	27.20	0.66	0.80	2.93%	23.33	4.67	28.00	
	Jolly Jungle											
273	Jolly Jungle - Under 1's	**	1.33	0.27	1.60	(0.08)	(0.10)	-6.01%	1.25	0.25	1.50	
274	Jolly Jungle - Under 3's	**	3.67	0.73	4.40	0.08	0.10	2.18%	3.75	0.75	4.50	
275	Jolly Jungle - Over 3's	**	4.50	0.90	5.40	0.08	0.10	1.85%	4.58	0.92	5.50	
276	Jolly Jungle Toddler Party - Weekdays	**	6.42	1.28	7.70	0.25	0.30	3.84%	6.67	1.33	8.00	
277	Jolly Jungle Kids Party - Weekdays	**	7.83	1.57	9.40	0.09	0.10	1.11%	7.92	1.58	9.50	
278	Jolly Jungle VIP Party - Weekdays - minimum 20	**	8.67	1.73	10.40	0.08	0.10	0.92%	8.75	1.75	10.50	
279	Jolly Jungle Toddler Party - Weekends	**	8.08	1.62	9.70	0.25	0.30	3.14%	8.33	1.67	10.00	
280	Jolly Jungle Kids Party - Weekends	**	9.58	1.92	11.50	0.00	0.00	0.03%	9.58	1.92	11.50	
281	Jolly Jungle VIP Party - Weekends - minimum 20 children	**	10.42	2.08	12.50	(0.00)	(0.00)	-0.03%	10.42	2.08	12.50	
282	Jolly Jungle Membership - 1 month contract	**	10.67	2.13	12.80	0.16	0.20	1.53%	10.83	2.17	13.00	
	Barking Water Splash											
283	Barking Water Splash - Over 1's Resident	**	2.58	0.52	3.10	(1.33)	(1.60)	-51.55%	1.25	0.25	1.50	
284	Barking Water Splash - Over 1's Non Resident	**	3.00	0.60	3.60	(1.33)	(1.60)	-44.44%	1.67	0.33	2.00	
	Jim Peters Stadium											
285	Adult Admission	**	2.92	0.58	3.50	(0.00)	(0.00)	-0.11%	2.92	0.58	3.50	
286	Junior Admission	**	1.84	0.37	2.20	(0.00)	(0.00)	-0.09%	1.83	0.37	2.20	
287	Concession	**	1.84	0.37	2.20	(0.00)	(0.00)	-0.09%	1.83	0.37	2.20	
288	School Hire	**	25.00	5.00	30.00	(4.17)	(5.00)	-16.67%	20.83	4.17	25.00	

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Ref			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
289	School Competition Hire	**	33.33	6.67	40.00	(8.33)	(10.00)	-24.99%	25.00	5.00	30.00	
290	Club hire rate	**	37.50	7.50	45.00	0.00	0.00	0.00%	37.50	7.50	45.00	
291	Club Championship Hire	**	45.84	9.17	55.00	(0.00)	(0.00)	0.00%	45.83	9.17	55.00	
292	General hire rate (Not club)	**	41.67	8.33	50.00	(0.00)	(0.00)	-0.01%	41.67	8.33	50.00	
Broadway Theatre												
293	Theatre hire per hour (minimum 4 hour booking) - Commercial Monday to Thursday	*	85.00	0.00	85.00	10.00	10.00	11.76%	95.00	0.00	95.00	
294	Theatre hire per hour (minimum 4 hour booking) - Community Monday to Thursday	*	65.00	0.00	65.00	5.00	5.00	7.69%	70.00	0.00	70.00	
295	Theatre hire per hour (minimum 4 hour booking) - Commercial Friday to Sunday	*	105.00	0.00	105.00	10.00	10.00	9.52%	115.00	0.00	115.00	
296	Theatre hire per hour (minimum 4 hour booking) - Community Friday to Sunday	*	85.00	0.00	85.00	5.00	5.00	5.88%	90.00	0.00	90.00	
297	Drama studio/dance studio hire per hour - Commercial	*	25.00	0.00	25.00	5.00	5.00	20.00%	30.00	0.00	30.00	
298	Drama studio/dance studio hire per hour - Community	*	20.00	0.00	20.00	5.00	5.00	25.00%	25.00	0.00	25.00	

APPENDIX A - Full list of Fees and Charges 2015/16

Not VATable *

includes VAT **

Description of Service		2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change	
Ref		Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)		
Childrens Services												
Childcare Services												
299	Early Years - Day Nurseries and Children's Centres - full time weekly rate	*	220.00	0.00	220.00	5.00	5.00	2.27%	225.00	0.00	225.00	to cover additional inflationary costs
300	Early Years - Day Nurseries and Children's Centres - daily rate - morning session	*	28.00	0.00	28.00	1.00	1.00	3.57%	29.00	0.00	29.00	to cover additional inflationary costs
301	Early Years - Day Nurseries and Children's Centres - daily rate - afternoon session	*	25.00	0.00	25.00	1.00	1.00	4.00%	26.00	0.00	26.00	to cover additional inflationary costs
302	Catering Services - Primary Meal	*	2.00	0.00	2.00	0.00	0.00	0.00%	2.00	0.00	2.00	
303	Catering Services - Secondary Meal	*	2.20	0.00	2.20	0.00	0.00	0.00%	2.20	0.00	2.20	
304	Butler Court Teachers teacher room standard room	*	87.47	0.00	87.47	0.00	0.00	0.00%	87.47	0.00	87.47	
305	Butler Court Teachers teacher room medium room	*	100.30	0.00	100.30	0.00	0.00	0.00%	100.30	0.00	100.30	
306	Butler Court Teachers teacher room large room	*	113.12	0.00	113.12	(0.00)	(0.00)	0.00%	113.12	0.00	113.12	
307	Butler Court Teachers teacher room double room	*	125.95	0.00	125.95	(0.00)	(0.00)	0.00%	125.95	0.00	125.95	
308	Butler Court Teachers teacher room double room large	*	160.94	0.00	160.94	(0.00)	(0.00)	0.00%	160.94	0.00	160.94	
309	Butler Court guest room single occupancy	*	54.42	0.00	54.42	(0.00)	(0.00)	0.00%	54.42	0.00	54.42	
310	Butler Court guest room double occupancy	*	66.48	0.00	66.48	0.00	0.00	0.00%	66.48	0.00	66.48	
311	Butler Court student rooms	*	54.42	0.00	54.42	(0.00)	(0.00)	0.00%	54.42	0.00	54.42	
			0.00	0.00								
Housing and Environment												
Events												
312	Park use - non commercial (Fun Days)	*	125.00	0.00	125.00	3.00	3.00	2.40%	128.00	0.00	128.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
313	Park use - non commercial (small event - less than 200 people attending (fundraising sponsored events))	*	65.00	0.00	65.00	2.00	2.00	3.08%	67.00	0.00	67.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
314	Park use - non-commercial fundraising event - walks and bike rides up to 50 people	*	20.00	0.00	20.00	0.00	0.00	0.00%	20.00	0.00	20.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
315	Park use - non-commercial up to 2,500 people (no entry fee)	*	550.00	0.00	550.00	10.00	10.00	1.82%	560.00	0.00	560.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
316	Park use - non-commercial up to 5,000 people (no entry fee)	*	880.00	0.00	880.00	21.00	21.00	2.39%	901.00	0.00	901.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
317	Additional Fee per hour non commercial	*	95.00	0.00	95.00	5.00	5.00	5.26%	100.00	0.00	100.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
318	Public liability cover for non commercial park use - up to £2 million (minimum or 10% if more than £18.50)	*	19.00	0.00	19.00	1.00	1.00	5.26%	20.00	0.00	20.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
319	Park use commercial - category 1 Est. attendance up to 2,500 (8hours)	*	950.00	0.00	950.00	20.00	20.00	2.11%	970.00	0.00	970.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
320	Park use commercial - category 2 Est. attendance over 5000(8hours)	*	1,650.00	0.00	1,650.00	40.00	40.00	2.42%	1,690.00	0.00	1,690.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
321	Park use commercial - per additional hour	*	160.00	0.00	160.00	4.00	4.00	2.50%	164.00	0.00	164.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
322	Use of Premises Licence (Commercial) where applicable up to 5,000	*	545.00	0.00	545.00	15.00	15.00	2.75%	560.00	0.00	560.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
323	Use of Premises Licence (Commercial) where applicable up to 10,000	*	1,730.00	0.00	1,730.00	42.00	42.00	2.43%	1,772.00	0.00	1,772.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
324	Use of Premises Licence (Commercial) where applicable up to 15,000	*	3,465.00	0.00	3,465.00	85.00	85.00	2.45%	3,550.00	0.00	3,550.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
325	Park use (Non-animal Circus) - Small - up to 500 seats per performance day	*	236.00	0.00	236.00	6.00	6.00	2.54%	242.00	0.00	242.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
326	Park use (Non-animal Circus) - Large - over 500 seats per performance day	*	400.00	0.00	400.00	10.00	10.00	2.50%	410.00	0.00	410.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
327	All Event Organisers incl. Fairs & Circuses - Non performance day £100 per day	*	110.00	0.00	110.00	3.00	3.00	2.73%	113.00	0.00	113.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
328	Park use by Fairs - Small Fair per day	*	355.00	0.00	355.00	9.00	9.00	2.54%	364.00	0.00	364.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%

APPENDIX A - Full list of Fees and Charges 2015/16

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Ref			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
329	Park use by Fairs - Large Fair per day	*	455.00	0.00	455.00	11.00	11.00	2.42%	466.00	0.00	466.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
Park Sports												
330	Parks - Pavilion only - Winter - Adult	**	10.25	2.05	12.30	0.25	0.30	2.44%	10.50	2.10	12.60	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
331	Parks - Pavilion only - Winter - Junior/9v9/Mini	**	5.13	1.03	6.16	0.20	0.24	3.90%	5.33	1.07	6.40	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
332	Parks - Pavilion only - Summer - Adult	**	8.25	1.65	9.90	0.15	1.10	1.82%	8.40	1.68	11.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
333	Parks - Pavilion only - Summer - Junior/9v9/Mini	**	4.08	0.82	4.90	0.09	0.11	2.21%	4.17	0.83	5.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
334	Parks - Cricket pitch only - Adults	**	78.33	15.67	94.00	204.17	245.00	260.65%	282.50	56.50	339.00	New prices based on full cost recovery. Grant scheme being developed for 2015/16 to incentivise public health and inclusivity
335	Parks - Cricket pitch only - Junior	**	39.17	7.83	47.00	102.50	122.99	261.67%	141.67	28.33	170.00	New prices based on full cost recovery. Grant scheme being developed for 2015/16 to incentivise public health and inclusivity
336	Parks - Cricket pitch only - Adults - (Season - Up to 40 Matches)	*	3,132.00	0.00	3,132.00	7,883.00	7,883.00	251.69%	11,015.00	0.00	11,015.00	New prices based on full cost recovery. Grant scheme being developed for 2015/16 to incentivise public health and inclusivity. Increase to apply from April 2015.
337	Parks - Cricket pitch only - Juniors - (Season - Up to 40 matches)	*	1,566.00	0.00	1,566.00	3,944.00	3,944.00	251.85%	5,510.00	0.00	5,510.00	New prices based on full cost recovery. Grant scheme being developed for 2015/16 to incentivise public health and inclusivity. Increase to apply from April 2015.
338	Parks - Football pitch only - Adults	**	70.42	14.08	84.50	59.58	71.50	84.61%	130.00	26.00	156.00	New prices based on full cost recovery. Grant scheme being developed for 2015/16 to incentivise public health and inclusivity. Increase to apply from April 2015.
339	Parks - Football pitch only - Juniors/9v9	**	31.67	6.33	38.00	26.66	31.99	84.18%	58.33	11.67	70.00	New prices based on full cost recovery. Grant scheme being developed for 2015/16 to incentivise public health and inclusivity. Increase to apply from April 2015.
340	Parks - Football pitch only - Mini Soccer	**	13.33	2.67	16.00	16.67	20.00	125.06%	30.00	6.00	36.00	New prices based on full cost recovery. Grant scheme being developed for 2015/16 to incentivise public health and inclusivity. Increase to apply from April 2015.
341	Parks - Football pitch only - Adults - (Season - Up to 30 matches)	*	2,174.00	0.00	2,174.00	1,596.00	1,596.00	73.41%	3,770.00	0.00	3,770.00	New prices based on full cost recovery. Grant scheme being developed for 2015/16 to incentivise public health and inclusivity. Increase to apply from April 2015.
342	Parks - Football pitch only - Junior/9v9 - (Season - Up to 30 matches)	*	952.00	0.00	952.00	698.00	698.00	73.32%	1,650.00	0.00	1,650.00	New prices based on full cost recovery. Grant scheme being developed for 2015/16 to incentivise public health and inclusivity. Increase to apply from April 2015.
343	Parks - Football pitch only - Mini - (Season - Up to 30 matches)	*	400.00	0.00	400.00	315.00	315.00	78.75%	715.00	0.00	715.00	New prices based on full cost recovery. Grant scheme being developed for 2015/16 to incentivise public health and inclusivity. Increase to apply from April 2015.
344	Parks - Rugby Pitch - Adults - 30 matches	*	1,235.00	0.00	1,235.00	2,295.00	2,295.00	185.83%	3,530.00	0.00	3,530.00	New prices based on full cost recovery. Grant scheme being developed for 2015/16 to incentivise public health and inclusivity. Increase to apply from April 2015.
345	Parks - Rugby Pitch - Junior - 30 matches	*	1,235.00	0.00	1,235.00	2,295.00	2,295.00	185.83%	3,530.00	0.00	3,530.00	New prices based on full cost recovery. Grant scheme being developed for 2015/16 to incentivise public health and inclusivity. Increase to apply from April 2015.
346	Parks - Rugby Pitch - Mini - 30 matches	*	618.00	0.00	618.00	1,152.00	1,152.00	186.41%	1,770.00	0.00	1,770.00	New prices based on full cost recovery. Grant scheme being developed for 2015/16 to incentivise public health and inclusivity. Increase to apply from April 2015.

APPENDIX A - Full list of Fees and Charges 2015/16

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Description of Service			2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
Ref			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
347	Parks - Bowling Greens - club rental price per green (With Automated Watering)	*	9,850.00	0.00	9,850.00	236.00	236.00	2.40%	10,086.00	0.00	10,086.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
348	Parks - Bowling Greens - club rental price per green	*	11,910.00	0.00	11,910.00	286.00	286.00	2.40%	12,196.00	0.00	12,196.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
349	Parks - Bowling - Pavilion	*	1,207.00	0.00	1,207.00	29.00	29.00	2.40%	1,236.00	0.00	1,236.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
350	Aero Club - Licence Agreement with Dagenham Model Aero Club	*	219.00	0.00	219.00	5.00	5.00	2.28%	224.00	0.00	224.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
351	Barking Park Model Railway	*	1.00	0.00	1.00	0.00	0.00	0.00%	1.00	0.00	1.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
352	Hourly tennis charge per court (full rate)	**	4.25	0.85	5.10	0.00	0.00	0.00%	4.25	0.85	5.10	Held at current rate
353	Hourly tennis charge per court (discounted rate)	**	2.58	0.52	3.10	0.00	0.00	0.00%	2.58	0.52	3.10	Held at current rate
	Allotments											
354	Cost per acre of usable allotment land leased to Allotment Associations	*	130.50	0.00	130.50	3.10	3.10	2.38%	133.60	0.00	133.60	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
	Ranger Services											
355	Education charges: School groups (half day)	*	82.00	0.00	82.00	2.00	2.00	2.44%	84.00	0.00	84.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
356	Education charges: School groups (full day)	*	133.50	0.00	133.50	3.20	3.20	2.40%	136.70	0.00	136.70	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
357	Education: Community groups (per person per 2 hours session)	*	2.30	0.00	2.30	0.10	0.10	4.35%	2.40	0.00	2.40	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
358	Education: Other (per person per hour)	*	36.00	0.00	36.00	0.90	0.90	2.50%	36.90	0.00	36.90	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
359	Barking Park: Visitor Centre Room Hire: Commercial: Main Hall per hour (min charge 1.5 hrs)	*	16.00	0.00	16.00	0.40	0.40	2.50%	16.40	0.00	16.40	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
360	Barking Park: Visitor Centre Room Hire: Non Commercial: Main Hall per hour (min charge 1.5 hrs)	*	10.50	0.00	10.50	0.30	0.30	2.86%	10.80	0.00	10.80	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
361	Barking Park: Visitor Centre Room Hire: Commercial: Seminar room per hour (min charge 1.5 hrs)	*	8.70	0.00	8.70	0.20	0.20	2.30%	8.90	0.00	8.90	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
362	Barking Park: Visitor Centre Room Hire: Non Commercial: Seminar room per hour (min charge 1.5 hrs)	*	6.70	0.00	6.70	0.20	0.20	2.99%	6.90	0.00	6.90	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
363	Barking Park: Visitor Centre Kids Parties (Self managed per person per hr) (min charge 10 people)	*	4.60	0.00	4.60	0.10	0.10	2.17%	4.70	0.00	4.70	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
364	Barking Park: Visitor Centre Kids Parties (Ranger managed per person per hr) (min charge 10 people)	*	5.70	0.00	5.70	0.10	0.10	1.75%	5.80	0.00	5.80	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
365	Millennium Centre - Internal Organisations - Hire of Classroom	*	10.50	0.00	10.50	0.30	0.30	2.86%	10.80	0.00	10.80	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
366	Millennium Centre - External Organisations - Hire of Classroom	*	16.00	0.00	16.00	0.40	0.40	2.50%	16.40	0.00	16.40	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
367	Millennium Centre - Out of Hours Hire - subject to staff availability	*	41.00	0.00	41.00	1.00	1.00	2.44%	42.00	0.00	42.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
368	Angling License - Valence Moat (BecMain)	*	308.00	0.00	308.00	12.00	12.00	3.90%	320.00	0.00	320.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
369	Outreach Sessions in Schools (3 hours) (minimum charge)	*	226.00	0.00	226.00	4.00	4.00	1.77%	230.00	0.00	230.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
370	Bardag Lake - Bardag Angling Society	*	4,695.00	0.00	4,695.00	115.00	115.00	2.45%	4,810.00	0.00	4,810.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
371	Lake - Eastbrook Pond & Chase Waters	*	8,420.00	0.00	8,420.00	200.00	200.00	2.38%	8,620.00	0.00	8,620.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
372	Lake - The Members Pool	*	1,109.00	0.00	1,109.00	31.00	31.00	2.80%	1,140.00	0.00	1,140.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%

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373	Proposed Grazing Licence for The Chase LNR (will be linked to RPI when agreed)	*	2,054.00	0.00	2,054.00	46.00	46.00	2.24%	2,100.00	0.00	2,100.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
	PARKING											
	On Street Parking Services											
374	Operational Permit - 4 Hours	*	205.50	0.00	205.50	102.50	102.50	49.88%	308.00	0.00	308.00	Prices to be maintained at current levels pending consultation decision in December.
375	Resident permits (Price band A) (Electric car) - 1st vehicle	*	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	Review to take place to determine future pricing
376	Resident permits (Price band A) (Electric car) - 2nd vehicle	*	20.50	0.00	20.50	0.00	0.00	0.00%	20.50	0.00	20.50	Review to take place to determine future pricing
377	Resident permits (Price band A) (Electric car) - 3rd and subsequent	*	41.00	0.00	41.00	0.00	0.00	0.00%	41.00	0.00	41.00	Review to take place to determine future pricing
378	Resident permits (Price band B) (1100 cc or less) - 1st vehicle	*	20.50	0.00	20.50	0.00	0.00	0.00%	20.50	0.00	20.50	Review of current charging system to take place to determine future pricing. Prices to remain at 2014/15 levels until review is completed
379	Resident permits (Price band B) (1100 cc or less) - 2nd vehicle	*	41.00	0.00	41.00	0.00	0.00	0.00%	41.00	0.00	41.00	Review of current charging system to take place to determine future pricing. Prices to remain at 2014/15 levels until review is completed
380	Resident permits (Price band B) (1100 cc or less) - 3rd and subsequent	*	61.50	0.00	61.50	0.00	0.00	0.00%	61.50	0.00	61.50	Review of current charging system to take place to determine future pricing. Prices to remain at 2014/15 levels until review is completed
381	Resident permits (Price band C) (1101-1300 cc)- 1st vehicle	*	25.70	0.00	25.70	0.00	0.00	0.00%	25.70	0.00	25.70	Review of current charging system to take place to determine future pricing. Prices to remain at 2014/15 levels until review is completed
382	Resident permits (Price band C) (1101-1300 cc) - 2nd vehicle	*	51.50	0.00	51.50	0.00	0.00	0.00%	51.50	0.00	51.50	Review of current charging system to take place to determine future pricing. Prices to remain at 2014/15 levels until review is completed
383	Resident permits (Price band C) (1101-1300 cc) - 3rd and subsequent	*	72.00	0.00	72.00	0.00	0.00	0.00%	72.00	0.00	72.00	Review of current charging system to take place to determine future pricing. Prices to remain at 2014/15 levels until review is completed
384	Resident permits (Price band D) (1301 to 1600 cc) - 1st vehicle	*	31.00	0.00	31.00	0.00	0.00	0.00%	31.00	0.00	31.00	Review of current charging system to take place to determine future pricing. Prices to remain at 2014/15 levels until review is completed
385	Resident permits (Price band D) (1301 to 1600 cc) - 2nd vehicle	*	61.50	0.00	61.50	0.00	0.00	0.00%	61.50	0.00	61.50	Review of current charging system to take place to determine future pricing. Prices to remain at 2014/15 levels until review is completed
386	Resident permits (Price band D) (1301 to 1600 cc) - 3rd and subsequent	*	82.00	0.00	82.00	0.00	0.00	0.00%	82.00	0.00	82.00	Review of current charging system to take place to determine future pricing. Prices to remain at 2014/15 levels until review is completed
387	Resident permits (Price band E) (1601 to 1800 cc) - 1st vehicle	*	36.00	0.00	36.00	0.00	0.00	0.00%	36.00	0.00	36.00	Review of current charging system to take place to determine future pricing. Prices to remain at 2014/15 levels until review is completed

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Ref			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
388	Resident permits (Price band E) (1601 to 1800 cc) - 2nd vehicle	*	72.00	0.00	72.00	0.00	0.00	0.00%	72.00	0.00	72.00	Review of current charging system to take place to determine future pricing. Prices to remain at 2014/15 levels until review is completed
389	Resident permits (Price band E) (1601 to 1800 cc) - 3rd and subsequent	*	92.50	0.00	92.50	0.00	0.00	0.00%	92.50	0.00	92.50	Review of current charging system to take place to determine future pricing. Prices to remain at 2014/15 levels until review is completed
390	Resident permits (Price band F) (1801 to 2000 cc) - 1st vehicle	*	41.00	0.00	41.00	0.00	0.00	0.00%	41.00	0.00	41.00	Review of current charging system to take place to determine future pricing. Prices to remain at 2014/15 levels until review is completed
391	Resident permits (Price band F) (1801 to 2000 cc) - 2nd vehicle	*	82.00	0.00	82.00	0.00	0.00	0.00%	82.00	0.00	82.00	Review of current charging system to take place to determine future pricing. Prices to remain at 2014/15 levels until review is completed
392	Resident permits (Price band F) (1801 to 2000 cc) - 3rd and subsequent	*	102.50	0.00	102.50	0.00	0.00	0.00%	102.50	0.00	102.50	Review of current charging system to take place to determine future pricing. Prices to remain at 2014/15 levels until review is completed
393	Resident permits (Price band G) (2001 to 3000 cc) - 1st vehicle	*	51.50	0.00	51.50	0.00	0.00	0.00%	51.50	0.00	51.50	Review of current charging system to take place to determine future pricing. Prices to remain at 2014/15 levels until review is completed
394	Resident permits (Price band G) (2001 to 3000 cc) - 2nd vehicle	*	102.50	0.00	102.50	0.00	0.00	0.00%	102.50	0.00	102.50	Review of current charging system to take place to determine future pricing. Prices to remain at 2014/15 levels until review is completed
395	Resident permits (Price band G) (2001 to 3000 cc) - 3rd and subsequent	*	113.00	0.00	113.00	0.00	0.00	0.00%	113.00	0.00	113.00	Review of current charging system to take place to determine future pricing. Prices to remain at 2014/15 levels until review is completed
396	Resident permits (Price band H) (3001+ cc)- 1st vehicle	*	61.50	0.00	61.50	0.00	0.00	0.00%	61.50	0.00	61.50	Review of current charging system to take place to determine future pricing. Prices to remain at 2014/15 levels until review is completed
397	Resident permits (Price band H) (3001+ cc) - 2nd vehicle	*	123.00	0.00	123.00	0.00	0.00	0.00%	123.00	0.00	123.00	Review of current charging system to take place to determine future pricing. Prices to remain at 2014/15 levels until review is completed
398	Resident permits (Price band H) (3001+ cc) - 3rd and subsequent vehicle	*	123.00	0.00	123.00	0.00	0.00	0.00%	123.00	0.00	123.00	Review of current charging system to take place to determine future pricing. Prices to remain at 2014/15 levels until review is completed
399	Suspension of parking space and yellow line dispensation (per place 6 metre length on street) - Daily	*	26.20	0.00	26.20	13.10	13.10	50.00%	39.30	0.00	39.30	Average 50% increase as per savings proposals. Implementation is pending consultation decision in December.
400	Weekly Suspension of parking space and yellow line dispensation (per place 5 metre length on street)	*	116.00	0.00	116.00	58.00	58.00	50.00%	174.00	0.00	174.00	Average 50% increase as per savings proposals. Implementation is pending consultation decision in December.
401	Business/Trade permit for companies which carry out works in the borough - on street only	*	261.00	0.00	261.00	130.50	130.50	50.00%	391.50	0.00	391.50	Average 50% increase as per savings proposals. Implementation is pending consultation decision in December.
402	Trade permit for companies registered at LBBDD domestic property - on street only	*	125.50	0.00	125.50	62.60	62.60	49.88%	188.10	0.00	188.10	Average 50% increase as per savings proposals. Implementation is pending consultation decision in December.

APPENDIX A - Full list of Fees and Charges 2015/16

Not VATable *

includes VAT **

Description of Service			2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
Ref			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
403	Trade permit for companies registered at LBBD domestic property (daily - scratch cards)	*	19.50	0.00	19.50	10.60	10.60	54.35%	30.10	0.00	30.10	Average 50% increase as per savings proposals. Implementation is pending consultation decision in December.
404	Doctor's Parking Permit	*	267.00	0.00	267.00	133.00	133.00	49.81%	400.00	0.00	400.00	Average 50% increase as per savings proposals. Implementation is pending consultation decision in December.
405	Essential worker permit (salaried care home workers, essential health workers)	*	11.60	0.00	11.60	5.80	5.80	50.00%	17.40	0.00	17.40	Average 50% increase as per savings proposals. Implementation is pending consultation decision in December.
406	Visitors Permits (Daily, 10 Cards per pack, Scratch cards)	*	11.60	0.00	11.60	5.80	5.80	50.00%	17.40	0.00	17.40	Average 50% increase as per savings proposals. Implementation is pending consultation decision in December.
407	Visitors Permits (4 Hour, 10 Cards per pack, Scratch cards)	*	6.20	0.00	6.20	3.10	3.10	50.00%	9.30	0.00	9.30	Average 50% increase as per savings proposals. Implementation is pending consultation decision in December.
408	Voluntary sector volunteers (non salaried) - operational permits	*	15.40	0.00	15.40	7.70	7.70	50.00%	23.10	0.00	23.10	Average 50% increase as per savings proposals. Implementation is pending consultation decision in December.
409	Essential worker annual permit (salaried care home workers, essential health workers)	*	166.50	0.00	166.50	83.50	83.50	50.15%	250.00	0.00	250.00	Average 50% increase as per savings proposals. Implementation is pending consultation decision in December.
410	30 Day Temporary Cover (Residents Permits)	*	13.60	0.00	13.60	6.80	6.80	50.00%	20.40	0.00	20.40	Average 50% increase as per savings proposals. Implementation is pending consultation decision in December.
Controlled Parking Zone												
411	Up to 30 mins Charge for CPZ and Ringo	*	0.50	0.00	0.50	0.30	0.30	60.00%	0.80	0.00	0.80	Average 50% increase as per savings proposals. Implementation is pending consultation decision in December.
412	1 Hour Charge for CPZ and Ringo	*	0.70	0.00	0.70	0.40	0.40	57.14%	1.10	0.00	1.10	
413	Up to 2hrs Charge for CPZ and Ringo	*	1.10	0.00	1.10	0.60	0.60	54.55%	1.70	0.00	1.70	
Barking Off Street Car Parking												
414	Up to 1hr	**	0.92	0.18	1.10	0.41	0.50	45.00%	1.33	0.27	1.60	Average 50% increase as per savings proposals. Implementation is pending consultation decision in December.
415	Up to 2hrs	**	1.50	0.30	1.80	0.75	0.90	50.00%	2.25	0.45	2.70	
416	Up to 4hrs	**	3.75	0.75	4.50	1.67	2.00	44.50%	5.42	1.08	6.50	
417	Up to 6hrs	**	6.58	1.32	7.90	2.92	3.51	44.40%	9.50	1.90	11.40	
418	Over 6hrs	**	11.83	2.37	14.20	5.42	6.50	45.80%	17.25	3.45	20.70	
Barking On Street Parking												
419	Up to 30 mins	*	0.60	0.00	0.60	0.30	0.30	50.00%	0.90	0.00	0.90	Average 50% increase as per savings proposals. Implementation is pending consultation decision in December.
420	Up to 1hr	*	1.10	0.00	1.10	0.50	0.50	45.00%	1.60	0.00	1.60	
421	Up to 2hrs	*	1.80	0.00	1.80	0.90	0.90	50.00%	2.70	0.00	2.70	
422	Up to 3hrs	*	3.30	0.00	3.30	1.50	1.50	45.60%	4.80	0.00	4.80	

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APPENDIX A - Full list of Fees and Charges 2015/16

Not VATable *

includes VAT **

Description of Service			2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
Ref			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
Barking Shopping Parades												
423	Up to 1hr	*	0.20	0.00	0.20	0.10	0.10	50.00%	0.30	0.00	0.30	Average 50% increase as per savings proposals. Implementation is pending consultation decision in December.
424	Up to 2hrs	*	0.50	0.00	0.50	0.30	0.30	59.50%	0.80	0.00	0.80	
425	Up to 3hrs	*	1.50	0.00	1.50	0.70	0.70	46.90%	2.20	0.00	2.20	
426	Up to 6hrs	*	5.00	0.00	5.00	2.50	2.50	50.00%	7.50	0.00	7.50	
Dagenham Off Street												
427	Up to 2hrs	**	0.25	0.05	0.30	0.16	0.20	65.00%	0.41	0.08	0.50	Average 50% increase as per savings proposals. Implementation is pending consultation decision in December.
428	Up to 4hrs	**	0.75	0.15	0.90	0.33	0.40	44.50%	1.08	0.22	1.30	
429	Up to 6hrs	**	2.42	0.48	2.90	1.08	1.29	44.50%	3.50	0.70	4.20	
430	Over 6hrs	**	5.00	1.00	6.00	2.50	3.00	50.00%	7.50	1.50	9.00	
Dagenham On Street Parking												
431	Up to 2hrs	*	0.30	0.00	0.30	0.20	0.20	65.00%	0.50	0.00	0.50	Average 50% increase as per savings proposals. Implementation is pending consultation decision in December.
432	Up to 4hrs	*	0.90	0.00	0.90	0.40	0.40	44.50%	1.30	0.00	1.30	
433	Up to 6hrs	*	2.90	0.00	2.90	1.60	1.60	55.00%	4.50	0.00	4.50	
Dagenham Shopping Parades												
434		*										Average 50% increase as per savings proposals. Implementation is pending consultation decision in December.
435	Up to 2hrs	*	0.30	0.00	0.30	0.20	0.20	65.00%	0.50	0.00	0.50	
436	Up to 4hrs	*	0.90	0.00	0.90	0.50	0.50	55.00%	1.40	0.00	1.40	
437	Up to 6hrs	*	2.90	0.00	2.90	1.60	1.60	55.00%	4.50	0.00	4.50	
Off-Street Pay & Display Heathway Multi Storey Car Park												
438	Up to 1 hour	**	0.33	0.07	0.40	0.17	0.21	51.89%	0.50	0.10	0.60	Average 50% increase as per savings proposals. Implementation is pending consultation decision in December.
439	Up to 2 hours	**	0.75	0.15	0.90	0.42	0.50	55.90%	1.17	0.23	1.40	
440	Up to 4 hours	**	1.50	0.30	1.80	0.75	0.90	50.00%	2.25	0.45	2.70	
441	Up to 6 hours	**	2.83	0.57	3.40	1.42	1.70	50.00%	4.25	0.85	5.10	
442	Over 6 hours	**	4.75	0.95	5.70	2.59	3.10	54.45%	7.34	1.47	8.80	
443	Overnight parking (8 pm to 8 am)	**	2.42	0.48	2.90	1.33	1.60	55.00%	3.75	0.75	4.50	
Off-Street Pay & Display London Road Multi Storey Car Park												
444	Up to 1 hour	**	0.50	0.10	0.60	0.25	0.30	50.00%	0.75	0.15	0.90	Average 50% increase as per savings proposals. Implementation is pending consultation decision in December.
445	Up to 2 hours	**	0.92	0.18	1.10	0.42	0.50	45.90%	1.34	0.27	1.60	
446	Up to 4 hours	**	1.92	0.38	2.30	0.92	1.10	47.80%	2.83	0.57	3.40	
447	Up to 6 hours	**	3.75	0.75	4.50	2.08	2.50	55.60%	5.83	1.17	7.00	
448	Over 6 hours	**	7.50	1.50	9.00	3.33	4.00	44.40%	10.83	2.17	13.00	
449	Overnight parking (8 pm to 8 am)	**	2.42	0.48	2.90	1.08	1.30	44.80%	3.50	0.70	4.20	

APPENDIX A - Full list of Fees and Charges 2015/16

Not VATable *

includes VAT **

Ref	Description of Service		2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
	Administration fee - change/refund of permits											
450	Administration fee - change/refund of permits	**	10.50	2.10	12.60	0.50	0.60	4.76%	11.00	2.20	13.20	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
	Off Street Parking Services											
451	Associate permit (police, PCT, job centre plus) - annual	**	233.33	46.67	280.00	0.00	0.00	0.00%	233.33	46.67	280.00	Maintained at 2014-15 prices pending a review.
452	Associate permit (police, PCT, job centre plus) - 6 months	**	127.50	25.50	153.00	0.00	0.00	0.00%	127.50	25.50	153.00	
453	Associate permit (police, PCT, job centre plus) - 4 months	**	88.33	17.67	106.00	0.00	0.00	0.00%	88.33	17.67	106.00	
454	Season tickets (Residents and businesses) (Annual) (6 am - 8 pm) - car parks	**	485.83	97.17	583.00	0.00	0.00	0.00%	485.83	97.17	583.00	
455	Season tickets (Residents and businesses) (6 months) (6 am - 8 pm) - car parks	**	265.00	53.00	318.00	0.00	0.00	0.00%	265.00	53.00	318.00	
456	Season tickets (Residents and businesses) (3 months) (6 am - 8 pm) - car parks	**	146.25	29.25	175.50	0.00	0.00	0.00%	146.25	29.25	175.50	
457	Season tickets (24/7) (Residents and businesses) (Annual) - car parks	**	646.67	129.33	776.00	0.00	0.00	0.00%	646.67	129.33	776.00	
458	Season tickets (24/7) (Residents and businesses) (6 months) - car parks	**	342.50	68.50	411.00	0.00	0.00	0.00%	342.50	68.50	411.00	Average 50% increase as per savings proposals. Implementation is pending consultation decision in December.
459	Season tickets (24/7) (Residents and businesses) (3 months) - car parks	**	190.00	38.00	228.00	0.00	0.00	0.00%	190.00	38.00	228.00	
460	Staff Permits - Standard (Annual)	**	179.58	35.92	215.50	89.80	107.75	50.00%	269.38	53.88	323.25	
461	Staff Permits - Priority (Annual)	**	308.33	61.67	370.00	150.00	180.00	48.65%	458.33	91.67	550.00	
462	Staff Permits - Day (20 Half-Day Permits)	**	8.58	1.72	10.30	0.00	0.00	0.00%	8.58	1.72	10.30	
	REGULATORY SERVICES											
	Licences											
463	Alcohol License - New Application - Band A	*	100.00	0.00	100.00	0.00	0.00	0.00%	100.00	0.00	100.00	No change - Statutorily set
464	Alcohol License - Annual Charge - Band A	*	70.00	0.00	70.00	0.00	0.00	0.00%	70.00	0.00	70.00	No change - Statutorily set
465	Alcohol License - New Application - Band B	*	190.00	0.00	190.00	0.00	0.00	0.00%	190.00	0.00	190.00	No change - Statutorily set
466	Alcohol License - Annual Charge - Band B	*	180.00	0.00	180.00	0.00	0.00	0.00%	180.00	0.00	180.00	No change - Statutorily set
467	Alcohol License - New Application - Band C	*	315.00	0.00	315.00	0.00	0.00	0.00%	315.00	0.00	315.00	No change - Statutorily set
468	Alcohol License - Annual Charge - Band C	*	295.00	0.00	295.00	0.00	0.00	0.00%	295.00	0.00	295.00	No change - Statutorily set
469	Alcohol License - New Application - Band D	*	450.00	0.00	450.00	0.00	0.00	0.00%	450.00	0.00	450.00	No change - Statutorily set
470	Alcohol License - Annual Charge - Band D	*	320.00	0.00	320.00	0.00	0.00	0.00%	320.00	0.00	320.00	No change - Statutorily set
471	Alcohol License - New Application - Band E	*	635.00	0.00	635.00	0.00	0.00	0.00%	635.00	0.00	635.00	No change - Statutorily set
472	Alcohol License - Annual Charge - Band E	*	350.00	0.00	350.00	0.00	0.00	0.00%	350.00	0.00	350.00	No change - Statutorily set
473	Additional License - 5,000 to 9,999	*	1,000.00	0.00	1,000.00	0.00	0.00	0.00%	1,000.00	0.00	1,000.00	No change - Statutorily set
474	Additional License - 10,000 to 14,999	*	2,000.00	0.00	2,000.00	0.00	0.00	0.00%	2,000.00	0.00	2,000.00	No change - Statutorily set
475	Additional License - 15,000 to 19,999	*	4,000.00	0.00	4,000.00	0.00	0.00	0.00%	4,000.00	0.00	4,000.00	No change - Statutorily set
476	Additional License - 20,000 to 29,999	*	8,000.00	0.00	8,000.00	0.00	0.00	0.00%	8,000.00	0.00	8,000.00	No change - Statutorily set
477	Additional License - 30,000 to 39,999	*	16,000.00	0.00	16,000.00	0.00	0.00	0.00%	16,000.00	0.00	16,000.00	No change - Statutorily set
478	Additional License - 40,000 to 49,999	*	24,000.00	0.00	24,000.00	0.00	0.00	0.00%	24,000.00	0.00	24,000.00	No change - Statutorily set
479	Additional License - 50,000 to 59,999	*	32,000.00	0.00	32,000.00	0.00	0.00	0.00%	32,000.00	0.00	32,000.00	No change - Statutorily set
480	Additional License - 60,000 to 69,999	*	40,000.00	0.00	40,000.00	0.00	0.00	0.00%	40,000.00	0.00	40,000.00	No change - Statutorily set
481	Additional License - 70,000 to 79,999	*	48,000.00	0.00	48,000.00	0.00	0.00	0.00%	48,000.00	0.00	48,000.00	No change - Statutorily set
482	Additional License - 80,000 to 89,999	*	56,000.00	0.00	56,000.00	0.00	0.00	0.00%	56,000.00	0.00	56,000.00	No change - Statutorily set
483	Additional License - 90,000 and over	*	64,000.00	0.00	64,000.00	0.00	0.00	0.00%	64,000.00	0.00	64,000.00	No change - Statutorily set
484	Additional License - 5,000 to 9,999 - Annual Fee	*	500.00	0.00	500.00	0.00	0.00	0.00%	500.00	0.00	500.00	No change - Statutorily set
485	Additional License - 10,000 to 14,999 - Annual Fee	*	1,000.00	0.00	1,000.00	0.00	0.00	0.00%	1,000.00	0.00	1,000.00	No change - Statutorily set
486	Additional License - 15,000 to 19,999 - Annual Fee	*	2,000.00	0.00	2,000.00	0.00	0.00	0.00%	2,000.00	0.00	2,000.00	No change - Statutorily set
487	Additional License - 20,000 to 29,999 - Annual Fee	*	4,000.00	0.00	4,000.00	0.00	0.00	0.00%	4,000.00	0.00	4,000.00	No change - Statutorily set
488	Additional License - 30,000 to 39,999 - Annual Fee	*	8,000.00	0.00	8,000.00	0.00	0.00	0.00%	8,000.00	0.00	8,000.00	No change - Statutorily set
489	Additional License - 40,000 to 49,999 - Annual Fee	*	12,000.00	0.00	12,000.00	0.00	0.00	0.00%	12,000.00	0.00	12,000.00	No change - Statutorily set
490	Additional License - 50,000 to 59,999 - Annual Fee	*	16,000.00	0.00	16,000.00	0.00	0.00	0.00%	16,000.00	0.00	16,000.00	No change - Statutorily set
491	Additional License - 60,000 to 69,999 - Annual Fee	*	20,000.00	0.00	20,000.00	0.00	0.00	0.00%	20,000.00	0.00	20,000.00	No change - Statutorily set
492	Additional License - 70,000 to 79,999 - Annual Fee	*	24,000.00	0.00	24,000.00	0.00	0.00	0.00%	24,000.00	0.00	24,000.00	No change - Statutorily set
493	Additional License - 80,000 to 89,999 - Annual Fee	*	28,000.00	0.00	28,000.00	0.00	0.00	0.00%	28,000.00	0.00	28,000.00	No change - Statutorily set

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APPENDIX A - Full list of Fees and Charges 2015/16

Not VATable *

includes VAT **

Ref	Description of Service		2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
494	Additional License - 90,000 and over - Annual Fee	*	32,000.00	0.00	32,000.00	0.00	0.00	0.00%	32,000.00	0.00	32,000.00	No change - Statutorily set
495	Application for the grant or renewal of a personal licence	*	37.00	0.00	37.00	0.00	0.00	0.00%	37.00	0.00	37.00	No change - Statutorily set
496	Temporary event notice	*	21.00	0.00	21.00	0.00	0.00	0.00%	21.00	0.00	21.00	No change - Statutorily set
497	Theft, loss, etc.of premises licence or summary	*	10.50	0.00	10.50	0.00	0.00	0.00%	10.50	0.00	10.50	No change - Statutorily set
498	Application for a provisional statement where premises being built etc.	*	315.00	0.00	315.00	0.00	0.00	0.00%	315.00	0.00	315.00	No change - Statutorily set
499	Notification of change of name or address	*	10.50	0.00	10.50	0.00	0.00	0.00%	10.50	0.00	10.50	No change - Statutorily set
500	Application to vary licence to specify individual as premises supervisor	*	23.00	0.00	23.00	0.00	0.00	0.00%	23.00	0.00	23.00	No change - Statutorily set
501	Application for transfer of premises licence	*	23.00	0.00	23.00	0.00	0.00	0.00%	23.00	0.00	23.00	No change - Statutorily set
502	Interim authority notice following death etc.of licence holder	*	23.00	0.00	23.00	0.00	0.00	0.00%	23.00	0.00	23.00	No change - Statutorily set
503	Theft, loss etc.of certificate or summary	*	10.50	0.00	10.50	0.00	0.00	0.00%	10.50	0.00	10.50	No change - Statutorily set
504	Notification of change of name or alteration of rules of club	*	10.50	0.00	10.50	0.00	0.00	0.00%	10.50	0.00	10.50	No change - Statutorily set
505	Change of relevant registered address of club	*	10.50	0.00	10.50	0.00	0.00	0.00%	10.50	0.00	10.50	No change - Statutorily set
506	Theft, loss etc.of temporary event notice	*	10.50	0.00	10.50	0.00	0.00	0.00%	10.50	0.00	10.50	No change - Statutorily set
507	Theft, loss etc.of personal licence	*	10.50	0.00	10.50	0.00	0.00	0.00%	10.50	0.00	10.50	No change - Statutorily set
508	Duty to notify change of name or address	*	10.50	0.00	10.50	0.00	0.00	0.00%	10.50	0.00	10.50	No change - Statutorily set
509	Right of freeholder etc.to be notified of licensing matters	*	21.00	0.00	21.00	0.00	0.00	0.00%	21.00	0.00	21.00	No change - Statutorily set
510	Application to vary premises licence at community premises to include alternative licence condition	*	23.00	0.00	23.00	0.00	0.00	0.00%	23.00	0.00	23.00	No change - Statutorily set
511	Application for minor variation	*	89.00	0.00	89.00	0.00	0.00	0.00%	89.00	0.00	89.00	No change - Statutorily set
512	Licences - Authorisations for Hypnotism under section 2 of The Hypnotism Act- Premises capacity up to 150	*	270.00	0.00	270.00	10.00	10.00	3.70%	280.00	0.00	280.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
513	Licences - Authorisations for Hypnotism under section 2 of The Hypnotism Act- Premises capacity 151-300	*	462.00	0.00	462.00	8.00	8.00	1.73%	470.00	0.00	470.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
514	Licences - Authorisations for Hypnotism under section 2 of The Hypnotism Act- Premises capacity 301-600	*	868.00	0.00	868.00	22.00	22.00	2.53%	890.00	0.00	890.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
515	Licences - Authorisations for Hypnotism under section 2 of The Hypnotism Act- Premises capacity 601-1,000	*	1,581.00	0.00	1,581.00	39.00	39.00	2.47%	1,620.00	0.00	1,620.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
516	Licences - Authorisations for Hypnotism under section 2 of The Hypnotism Act- Premises capacity 1,001-2,500	*	2,999.00	0.00	2,999.00	71.00	71.00	2.37%	3,070.00	0.00	3,070.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
517	Licences - Authorisations for Hypnotism under section 2 of The Hypnotism Act- Premises capacity 2,501-4000	*	4,776.00	0.00	4,776.00	114.00	114.00	2.39%	4,890.00	0.00	4,890.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
518	Licences - Special treatment premises- Category 1 Laser treatment	*	518.50	0.00	518.50	0.00	0.00	0.00%	518.50	0.00	518.50	To remain the same until a further review of charges are made.
519	Licences - Special treatment premises- Category 2 electrical, tattooing, body piercing etc.	*	370.00	0.00	370.00	0.00	0.00	0.00%	370.00	0.00	370.00	To remain the same until a further review of charges are made.
520	Licences - Special treatment premises- Category 3 massage, manicure, pedicure , tanning etc	*	259.00	0.00	259.00	0.00	0.00	0.00%	259.00	0.00	259.00	To remain the same until a further review of charges are made.
521	Licences - Special treatment premises- Category 4 ear lobe and nostril piercing	*	111.00	0.00	111.00	0.00	0.00	0.00%	111.00	0.00	111.00	To remain the same until a further review of charges are made.
522	Licences - Special treatment premises- Category 1 Laser treatment - Renewal	*	518.50	0.00	518.50	0.00	0.00	0.00%	518.50	0.00	518.50	To remain the same until a further review of charges are made.

APPENDIX A - Full list of Fees and Charges 2015/16

Not VATable *

includes VAT **

Ref	Description of Service		2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
523	Licences - Special treatment premises- Category 2 electrical, tattooing, body piercing etc. - Renewal	*	370.00	0.00	370.00	0.00	0.00	0.00%	370.00	0.00	370.00	To remain the same until a further review of charges are made.
524	Licences - Special treatment premises- Category 3 massage, manicure, pedicure , tanning etc - Renewal	*	259.00	0.00	259.00	0.00	0.00	0.00%	259.00	0.00	259.00	To remain the same until a further review of charges are made.
525	Licences - Special treatment premises- Category 4 ear lobe and nostril piercing - Renewal	*	111.00	0.00	111.00	0.00	0.00	0.00%	111.00	0.00	111.00	To remain the same until a further review of charges are made.
526	Licences - Special treatment premises- Category 1 Laser treatment - Transfer	*	518.50	0.00	518.50	0.00	0.00	0.00%	518.50	0.00	518.50	To remain the same until a further review of charges are made.
527	Licences - Special treatment premises- Category 2 electrical, tattooing, body piercing etc. - Transfer	*	369.50	0.00	369.50	0.00	0.00	0.00%	369.50	0.00	369.50	To remain the same until a further review of charges are made.
528	Licences - Special treatment premises- Category 3 massage, manicure, pedicure , tanning etc - Transfer	*	259.00	0.00	259.00	0.00	0.00	0.00%	259.00	0.00	259.00	To remain the same until a further review of charges are made.
529	Licences - Special treatment premises- Category 4 ear lobe and nostril piercing - Transfer	*	111.00	0.00	111.00	0.00	0.00	0.00%	111.00	0.00	111.00	To remain the same until a further review of charges are made.
530	Licences - Special treatment premises- health and safety at work change of practitioner	*	116.00	0.00	116.00	(37.00)	(37.00)	-31.90%	79.00	0.00	79.00	Following a review of the charge this has been reduced
531	Licences - Animals (a) Dog Breeders	*	223.00	0.00	223.00	5.40	5.40	2.42%	228.40	0.00	228.40	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
532	Licences - Animals (b) Riding Establishments	*	616.00	0.00	616.00	14.80	14.80	2.40%	630.80	0.00	630.80	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
533	Licences - Animals (c) Animal Boarding	*	423.00	0.00	423.00	10.20	10.20	2.41%	433.20	0.00	433.20	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
534	Licences - Animals (d) Pet Shops	*	318.50	0.00	318.50	7.60	7.60	2.39%	326.10	0.00	326.10	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
535	Licences - Animals (e) Dangerous Wild Animals	*	431.50	0.00	431.50	10.40	10.40	2.41%	441.90	0.00	441.90	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
536	Licences - Performing animals	*	222.00	0.00	222.00	5.30	5.30	2.39%	227.30	0.00	227.30	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
537	Licences - New Sex Shop Licence	*	10,045.00	0.00	10,045.00	(6,545.00)	(6,545.00)	-65.16%	3,500.00	0.00	3,500.00	Reduction of fee, based level of time spent on applications in current service level provision.
538	Licences - Sex Shop - Renewal	*	7,718.00	0.00	7,718.00	(5,218.00)	(5,218.00)	-67.61%	2,500.00	0.00	2,500.00	Reduction of fee, based level of time spent on applications in current service level provision.
539	Licences - Safety at sports ground Act- fees charged on officer time spent processing application (Inc Explosives)	*	185.00	0.00	185.00	0.00	0.00	0.00%	185.00	0.00	185.00	No change
540	Licences - Poisons Act -entry	*	127.50	0.00	127.50	0.00	0.00	0.00%	127.50	0.00	127.50	No change
541	Licences - Poisons Act -Retention or alteration	*	68.00	0.00	68.00	0.00	0.00	0.00%	68.00	0.00	68.00	No change
542	Licences - Auction Rooms Registration	*	555.00	0.00	555.00	0.00	0.00	0.00%	555.00	0.00	555.00	No change
543	Licences - Occasional Sales- up to 50 stalls/vehicles/pitches	*	116.00	0.00	116.00	3.00	3.00	2.59%	119.00	0.00	119.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
544	Licences - Occasional Sales- 51-150 stalls/vehicles/pitches	*	185.00	0.00	185.00	4.00	4.00	2.16%	189.00	0.00	189.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
545	Licences - Occasional Sales- over 150 stalls/vehicles/pitches	*	318.50	0.00	318.50	7.50	7.50	2.35%	326.00	0.00	326.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
546	Scrap metal Site License (Time spent - minutes) - New	*	420.00	0.00	420.00	0.00	0.00	0.00%	420.00	0.00	420.00	Remains the same - 3 year licence
547	Scrap metal Site License (Time spent - minutes) - Renewal	*	320.00	0.00	320.00	0.00	0.00	0.00%	320.00	0.00	320.00	Remains the same - 3 year licence
548	Scrap metal Site License (Time spent - minutes) - Variation	*	155.00	0.00	155.00	0.00	0.00	0.00%	155.00	0.00	155.00	Remains the same - 3 year licence
549	Scrap metal Collectors License (Time spent - minutes) - New	*	250.00	0.00	250.00	0.00	0.00	0.00%	250.00	0.00	250.00	Remains the same - 3 year licence
550	Scrap metal Collectors License (Time spent - minutes) - Renewal	*	170.00	0.00	170.00	0.00	0.00	0.00%	170.00	0.00	170.00	Remains the same - 3 year licence
551	Scrap metal Collectors License (Time spent - minutes) - Variation	*	105.00	0.00	105.00	0.00	0.00	0.00%	105.00	0.00	105.00	Remains the same - 3 year licence

APPENDIX A - Full list of Fees and Charges 2015/16

Not VATable *

includes VAT **

Ref	Description of Service		2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
552	Other income - Pollution - Seizure of Equipment by Noise Patrol -Fee for reclamation of property (NON-BUSINESS)	*	205.50	0.00	205.50	4.50	4.50	2.19%	210.00	0.00	210.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
553	Buy With Confidence - Application	**	105.42	21.08	126.50	2.58	3.10	2.45%	108.00	21.60	129.60	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
554	Buy With Confidence - Renewal	**	105.42	21.08	126.50	2.58	3.10	2.45%	108.00	21.60	129.60	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
555	Dog Warden Service - Stray Dog Collection	*	79.00	0.00	79.00	2.00	2.00	2.53%	81.00	0.00	81.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
556	Dog Warden Service - Administration Fee	*	26.70	0.00	26.70	0.60	0.60	2.25%	27.30	0.00	27.30	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
557	Dog Warden Service - Cost Per Night in Kennel	*	26.70	0.00	26.70	0.60	0.60	2.25%	27.30	0.00	27.30	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
558	Micro chip implants - Implant and registration with national pet register per animal (VATABLE)	**	8.83	1.77	10.60	0.17	0.20	1.93%	9.00	1.80	10.80	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
559	Registration - Lotteries	*	56.50	0.00	56.50	0.00	0.00	0.00%	56.50	0.00	56.50	No change - Statutorily set
560	Registration - Lotteries renewal	*	56.50	0.00	56.50	0.00	0.00	0.00%	56.50	0.00	56.50	No change - Statutorily set
New Regional Casino premises licence												
561	Application for a provisional statement	*	15,000.00	0.00	15,000.00	0.00	0.00	0.00%	15,000.00	0.00	15,000.00	No change - Statutorily set
562	Application for a new premises licence	*	15,000.00	0.00	15,000.00	0.00	0.00	0.00%	15,000.00	0.00	15,000.00	No change - Statutorily set
563	Application to vary a new premises licence	*	7,500.00	0.00	7,500.00	0.00	0.00	0.00%	7,500.00	0.00	7,500.00	No change - Statutorily set
564	Application to transfer a premises licence	*	6,500.00	0.00	6,500.00	0.00	0.00	0.00%	6,500.00	0.00	6,500.00	No change - Statutorily set
565	Application for a new premises licence with Provisional Statement	*	8,000.00	0.00	8,000.00	0.00	0.00	0.00%	8,000.00	0.00	8,000.00	No change - Statutorily set
566	Annual fee	*	15,000.00	0.00	15,000.00	0.00	0.00	0.00%	15,000.00	0.00	15,000.00	No change - Statutorily set
567	Reinstatement of a licence	*	6,500.00	0.00	6,500.00	0.00	0.00	0.00%	6,500.00	0.00	6,500.00	No change - Statutorily set
568	Copy of licence	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No change - Statutorily set
569	Notification of change of details	*	38.50	0.00	38.50	0.00	0.00	0.00%	38.50	0.00	38.50	No change - Statutorily set
New Large Casino premises licence												
570	Application for a provisional statement	*	10,000.00	0.00	10,000.00	0.00	0.00	0.00%	10,000.00	0.00	10,000.00	No change - Statutorily set
571	Application for a new premises licence	*	10,000.00	0.00	10,000.00	0.00	0.00	0.00%	10,000.00	0.00	10,000.00	No change - Statutorily set
572	Application to vary a new premises licence	*	5,000.00	0.00	5,000.00	0.00	0.00	0.00%	5,000.00	0.00	5,000.00	No change - Statutorily set
573	Application to transfer a premises licence	*	2,150.00	0.00	2,150.00	0.00	0.00	0.00%	2,150.00	0.00	2,150.00	No change - Statutorily set
574	Application for a new premises licence with Provisional Statement	*	5,000.00	0.00	5,000.00	0.00	0.00	0.00%	5,000.00	0.00	5,000.00	No change - Statutorily set
575	Annual fee	*	10,000.00	0.00	10,000.00	0.00	0.00	0.00%	10,000.00	0.00	10,000.00	No change - Statutorily set
576	Reinstatement of a licence	*	2,150.00	0.00	2,150.00	0.00	0.00	0.00%	2,150.00	0.00	2,150.00	No change - Statutorily set
577	Copy of licence	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No change - Statutorily set
578	Notification of change of details	*	38.50	0.00	38.50	0.00	0.00	0.00%	38.50	0.00	38.50	No change - Statutorily set
New Small Casino premises licence												
579	Application for a provisional statement	*	8,000.00	0.00	8,000.00	0.00	0.00	0.00%	8,000.00	0.00	8,000.00	No change - Statutorily set
580	Application for a new premises licence	*	8,000.00	0.00	8,000.00	0.00	0.00	0.00%	8,000.00	0.00	8,000.00	No change - Statutorily set
581	Application to vary a new premises licence	*	4,000.00	0.00	4,000.00	0.00	0.00	0.00%	4,000.00	0.00	4,000.00	No change - Statutorily set
582	Application to transfer a premises licence	*	1,800.00	0.00	1,800.00	0.00	0.00	0.00%	1,800.00	0.00	1,800.00	No change - Statutorily set
583	Application for a new premises licence with Provisional Statement	*	3,000.00	0.00	3,000.00	0.00	0.00	0.00%	3,000.00	0.00	3,000.00	No change - Statutorily set
584	Annual fee	*	5,000.00	0.00	5,000.00	0.00	0.00	0.00%	5,000.00	0.00	5,000.00	No change - Statutorily set
585	Reinstatement of a licence	*	1,800.00	0.00	1,800.00	0.00	0.00	0.00%	1,800.00	0.00	1,800.00	No change - Statutorily set
586	Copy of licence	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No change - Statutorily set
587	Notification of change of details	*	38.50	0.00	38.50	0.00	0.00	0.00%	38.50	0.00	38.50	No change - Statutorily set
Converted Casino premises licence												
588	Fast track conversion application	*	300.00	0.00	300.00	0.00	0.00	0.00%	300.00	0.00	300.00	No change - Statutorily set
589	Non-Fast track conversion application	*	2,000.00	0.00	2,000.00	0.00	0.00	0.00%	2,000.00	0.00	2,000.00	No change - Statutorily set
590	Application to vary a new premises licence	*	2,000.00	0.00	2,000.00	0.00	0.00	0.00%	2,000.00	0.00	2,000.00	No change - Statutorily set

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APPENDIX A - Full list of Fees and Charges 2015/16

Not VATable *

includes VAT **

Description of Service			2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
Ref			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
591	Application to transfer a premises licence	*	1,350.00	0.00	1,350.00	0.00	0.00	0.00%	1,350.00	0.00	1,350.00	No change - Statutorily set
592	Annual fee	*	3,000.00	0.00	3,000.00	0.00	0.00	0.00%	3,000.00	0.00	3,000.00	No change - Statutorily set
593	Reinstatement of a licence	*	1,350.00	0.00	1,350.00	0.00	0.00	0.00%	1,350.00	0.00	1,350.00	No change - Statutorily set
594	Copy of licence	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No change - Statutorily set
595	Notification of change of details	*	38.50	0.00	38.50	0.00	0.00	0.00%	38.50	0.00	38.50	No change - Statutorily set
	Bingo premises licence											
596	Fast track conversion application	*	300.00	0.00	300.00	0.00	0.00	0.00%	300.00	0.00	300.00	No change - Statutorily set
597	Non -Fast track conversion application	*	1,750.00	0.00	1,750.00	0.00	0.00	0.00%	1,750.00	0.00	1,750.00	No change - Statutorily set
598	Application for a provisional statement	*	1,200.00	0.00	1,200.00	0.00	0.00	0.00%	1,200.00	0.00	1,200.00	No change - Statutorily set
599	Application for a new premises licence	*	3,500.00	0.00	3,500.00	0.00	0.00	0.00%	3,500.00	0.00	3,500.00	No change - Statutorily set
600	Application to vary a new premises licence	*	1,750.00	0.00	1,750.00	0.00	0.00	0.00%	1,750.00	0.00	1,750.00	No change - Statutorily set
601	Application to transfer a premises licence	*	1,200.00	0.00	1,200.00	0.00	0.00	0.00%	1,200.00	0.00	1,200.00	No change - Statutorily set
602	Application for a new premises licence with Provisional Statement	*	1,200.00	0.00	1,200.00	0.00	0.00	0.00%	1,200.00	0.00	1,200.00	No change - Statutorily set
603	Annual fee	*	1,000.00	0.00	1,000.00	0.00	0.00	0.00%	1,000.00	0.00	1,000.00	No change - Statutorily set
604	Reinstatement of a licence	*	1,200.00	0.00	1,200.00	0.00	0.00	0.00%	1,200.00	0.00	1,200.00	No change - Statutorily set
605	Copy of licence	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No change - Statutorily set
606	Notification of change of details	*	38.50	0.00	38.50	0.00	0.00	0.00%	38.50	0.00	38.50	No change - Statutorily set
	Betting premises (other) licence											
607	Fast track conversion application	*	300.00	0.00	300.00	0.00	0.00	0.00%	300.00	0.00	300.00	No change - Currently set at the maximum
608	Non -Fast track conversion application	*	1,750.00	0.00	1,750.00	0.00	0.00	0.00%	1,750.00	0.00	1,750.00	No change - Currently set at the maximum
609	Application for a provisional statement	*	3,000.00	0.00	3,000.00	0.00	0.00	0.00%	3,000.00	0.00	3,000.00	No change - Currently set at the maximum
610	Application for a new premises licence	*	3,000.00	0.00	3,000.00	0.00	0.00	0.00%	3,000.00	0.00	3,000.00	No change - Currently set at the maximum
611	Application to vary a new premises licence	*	1,500.00	0.00	1,500.00	0.00	0.00	0.00%	1,500.00	0.00	1,500.00	No change - Currently set at the maximum
612	Application to transfer a premises licence	*	1,200.00	0.00	1,200.00	0.00	0.00	0.00%	1,200.00	0.00	1,200.00	No change - Currently set at the maximum
613	Application for a new premises licence with Provisional Statement	*	1,500.00	0.00	1,500.00	0.00	0.00	0.00%	1,500.00	0.00	1,500.00	No change - Currently set at the maximum
614	Annual fee	*	600.00	0.00	600.00	0.00	0.00	0.00%	600.00	0.00	600.00	No change - Currently set at the maximum
615	Reinstatement of a licence	*	1,200.00	0.00	1,200.00	0.00	0.00	0.00%	1,200.00	0.00	1,200.00	No change - Currently set at the maximum
616	Copy of licence	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No change - Currently set at the maximum
617	Notification of change of details	*	38.50	0.00	38.50	0.00	0.00	0.00%	38.50	0.00	38.50	No change - Currently set at the maximum
	Betting premises (track) licence											
618	Fast track conversion application	*	300.00	0.00	300.00	0.00	0.00	0.00%	300.00	0.00	300.00	No change - Currently set at the maximum
619	Non -Fast track conversion application	*	1,250.00	0.00	1,250.00	0.00	0.00	0.00%	1,250.00	0.00	1,250.00	No change - Currently set at the maximum
620	Application for a provisional statement	*	2,500.00	0.00	2,500.00	0.00	0.00	0.00%	2,500.00	0.00	2,500.00	No change - Currently set at the maximum
621	Application for a new premises licence	*	2,500.00	0.00	2,500.00	0.00	0.00	0.00%	2,500.00	0.00	2,500.00	No change - Currently set at the maximum
622	Application to vary a new premises licence	*	1,250.00	0.00	1,250.00	0.00	0.00	0.00%	1,250.00	0.00	1,250.00	No change - Currently set at the maximum
623	Application to transfer a premises licence	*	950.00	0.00	950.00	0.00	0.00	0.00%	950.00	0.00	950.00	No change - Currently set at the maximum
624	Application for a new premises licence with Provisional Statement	*	950.00	0.00	950.00	0.00	0.00	0.00%	950.00	0.00	950.00	No change - Currently set at the maximum
625	Annual fee	*	1,000.00	0.00	1,000.00	0.00	0.00	0.00%	1,000.00	0.00	1,000.00	No change - Currently set at the maximum
626	Reinstatement of a licence	*	950.00	0.00	950.00	0.00	0.00	0.00%	950.00	0.00	950.00	No change - Currently set at the maximum
627	Copy of licence	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No change - Currently set at the maximum
628	Notification of change of details	*	38.50	0.00	38.50	0.00	0.00	0.00%	38.50	0.00	38.50	No change - Currently set at the maximum
	Adult Gaming Centre premises licence											
629	Fast track conversion application	*	300.00	0.00	300.00	0.00	0.00	0.00%	300.00	0.00	300.00	No change - Currently set at the maximum
630	Non -Fast track conversion application	*	1,000.00	0.00	1,000.00	0.00	0.00	0.00%	1,000.00	0.00	1,000.00	No change - Currently set at the maximum
631	Application for a provisional statement	*	2,000.00	0.00	2,000.00	0.00	0.00	0.00%	2,000.00	0.00	2,000.00	No change - Currently set at the maximum
632	Application for a new premises licence	*	2,000.00	0.00	2,000.00	0.00	0.00	0.00%	2,000.00	0.00	2,000.00	No change - Currently set at the maximum
633	Application to vary a new premises licence	*	1,000.00	0.00	1,000.00	0.00	0.00	0.00%	1,000.00	0.00	1,000.00	No change - Currently set at the maximum

APPENDIX A - Full list of Fees and Charges 2015/16

Not VATable *

includes VAT **

Description of Service			2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
Ref			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
634	Application to transfer a premises licence	*	1,200.00	0.00	1,200.00	0.00	0.00	0.00%	1,200.00	0.00	1,200.00	No change - Currently set at the maximum
635	Application for a new premises licence with Provisional Statement	*	1,200.00	0.00	1,200.00	0.00	0.00	0.00%	1,200.00	0.00	1,200.00	No change - Currently set at the maximum
636	Annual fee	*	1,000.00	0.00	1,000.00	0.00	0.00	0.00%	1,000.00	0.00	1,000.00	No change - Currently set at the maximum
637	Reinstatement of a licence	*	1,200.00	0.00	1,200.00	0.00	0.00	0.00%	1,200.00	0.00	1,200.00	No change - Currently set at the maximum
638	Copy of licence	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No change - Currently set at the maximum
639	Notification of change of details	*	38.50	0.00	38.50	0.00	0.00	0.00%	38.50	0.00	38.50	No change - Currently set at the maximum
Family entertainment centre premises licence												
640	Fast track conversion application	*	300.00	0.00	300.00	0.00	0.00	0.00%	300.00	0.00	300.00	No change - Currently set at the maximum
641	Non -Fast track conversion application	*	1,000.00	0.00	1,000.00	0.00	0.00	0.00%	1,000.00	0.00	1,000.00	No change - Currently set at the maximum
642	Application for a provisional statement	*	2,000.00	0.00	2,000.00	0.00	0.00	0.00%	2,000.00	0.00	2,000.00	No change - Currently set at the maximum
643	Application for a new premises licence	*	2,000.00	0.00	2,000.00	0.00	0.00	0.00%	2,000.00	0.00	2,000.00	No change - Currently set at the maximum
644	Application to vary a new premises licence	*	1,000.00	0.00	1,000.00	0.00	0.00	0.00%	1,000.00	0.00	1,000.00	No change - Currently set at the maximum
645	Application to transfer a premises licence	*	950.00	0.00	950.00	0.00	0.00	0.00%	950.00	0.00	950.00	No change - Currently set at the maximum
646	Application for a new premises licence with Provisional Statement	*	950.00	0.00	950.00	0.00	0.00	0.00%	950.00	0.00	950.00	No change - Currently set at the maximum
647	Annual fee	*	750.00	0.00	750.00	0.00	0.00	0.00%	750.00	0.00	750.00	No change - Currently set at the maximum
648	Reinstatement of a licence	*	950.00	0.00	950.00	0.00	0.00	0.00%	950.00	0.00	950.00	No change - Currently set at the maximum
649	Copy of licence	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No change - Currently set at the maximum
650	Notification of change of details	*	38.50	0.00	38.50	0.00	0.00	0.00%	38.50	0.00	38.50	No change - Currently set at the maximum
Street Trading Services												
651	Street Trading Charges - 2 metres+ -	*	318.50	0.00	318.50	7.50	7.50	2.35%	326.00	0.00	326.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
652	1 to 2 metres -	*	253.50	0.00	253.50	6.50	6.50	2.56%	260.00	0.00	260.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
653	Small area (-1 metre).	*	200.00	0.00	200.00	5.00	5.00	2.50%	205.00	0.00	205.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
654	Mobile Catering Vans -	*	318.50	0.00	318.50	7.50	7.50	2.35%	326.00	0.00	326.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
655	Leaflet Distribution - Main Distributor - First application fee & 1 day distribution	*							46.00	0.00	46.00	New charge
656	Leaflet Distribution - Associate licence - First application fee & 1 day distribution	*							21.00	0.00	21.00	New charge
657	Leaflet Distribution - Main Distributor - Renewal fee & 1 day distribution	*							35.00	0.00	35.00	New charge
658	Leaflet Distribution - Associate licence - Renewal fee & 1 day distribution	*							17.00	0.00	17.00	New charge
659	Leaflet Distribution - extra charge per day per licence (Max 6 days)	*							10.00	0.00	10.00	New charge
Barking Market. Fees and Charges.												

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APPENDIX A - Full list of Fees and Charges 2015/16

Not VATable *

includes VAT **

Ref	Description of Service		2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
	Saturdays											
660	Ripple Rd (Square) - price per foot including licence fee	*	4.80	0.00	4.80	0.10	0.10	2.08%	4.90	0.00	4.90	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
661	East St (Top) - price per foot including licence fee	*	4.80	0.00	4.80	0.10	0.10	2.08%	4.90	0.00	4.90	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
662	East St (Bottom) - price per foot including licence fee	*	4.10	0.00	4.10	0.10	0.10	2.44%	4.20	0.00	4.20	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
663	Short Blue Square - price per foot including licence fee	*	4.80	0.00	4.80	0.10	0.10	2.08%	4.90	0.00	4.90	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
664	Casuals (On top of charge) - price per foot including licence fee	*	5.40	0.00	5.40	0.10	0.10	1.85%	5.50	0.00	5.50	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
	Weekday											
665	Ripple Rd (Square) - price per foot including licence fee	*	3.50	0.00	3.50	0.10	0.10	2.86%	3.60	0.00	3.60	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
666	East St (Top) - price per foot including licence fee	*	3.50	0.00	3.50	0.10	0.10	2.86%	3.60	0.00	3.60	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
667	East St (Bottom) - price per foot including licence fee	*	2.90	0.00	2.90	0.10	0.10	3.45%	3.00	0.00	3.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
668	Short Blue Square - price per foot including licence fee	*	3.50	0.00	3.50	0.10	0.10	2.86%	3.60	0.00	3.60	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
669	Casuals (On top of charge) - price per foot including licence fee	*	5.40	0.00	5.40	0.10	0.10	1.85%	5.50	0.00	5.50	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
670	Tables & Chairs (per set) (Up to 2sq Metres)	*	4.90	0.00	4.90	0.10	0.10	2.04%	5.00	0.00	5.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
671	Tables & Chairs (per set) (Up to 3sq Metres)	*	6.20	0.00	6.20	0.10	0.10	1.61%	6.30	0.00	6.30	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
672	Fines - Late Payment	*	10.00	0.00	10.00	0.20	0.20	2.00%	10.20	0.00	10.20	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
673	Fines - License Replacement	*	25.00	0.00	25.00	0.60	0.60	2.40%	25.60	0.00	25.60	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
674	Fines - Late Removal of Vans	*	10.00	0.00	10.00	0.20	0.20	2.00%	10.20	0.00	10.20	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
	Building Control											
675	Hourly rate for fees and charges	**	80.83	16.17	97.00	2.50	3.00	3.09%	83.33	16.67	100.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
	Small Domestic Building, Extensions and Alterations Plan Charge											
676	Detached Building, garage carport or both, floor area not exceeding 40sqm	**	65.00	13.00	78.00	35.00	42.00	53.85%	100.00	20.00	120.00	New additions to the fees and charges schedule and increases are based on full cost recovery and benchmarked with other Local Authorities.
677	Any extension to a dwelling not exceeding 10sqm floor area no inspection	**	380.00	76.00	456.66	46.67	55.34	12.28%	426.67	85.33	512.00	
678	Any extension to a dwelling not exceeding 40sqm floor area	**	130.00	26.00	156.00	4.17	5.00	3.21%	134.17	26.83	161.00	
679	Any extension to a dwelling exceeding 40sqm but not exceeding 60sqm floor	**	165.00	33.00	198.00	32.50	39.00	19.70%	197.50	39.50	237.00	
680	Internal alterations e.g. Simple through lounge, chimney breast removal etc	**	150.00	26.25	176.25	12.50	18.75	8.33%	162.50	32.50	195.00	
681	Internal alterations where the costs is between £2000 - £5000	**	225.00	39.38	264.38	23.33	33.62	10.37%	248.33	49.67	298.00	
	Small Domestic Building, Extensions and Alterations Inspection Charge											
682	Detached Building, garage carport or both, floor area not exceeding 40sqm	**	195.00	39.00	234.00	31.67	38.00	16.24%	226.67	45.33	272.00	New additions to the fees and charges schedule and increases are based on full cost recovery and benchmarked with other Local Authorities.
683	Any extension to a dwelling exceeding 10sqm but not exceeding 40sqm floor	**	390.00	78.00	468.00	11.67	14.00	2.99%	401.67	80.33	482.00	
684	Any extension to a dwelling exceeding 40sqm but not exceeding 60sqm floor	**	495.00	99.00	594.00	15.00	18.00	3.03%	510.00	102.00	612.00	
	Small Domestic Building, Extensions and Alterations Building Notice											
685	Detached Building, garage carport or both, floor area not exceeding 40sqm	**	260.00	52.00	312.00	66.67	80.00	25.64%	326.67	65.33	392.00	New additions to the fees and charges schedule and increases are based on full cost recovery and benchmarked with other Local Authorities.
686	Any extension to a dwelling not exceeding 10sqm floor area	**	380.00	76.00	456.00	46.67	56.00	12.28%	426.67	85.33	512.00	
687	Any extension to a dwelling exceeding 10sqm but not exceeding 40sqm floor	**	520.00	104.00	624.00	15.83	19.00	3.04%	535.83	107.17	643.00	
688	Any extension to a dwelling exceeding 40sqm but not exceeding 60sqm floor	**	660.00	132.00	792.00	47.50	57.00	7.20%	707.50	141.50	849.00	
689	Internal alterations e.g. Simple through lounge, chimney breast removal etc	**	150.00	26.25	180.00	12.50	15.00	8.33%	162.50	32.50	195.00	

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APPENDIX A - Full list of Fees and Charges 2015/16

Not VATable *

includes VAT **

Ref	Description of Service		2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
690	Internal alterations where the costs is between £2000 - £5000	**	225.00	39.38	270.00	23.33	28.00	10.37%	248.33	49.67	298.00	
	Non habitable detached building with a total floor area not exceeding 60m2											
691	Plan Charge	**							100.00	20.00	120.00	New Charges
692	Inspection Charge	**							340.00	68.00	408.00	New Charges
693	Building Notice Charge	**							440.00	88.00	528.00	New Charges
	Notifiable Electical work (in addition to the above)											
694	Where a certificate will not be issued by a Part P registered electrician	**							280.00	56.00	336.00	New Charges
	One or more private dwelling houses or flats											
695	1 house or flat plan charge	**	165.00	28.88	198.00	18.33	22.00	11.11%	183.33	36.67	220.00	New additions to the fees and charges schedule and increases are based on full cost recovery and benchmarked with other Local Authorities.
696	2 houses or flats plan charges	**	240.00	48.00	288.00	18.33	22.00	7.64%	258.33	51.67	310.00	
697	3 houses or flats plan charges	**	315.00	63.00	378.00	10.00	12.00	3.17%	325.00	65.00	390.00	
698	4 houses or flats plan charges	**	390.00	78.00	468.00	0.00	0.00	0.00%	390.00	78.00	468.00	
699	5 houses or flats plan charges	**	475.00	83.13	570.00	0.00	0.00	0.00%	475.00	95.00	570.00	
700	1 house or flat inspection charge	**	195.00	39.00	234.00	187.50	225.00	96.15%	382.50	76.50	459.00	New additions to the fees and charges schedule and increases are based on full cost recovery and benchmarked with other Local Authorities.
701	2 houses or flats inspection charge	**	355.00	62.13	426.00	144.17	173.00	40.61%	499.17	99.83	599.00	
702	3 houses or flats inspection charge	**	515.00	103.00	618.00	110.83	133.00	21.52%	625.83	125.17	751.00	
703	4 houses or flats inspection charge	**	675.00	135.00	810.00	48.33	58.00	7.16%	723.33	144.67	868.00	
704	5 houses or flats inspection charge	**	830.00	145.25	996.00	0.00	0.00	0.00%	830.00	166.00	996.00	
705	1 house or flat building notice	**	360.00	72.00	432.00	205.83	247.00	57.18%	565.83	113.17	679.00	New additions to the fees and charges schedule and increases are based on full cost recovery and benchmarked with other Local Authorities.
706	2 houses or flats building notice	**	595.00	119.00	714.00	162.50	195.00	27.31%	757.50	151.50	909.00	
707	3 houses or flats building notice	**	830.00	166.00	996.00	120.83	145.00	14.56%	950.83	190.17	1,141.00	
708	4 houses or flats building notice	**	1,065.00	213.00	1,278.00	48.33	58.00	4.54%	1,113.33	222.67	1,336.00	
709	5 houses or flats building notice	**	1,305.00	228.38	1,566.00	0.00	0.00	0.00%	1,305.00	261.00	1,566.00	
	Estimated cost of Work where other charge does not apply											
710	Plan Charges up to £2,000	**	150.00	30.00	180.00	12.50	15.00	8.33%	162.50	32.50	195.00	New additions to the fees and charges schedule and increases are based on full cost recovery and benchmarked with other Local Authorities.
711	Plan Charges up to £2,001 - £5,000	**	225.00	45.00	270.00	23.33	28.00	10.37%	248.33	49.67	298.00	
712	Plan Charges up to £5,001 - £10,000	**	65.00	13.00	78.00	10.00	12.00	15.38%	75.00	15.00	90.00	
713	Plan Charges up to £10,001 - £15,000	**	80.00	16.00	96.00	20.00	24.00	25.00%	100.00	20.00	120.00	
714	Plan Charges up to £15,001 - £20,000	**	95.00	19.00	114.00	15.00	18.00	15.79%	110.00	22.00	132.00	
715	Plan Charges up to £20,001 - £25,000	**	110.00	22.00	132.00	20.00	24.00	18.18%	130.00	26.00	156.00	
716	Plan Charges up to £25,001 - £30,000	**	125.00	25.00	150.00	16.67	20.00	13.33%	141.67	28.33	170.00	
717	Plan Charges up to £30,001 - £35,000	**	135.00	27.00	162.00	20.83	25.00	15.43%	155.83	31.17	187.00	
718	Plan Charges up to £35,001 - £40,000	**	150.00	30.00	180.00	15.00	18.00	10.00%	165.00	33.00	198.00	
719	Plan Charges up to £40,001 - £45,000	**	160.00	32.00	192.00	15.83	19.00	9.89%	175.83	35.17	211.00	
720	Plan Charges up to £45,001 - £50,000	**	175.00	35.00	210.00	9.17	11.00	5.24%	184.17	36.83	221.00	
721	Plan Charges up to £50,001 - £55,000	**	190.00	38.00	228.00	10.00	12.00	5.26%	200.00	40.00	240.00	
722	Plan Charges up to £55,001 - £60,000	**	200.00	40.00	240.00	10.00	12.00	5.00%	210.00	42.00	252.00	
723	Plan Charges up to £60,001 - £65,000	**	210.00	42.00	252.00	10.83	13.00	5.16%	220.83	44.17	265.00	
724	Plan Charges up to £65,001 - £70,000	**	220.00	44.00	264.00	10.83	13.00	4.92%	230.83	46.17	277.00	
725	Plan Charges up to £70,001 - £75,000	**	230.00	46.00	276.00	6.67	8.00	2.90%	236.67	47.33	284.00	
726	Plan Charges up to £75,001 - £80,000	**	245.00	49.00	294.00	8.33	10.00	3.40%	253.33	50.67	304.00	
727	Plan Charges up to £80,001 - £85,000	**	255.00	51.00	306.00	7.50	9.00	2.94%	262.50	52.50	315.00	
728	Plan Charges up to £85,001 - £90,000	**	270.00	54.00	324.00	9.17	11.00	3.40%	279.17	55.83	335.00	
729	Plan Charges up to £90,001 - £95,000	**	280.00	56.00	336.00	9.17	11.00	3.28%	289.17	57.83	347.00	
730	Plan Charges up to £95,001 - £100,000	**	295.00	59.00	354.00	9.17	11.00	3.11%	304.17	60.83	365.00	
731	Inspection Charge up to £5,001 - £10,000	**	195.00	39.00	234.00	30.00	36.00	15.38%	225.00	45.00	270.00	
732	Inspection Charge up to £10,001 - £15,000	**	240.00	48.00	288.00	35.83	43.00	14.93%	275.83	55.17	331.00	
733	Inspection Charge up to £15,001 - £20,000	**	285.00	57.00	342.00	42.50	51.00	14.91%	327.50	65.50	393.00	

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APPENDIX A - Full list of Fees and Charges 2015/16

Not VATable *

includes VAT **

Description of Service			2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
Ref			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
734	Inspection Charge up to £20,001 - £25,000	**	330.00	66.00	396.00	50.00	60.00	15.15%	380.00	76.00	456.00	New additions to the fees and charges schedule and increases are based on full cost recovery and benchmarked with other Local Authorities.
735	Inspection Charge up to £25,001 - £30,000	**	375.00	75.00	450.00	56.67	68.00	15.11%	431.67	86.33	518.00	
736	Inspection Charge up to £30,001 - £35,000	**	405.00	81.00	486.00	60.83	73.00	15.02%	465.83	93.17	559.00	
737	Inspection Charge up to £35,001 - £40,000	**	450.00	90.00	540.00	45.00	54.00	10.00%	495.00	99.00	594.00	
738	Inspection Charge up to £40,001 - £45,000	**	480.00	96.00	576.00	48.33	58.00	10.07%	528.33	105.67	634.00	
739	Inspection Charge up to £45,001 - £50,000	**	525.00	105.00	630.00	26.67	32.00	5.08%	551.67	110.33	662.00	
740	Inspection Charge up to £50,001 - £55,000	**	570.00	114.00	684.00	29.17	35.00	5.12%	599.17	119.83	719.00	
741	Inspection Charge up to £55,001 - £60,000	**	600.00	120.00	720.00	30.00	36.00	5.00%	630.00	126.00	756.00	
742	Inspection Charge up to £60,001 - £65,000	**	630.00	126.00	756.00	31.67	38.00	5.03%	661.67	132.33	794.00	
743	Inspection Charge up to £65,001 - £70,000	**	660.00	132.00	792.00	33.33	40.00	5.05%	693.33	138.67	832.00	
744	Inspection Charge up to £70,001 - £75,000	**	690.00	138.00	828.00	20.83	25.00	3.02%	710.83	142.17	853.00	
745	Inspection Charge up to £75,001 - £80,000	**	735.00	147.00	882.00	23.33	28.00	3.17%	758.33	151.67	910.00	
746	Inspection Charge up to £80,001 - £85,000	**	765.00	153.00	918.00	23.33	28.00	3.05%	788.33	157.67	946.00	
747	Inspection Charge up to £85,001 - £90,000	**	810.00	162.00	972.00	25.00	30.00	3.09%	835.00	167.00	1,002.00	
748	Inspection Charge up to £90,001 - £95,000	**	840.00	168.00	1,008.00	25.83	31.00	3.07%	865.83	173.17	1,039.00	
749	Inspection Charge up to £95,001 - £100,000	**	885.00	177.00	1,062.00	26.67	32.00	3.01%	911.67	182.33	1,094.00	
750	Building Notice up to £2,000	**	150.00	30.00	180.00	12.50	15.00	8.3%	162.50	32.50	195.00	New additions to the fees and charges schedule and increases are based on full cost recovery and benchmarked with other Local Authorities.
751	Building Notice up to £2,001 - £5,000	**	225.00	45.00	270.00	23.33	28.00	10.4%	248.33	49.67	298.00	
752	Building Notice up to £5,001 - £10,000	**	260.00	52.00	312.00	39.17	47.00	15.1%	299.17	59.83	359.00	
753	Building Notice up to £10,001 - £15,000	**	320.00	64.00	384.00	48.33	58.00	15.1%	368.33	73.67	442.00	
754	Building Notice up to £15,001 - £20,000	**	380.00	76.00	456.00	58.33	70.00	15.4%	438.33	87.67	526.00	
755	Building Notice up to £20,001 - £25,000	**	440.00	88.00	528.00	65.83	79.00	15.0%	505.83	101.17	607.00	
756	Building Notice up to £25,001 - £30,000	**	500.00	100.00	600.00	75.00	90.00	15.0%	575.00	115.00	690.00	
757	Building Notice up to £30,001 - £35,000	**	540.00	108.00	648.00	80.83	97.00	15.0%	620.83	124.17	745.00	
758	Building Notice up to £35,001 - £40,000	**	600.00	120.00	720.00	60.00	72.00	10.0%	660.00	132.00	792.00	
759	Building Notice up to £40,001 - £45,000	**	640.00	128.00	768.00	63.83	76.60	10.0%	703.83	140.77	844.60	
760	Building Notice up to £45,001 - £50,000	**	700.00	140.00	840.00	35.17	42.20	5.0%	735.17	147.03	882.20	
761	Building Notice up to £50,001 - £55,000	**	760.00	152.00	912.00	38.00	45.60	5.0%	798.00	159.60	957.60	
762	Building Notice up to £55,001 - £60,000	**	800.00	160.00	960.00	40.00	48.00	5.0%	840.00	168.00	1,008.00	
763	Building Notice up to £60,001 - £65,000	**	840.00	168.00	1,008.00	41.67	50.00	5.0%	881.67	176.33	1,058.00	
764	Building Notice up to £65,001 - £70,000	**	880.00	176.00	1,056.00	44.17	53.00	5.0%	924.17	184.83	1,109.00	
765	Building Notice up to £70,001 - £75,000	**	920.00	184.00	1,104.00	28.33	34.00	3.1%	948.33	189.67	1,138.00	
766	Building Notice up to £75,001 - £80,000	**	980.00	196.00	1,176.00	30.00	36.00	3.1%	1,010.00	202.00	1,212.00	
767	Building Notice up to £80,001 - £85,000	**	1,020.00	204.00	1,224.00	30.83	37.00	3.0%	1,050.83	210.17	1,261.00	
768	Building Notice up to £85,001 - £90,000	**	1,080.00	216.00	1,296.00	33.33	40.00	3.1%	1,113.33	222.67	1,336.00	
769	Building Notice up to £90,001 - £95,000	**	1,120.00	224.00	1,344.00	34.17	41.00	3.1%	1,154.17	230.83	1,385.00	
770	Building Notice up to £95,001 - £100,000	**	1,180.00	236.00	1,416.00	35.83	43.00	3.0%	1,215.83	243.17	1,459.00	
771	Regularisation Charge is 120% of Building Notice Charge	**										Charge for building works undertaking without initial approval.
	HMO Licensing											
772	HMO - Standard Fee - Up to 5 Rooms	*	714.00	0.00	714.00	18.00	18.00	2.52%	732.00	0.00	732.00	New additions to the fees and charges schedule and increases are based on full cost recovery and benchmarked with other Local Authorities.
773	HMO - Standard Fee - Up to 6-10 Rooms	*	786.00	0.00	786.00	19.00	19.00	2.42%	805.00	0.00	805.00	
774	HMO - Standard Fee - 10+ Rooms	*	852.00	0.00	852.00	21.00	21.00	2.46%	873.00	0.00	873.00	
775	HMO - Assisting Applicants Complete Forms - Up to 5 Rooms (+ £7.50 per Room)	*	144.00	0.00	144.00	4.00	4.00	2.78%	148.00	0.00	148.00	
776	HMO - Assisting Applicants Complete Forms - 6-10 Roms (+ £7.50 per Room)	*	154.00	0.00	154.00	4.00	4.00	2.60%	158.00	0.00	158.00	
777	HMO - Assisting Applicants Complete Forms - 10+ Rooms (+ £7.50 per Room)	*	164.50	0.00	164.50	4.50	4.50	2.74%	169.00	0.00	169.00	
778	HMO - Notice	*	287.50	0.00	287.50	202.50	202.50	70.43%	490.00	0.00	490.00	
	Discretionary Licensing											
779	5 year Selective Private Rented Property Licence fee	*	500.00	0.00	500.00	0.00	0.00	0.00%	500.00	0.00	500.00	Cabinet agreed fee to remain the same until 31 August 2019

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APPENDIX A - Full list of Fees and Charges 2015/16

Not VATable *

includes VAT **

Ref	Description of Service		2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
780	5 year Additional Private Rented Property Licence fee	*	500.00	0.00	500.00	0.00	0.00	0.00%	500.00	0.00	500.00	Cabinet agreed fee to remain the same until 31 August 2019
781	1 year Selective Private Rented Property Licence fee	*	500.00	0.00	500.00	0.00	0.00	0.00%	500.00	0.00	500.00	Licence fee applicable to landlords of concern
782	1 year Additional Private Rented Property Licence fee	*	500.00	0.00	500.00	0.00	0.00	0.00%	500.00	0.00	500.00	Licence fee applicable to landlords of concern
Housing Act 2004												
783	Improvement Notice	*	280.00	0.00	280.00	210.00	210.00	75.00%	490.00	0.00	490.00	Based on flat rate following benchmarking exercise.
784	Prohibition Order	*	280.00	0.00	280.00	210.00	210.00	75.00%	490.00	0.00	490.00	
785	Hazard Awareness Notice	*	280.00	0.00	280.00	210.00	210.00	75.00%	490.00	0.00	490.00	
786	Emergency Remedial Action	*	280.00	0.00	280.00	210.00	210.00	75.00%	490.00	0.00	490.00	
787	Emergency Prohibition Order	*	280.00	0.00	280.00	210.00	210.00	75.00%	490.00	0.00	490.00	
788	Demolition Order	*	280.00	0.00	280.00	210.00	210.00	75.00%	490.00	0.00	490.00	
Planning												
789	Planning Enforcement Notice compliance letter	*							200.00	0.00	200.00	New Charge - Confirmation that enforcement notices has been complied with. New fee to recover the cost to the service in undertaking this task.
790	Planning enforcement Condition Compliance letter	*							100.00	0.00	100.00	New Charge - Confirmation that planning conditions have been complied with. New fee to recover the cost to the service in undertaking this task.
791	Planning enforcement approved plans confirmation letter	*							200.00	0.00	200.00	New Charge - Written confirmation that single household permissions have been carried in accordance with plans and conditions - New fee to recover the cost to the service in undertaking this task.
Highways												
792	Skip Permits	*	41.00	0.00	41.00	1.00	1.00	2.44%	42.00	0.00	42.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
793	Skip Company Annual Registration Admin Fee	*	257.00	0.00	257.00	6.00	6.00	2.33%	263.00	0.00	263.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
794	Administration fee for processing skips without a permit	*	257.00	0.00	257.00	6.00	6.00	2.33%	263.00	0.00	263.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
795	Materials (on Highway) licence	*	41.00	0.00	41.00	1.00	1.00	2.44%	42.00	0.00	42.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
796	Crane licence	*	283.00	0.00	283.00	7.00	7.00	2.47%	290.00	0.00	290.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
797	Scaffolding licence	*	205.00	0.00	205.00	5.00	5.00	2.44%	210.00	0.00	210.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
798	Hoarding licence	*	205.00	0.00	205.00	5.00	5.00	2.44%	210.00	0.00	210.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
799	Section 50 NRSWA licence	*	308.00	0.00	308.00	0.00	0.00	0.00%	308.00	0.00	308.00	Stays the same (as per statute)
800	Unplanned Road closures (max 21 days)	*	1,500.00	0.00	1,500.00	36.00	36.00	2.40%	1,536.00	0.00	1,536.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
801	Footway Crossing Application fee	*	51.50	0.00	51.50	98.50	98.50	191.27%	150.00	0.00	150.00	Increases to reflect full cost recovery
802	Footway Crossing Administration Fee	*	103.00	0.00	103.00	203.00	203.00	197.09%	306.00	0.00	306.00	Increases to reflect full cost recovery
803	Road Category 0,1,2 & Traffic Sensitive - PAA for Major Works	*	105.00	0.00	105.00	0.00	0.00	0.00%	105.00	0.00	105.00	Stays the same (as per statute)
804	Road Category 0,1,2 & Traffic Sensitive - Permit for Major Works	*	240.00	0.00	240.00	0.00	0.00	0.00%	240.00	0.00	240.00	Stays the same (as per statute)
805	Road Category 0,1,2 & Traffic Sensitive - Permit for Standard Works	*	130.00	0.00	130.00	0.00	0.00	0.00%	130.00	0.00	130.00	Stays the same (as per statute)
806	Road Category 0,1,2 & Traffic Sensitive - Permit for Minor Works	*	65.00	0.00	65.00	0.00	0.00	0.00%	65.00	0.00	65.00	Stays the same (as per statute)

APPENDIX A - Full list of Fees and Charges 2015/16

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Description of Service			2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
Ref			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
807	Road Category 0,1,2 & Traffic Sensitive - Permit for Immediate Works	*	60.00	0.00	60.00	0.00	0.00	0.00%	60.00	0.00	60.00	Stays the same (as per statute)
808	Road Category 0,1,2 & Traffic Sensitive - Permit Variation	*	45.00	0.00	45.00	0.00	0.00	0.00%	45.00	0.00	45.00	Stays the same (as per statute)
809	Road Category 3 & 4 non Traffic Sensitive - PAA for Major Works	*	75.00	0.00	75.00	0.00	0.00	0.00%	75.00	0.00	75.00	Stays the same (as per statute)
810	Road Category 3 & 4 non Traffic Sensitive - Permit for Major Works	*	150.00	0.00	150.00	0.00	0.00	0.00%	150.00	0.00	150.00	Stays the same (as per statute)
811	Road Category 3 & 4 non Traffic Sensitive - Permit for Standard Works	*	75.00	0.00	75.00	0.00	0.00	0.00%	75.00	0.00	75.00	Stays the same (as per statute)
812	Road Category 3 & 4 non Traffic Sensitive - Permit for Minor Works	*	45.00	0.00	45.00	0.00	0.00	0.00%	45.00	0.00	45.00	Stays the same (as per statute)
813	Road Category 3 & 4 non Traffic Sensitive - Permit for Immediate Works	*	40.00	0.00	40.00	0.00	0.00	0.00%	40.00	0.00	40.00	Stays the same (as per statute)
814	Road Category 3 & 4 non Traffic Sensitive - Permit Variation	*	35.00	0.00	35.00	0.00	0.00	0.00%	35.00	0.00	35.00	Stays the same (as per statute)
	DIRECT SERVICES											
	Pest Control											
815	Pest Control - insects - Low Income Rate	**	52.92	10.58	63.50	1.08	1.30	2.04%	54.00	10.80	64.80	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
816	Pest Control - insects - Standard rate	**	105.83	21.17	127.00	2.17	2.60	2.05%	108.00	21.60	129.60	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
817	Pest Control - insects - Commercial rate	**	154.17	30.83	185.00	3.83	4.60	2.49%	158.00	31.60	189.60	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
818	Pest Control - Squirrels per trap per week - Low Income Rate	**	66.25	13.25	79.50	1.75	2.10	2.64%	68.00	13.60	81.60	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
819	Pest Control - Squirrels per trap per week - Standard rate	**	133.33	26.67	160.00	3.67	4.40	2.75%	137.00	27.40	164.40	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
820	Pest Control - Squirrels per trap per week - Commercial rate	**	202.92	40.58	243.50	5.08	6.10	2.50%	208.00	41.60	249.60	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
821	Pest control - Pigeons per hour plus materials - Low Income Rate	**	39.59	7.92	47.50	1.42	1.70	3.57%	41.00	8.20	49.20	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
822	Pest control - Pigeons per hour plus materials - Standard rate	**	79.17	15.83	95.00	1.83	2.20	2.32%	81.00	16.20	97.20	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
823	Pest control - Pigeons per hour plus materials - Commercial rate	**	110.00	22.00	132.00	3.00	3.60	2.73%	113.00	22.60	135.60	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
824	Pest control - Mice - Low Income rate	**	39.59	7.92	47.50	1.42	1.70	3.57%	41.00	8.20	49.20	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
825	Pest control - Mice - Standard rate	**	79.17	15.83	95.00	1.83	2.20	2.32%	81.00	16.20	97.20	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
826	Pest control - Mice - Commercial rate	**	110.00	22.00	132.00	3.00	3.60	2.73%	113.00	22.60	135.60	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
827	Pest Control - wasps - Low Income Rate	**	39.59	7.92	47.50	1.42	1.70	3.57%	41.00	8.20	49.20	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
828	Pest Control - wasps - Standard rate	**	79.17	15.83	95.00	1.83	2.20	2.32%	81.00	16.20	97.20	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
829	Pest Control - wasps - Commercial rate	**	110.00	22.00	132.00	3.00	3.60	2.73%	113.00	22.60	135.60	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
830	Pest Control - Fleas - Low Income Rate	**	48.33	9.67	58.00	0.67	0.80	1.38%	49.00	9.80	58.80	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
831	Pest Control - Fleas - Standard rate	**	97.09	19.42	116.50	1.91	2.30	1.97%	99.00	19.80	118.80	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
832	Pest Control - Fleas - Commercial rate	**	145.42	29.08	174.50	3.59	4.30	2.47%	149.00	29.80	178.80	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
833	Pest control - Rats - Low Income Rate	**	55.00	11.00	66.00	1.00	1.20	1.82%	56.00	11.20	67.20	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
834	Pest control - Rats - Standard rate	**	83.33	16.67	100.00	1.67	2.00	2.00%	85.00	17.00	102.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
835	Pest control - Rats - Commercial rate	**	110.00	22.00	132.00	3.00	3.60	2.73%	113.00	22.60	135.60	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%

APPENDIX A - Full list of Fees and Charges 2015/16

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Description of Service			2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
Ref			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
836	Pest control - Bedbugs - Low Income Rate	**	69.58	13.92	83.50	1.42	1.70	2.04%	71.00	14.20	85.20	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
837	Pest control - Bedbugs - Standard rate	**	139.17	27.83	167.00	3.83	4.60	2.75%	143.00	28.60	171.60	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
838	Pest control - Bedbugs - Commercial rate (up to 3 beds)	**	209.17	41.83	251.00	4.83	5.80	2.31%	214.00	42.80	256.80	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
839	Pest control - Cockroaches - Low Income Rate	**	52.92	10.58	63.50	1.08	1.30	2.04%	54.00	10.80	64.80	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
840	Pest control - Cockroaches - Standard rate	**	105.83	21.17	127.00	2.17	2.60	2.05%	108.00	21.60	129.60	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
841	Pest control - Cockroaches - Commercial rate	**	145.42	29.08	174.50	3.59	4.30	2.47%	149.00	29.80	178.80	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
842	Pest control - Pharaoh ants - Low Income Rate	**	52.92	10.58	63.50	1.08	1.30	2.04%	54.00	10.80	64.80	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
843	Pest control - Pharaoh ants - Standard rate	**	105.83	21.17	127.00	2.17	2.60	2.05%	108.00	21.60	129.60	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
844	Pest control - Pharaoh ants - Commercial rate	**	154.17	30.83	185.00	3.83	4.60	2.49%	158.00	31.60	189.60	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
845	Pest control - Bedbugs - Extra charge per bedroom (over 3 beds) - Commercial rate	**	16.67	3.33	20.00	0.33	0.40	1.98%	17.00	3.40	20.40	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
Environmental Services												
Refuse												
846	Trade Refuse Collection - Refuse Sacks	*	4.95	0.00	4.95	0.05	0.05	1.01%	5.00	0.00	5.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
847	Trade Refuse Collection - Euro or Paladin Bin Per Collection	*	24.75	0.00	24.75	(0.85)	(0.85)	-3.44%	23.90	0.00	23.90	Reduction to boost demand and become more competitive
848	Weekly Collection Charge per Bin - Charity Rate	*	14.50	0.00	14.50	0.50	0.50	3.45%	15.00	0.00	15.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
849	Trade Refuse Collection - Euro or Paladin Bin Per Collection where there are more than six units on site	*	18.21	0.00	18.21	0.79	0.79	4.34%	19.00	0.00	19.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
850	Trade Refuse Collection - Euro or Paladin Bin Annual rental	*	122.50	0.00	122.50	2.50	2.50	2.04%	125.00	0.00	125.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
851	9 Cubic yard Demountable container -Charge per Collection	*	253.00	0.00	253.00	6.00	6.00	2.37%	259.00	0.00	259.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
852	9 Cubic yard Demountable container - Annual rental	*	837.00	0.00	837.00	20.00	20.00	2.39%	857.00	0.00	857.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
853	Bulky Waste - Standard Service (Up to 4 items)	*	10.30	0.00	10.30	0.70	0.70	6.80%	11.00	0.00	11.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
854	Bulky Waste - Standard Service (Additional Item)	*	4.10	0.00	4.10	0.10	0.10	2.44%	4.20	0.00	4.20	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%

APPENDIX A - Full list of Fees and Charges 2015/16

Not VATable *

includes VAT **

Ref	Description of Service		2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
	Cemeteries											
855	Grave fees - EROB - A Grade Traditional (50 years)	*	3,117.00	0.00	3,117.00	75.00	75.00	2.41%	3,192.00	0.00	3,192.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
856	Grave fees - EROB - B Grade Traditional (50 years)	*	2,475.00	0.00	2,475.00	59.00	59.00	2.38%	2,534.00	0.00	2,534.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
857	Grave fees - EROB - Lawn (50 years)	*	1,258.00	0.00	1,258.00	30.00	30.00	2.38%	1,288.00	0.00	1,288.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
858	Grave fees - EROB - Children's Corner (50 years) depth for one only	*	375.00	0.00	375.00	9.00	9.00	2.40%	384.00	0.00	384.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
859	Grave fees - EROB - Ashes only grave in Garden of Rest (25 years)	*	257.00	0.00	257.00	6.00	6.00	2.33%	263.00	0.00	263.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
860	Grave fees - EROB - Ashes only above ground vault (25 years)	*	1,166.00	0.00	1,166.00	28.00	28.00	2.40%	1,194.00	0.00	1,194.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
861	Interment fees - Private Grave - Non-private Grave (excluding still-born)	*	781.00	0.00	781.00	19.00	19.00	2.43%	800.00	0.00	800.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
862	Interment fees - Additional Charge per Casket	*	154.00	0.00	154.00	4.00	4.00	2.60%	158.00	0.00	158.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
863	Interment fees - Additional Charge per body over depth of two	*	133.50	0.00	133.50	3.50	3.50	2.62%	137.00	0.00	137.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
864	Interment fees - Child in Non-private Grade (Aged between 3 weeks and 12 years)	*	121.50	0.00	121.50	2.50	2.50	2.06%	124.00	0.00	124.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
865	Interment fees - Child up to the age of 12 years old in Children's Corner (depth for 1 only)	*	127.00	0.00	127.00	3.00	3.00	2.36%	130.00	0.00	130.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
866	Interment fees - Still Born Babies & Children up to 3 weeks old	*	121.50	0.00	121.50	2.50	2.50	2.06%	124.00	0.00	124.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
867	Cremated remains fees - Interment of child's cremated remains in Children's Corner	*	127.00	0.00	127.00	3.00	3.00	2.36%	130.00	0.00	130.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
868	Cremated remains fees - Interment of cremated remains in Private Grave - Interment of cremated remains in Ashes Grave in Garden of Rest - Cremated remains in Garden of Rest and two line inscription in Book of Remembrance (ONLY)	*	194.00	0.00	194.00	5.00	5.00	2.58%	199.00	0.00	199.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
869	Cremated remains fees - Each additional line in the Book of Remembrance	*	43.00	0.00	43.00	1.00	1.00	2.33%	44.00	0.00	44.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
870	Cremated remains fees - Second Interment of cremated remains in "above ground vault".	*	82.00	0.00	82.00	2.00	2.00	2.44%	84.00	0.00	84.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
871	Memorial fees - Right to place memorial on lawn & non-lawn type grave - Right to place single or double memorial vase on any grave - Right to place memorial book or plaque on non-lawn type of grave - Right to add kerbs - landing	*	154.00	0.00	154.00	4.00	4.00	2.60%	158.00	0.00	158.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
872	Memorial fees - Provision of soil in kerb sets	*	72.00	0.00	72.00	2.00	2.00	2.78%	74.00	0.00	74.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
873	Memorial fees - Adding inscription, levelling/straightening memorials, cleaning/restoration works	*	56.50	0.00	56.50	1.50	1.50	2.65%	58.00	0.00	58.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
874	Use of Cemetery Chapel	*	99.50	0.00	99.50	2.50	2.50	2.51%	102.00	0.00	102.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
875	Registration of declaration regarding Non-production of Registrar's Certificate	*	36.00	0.00	36.00	1.10	1.10	3.06%	37.10	0.00	37.10	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
876	Transfer of Exclusive Right of Burial	*	36.00	0.00	36.00	1.00	1.00	2.78%	37.00	0.00	37.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
877	Family Trace (per named entry)	*	28.80	0.00	28.80	0.70	0.70	2.43%	29.50	0.00	29.50	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
878	Photocopies per A4 sheet	*	2.40	0.00	2.40	0.10	0.10	4.17%	2.50	0.00	2.50	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
879	Grounds Annual Maintenance - non-lawn type grave	*	139.50	0.00	139.50	3.50	3.50	2.51%	143.00	0.00	143.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%

APPENDIX A - Full list of Fees and Charges 2015/16

Not VATable *

includes VAT **

Ref	Description of Service		2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
880	Grounds Annual Maintenance - lawn type grave	*	89.00	0.00	89.00	2.00	2.00	2.25%	91.00	0.00	91.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
881	Memorial Benches (Standard 6ft Hardwood Bench)	*	720.00	0.00	720.00	17.00	17.00	2.36%	737.00	0.00	737.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
882	Provision of Concrete Base onto which a bench can be placed	*	323.50	0.00	323.50	7.50	7.50	2.32%	331.00	0.00	331.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
883	Provision of Commemorative Plaque - Standard	*	70.00	0.00	70.00	2.00	2.00	2.86%	72.00	0.00	72.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
884	Provision of Commemorative Plaque - Large	*	82.00	0.00	82.00	2.00	2.00	2.44%	84.00	0.00	84.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
885	Provision of Memorial Tree - (8/10 Standard Sized)	*	185.00	0.00	185.00	4.00	4.00	2.16%	189.00	0.00	189.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
886	Provision of Memorial Tree Plaque	*	126.50	0.00	126.50	3.50	3.50	2.77%	130.00	0.00	130.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
887	Planter Plaque (10 yrs) - Scattering of cremated Remains in surrounding shrub beds.	*	159.00	0.00	159.00	4.00	4.00	2.52%	163.00	0.00	163.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
	Graffiti & Deep Cleaning											
888	Graffiti & Deep Cleaning - First removal of graffiti - In Default (per sqm)	**	33.75	6.75	40.50	1.25	1.50	3.70%	35.00	7.00	42.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
889	Graffiti & Deep Cleaning - Graffiti removal kit - Without Charter	**	16.67	3.33	20.00	0.33	0.40	2.00%	17.00	3.40	20.40	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
	Fleet Department											
890	Driving Assessments.	*	63.50	0.00	63.50	1.50	1.50	2.36%	65.00	0.00	65.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
891	Vehicle Hire w/ Driver - 20 Seat Wheel chair accessible mini coach (£35 Per Hour + 35p Per Mile)	*	36.00	0.00	36.00	1.00	1.00	2.78%	37.00	0.00	37.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
892	Vehicle Hire w/ Driver - 16 Seat Wheel chair accessible minibus (£30 Per Hour + 30p Per Mile)	*	31.00	0.00	31.00	1.00	1.00	3.23%	32.00	0.00	32.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
893	Vehicle Hire w/ Driver - 16 Seat minibus - (£30 Per Hour + 25p Per Mile)	*	31.00	0.00	31.00	1.00	1.00	3.23%	32.00	0.00	32.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
	HOUSING											
	General Housing											
894	Eastbrookend - Travellers caravan site Weekly Licence Charge - Single Pitch	*	71.50	0.00	71.50	0.80	0.80	1.12%	72.30	0.00	72.30	LHA Rate - Sept 2014
895	Eastbrookend - Travellers caravan site Weekly Licence Charge - Double Pitch	*	189.00	0.00	189.00	2.00	2.00	1.06%	191.00	0.00	191.00	
	Right To Buy (RTB)											
896	Repayment of Discount	*	181.00	0.00	181.00	4.00	4.00	2.21%	185.00	0.00	185.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
897	Deeds of Covenant/Rectification/Variation/Enforcement	*	960.00	0.00	960.00	23.00	23.00	2.40%	983.00	0.00	983.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
898	Licences	*	960.00	0.00	960.00	23.00	23.00	2.40%	983.00	0.00	983.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
899	Licences for Garden Land	*	452.00	0.00	452.00	11.00	11.00	2.43%	463.00	0.00	463.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
900	Sale of Garden Land	*	960.00	0.00	960.00	23.00	23.00	2.40%	983.00	0.00	983.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
901	Duplicate DS1/Replacement form 53	*	68.00	0.00	68.00	2.00	2.00	2.94%	70.00	0.00	70.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
902	Deed of Release	*	1,243.00	0.00	1,243.00	30.00	30.00	2.41%	1,273.00	0.00	1,273.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%

APPENDIX A - Full list of Fees and Charges 2015/16

Not VATable *

includes VAT **

Ref	Description of Service		2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
903	Copy Transfer	*	124.00	0.00	124.00	3.00	3.00	2.42%	127.00	0.00	127.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
904	Notice of Assignment	*	169.50	0.00	169.50	4.50	4.50	2.65%	174.00	0.00	174.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
905	Notice of Mortgage -	*	169.50	0.00	169.50	4.50	4.50	2.65%	174.00	0.00	174.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
906	Notice of Sub-let	*	169.50	0.00	169.50	4.50	4.50	2.65%	174.00	0.00	174.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
907	Postponements	*	147.00	0.00	147.00	4.00	4.00	2.72%	151.00	0.00	151.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
908	Retrieval of file	*	34.00	0.00	34.00	1.00	1.00	2.93%	35.00	0.00	35.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
909	Duplicate Transfer/Lease (Unsealed)	*	79.00	0.00	79.00	2.00	2.00	2.53%	81.00	0.00	81.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
910	Duplicate Papers (Flats)	*	79.00	0.00	79.00	2.00	2.00	2.53%	81.00	0.00	81.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
911	Duplicate Papers (House)	*	56.50	0.00	56.50	1.50	1.50	2.65%	58.00	0.00	58.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
912	General Photocopy (Per sheet)	*	3.40	0.00	3.40	0.10	0.10	2.99%	3.50	0.00	3.50	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
913	Copy of S.125 (Landlord's Offer Notice)	*	34.00	0.00	34.00	1.00	1.00	2.93%	35.00	0.00	35.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
914	Certificate Of Compliance	*	85.00	0.00	85.00	2.00	2.00	2.35%	87.00	0.00	87.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
915	Buy Back of Council Lease	*	508.00	0.00	508.00	12.00	12.00	2.36%	520.00	0.00	520.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
916	Deed of Release - Front Garden Parking -	*	508.00	0.00	508.00	12.00	12.00	2.36%	520.00	0.00	520.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
917	Retrospective Consent (charged by Housing including VAT) -	**	339.17	67.83	407.00	8.33	10.00	2.46%	347.50	69.50	417.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
918	Lease holders Enquiries (including VAT)	**	339.17	67.83	407.00	8.33	10.00	2.46%	347.50	69.50	417.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
	Chief Executive											
	Registrars											
919	Nationality Checking Service Flat Charge per Document	**	41.67	8.33	50.00	1.67	2.00	4.00%	43.33	8.67	52.00	Increase proposed based on benchmarking against LB Redbridge and LB Newham.
920	Nationality Checking Service Flat Charge per Document (Child)	**	25.00	5.00	30.00	0.83	1.00	3.33%	25.83	5.17	31.00	Increase proposed based on benchmarking against LB Redbridge and LB Newham.
921	Individual Citizenship Payments (Per Adult)	*	110.00	0.00	110.00	(25.00)	(25.00)	-22.73%	85.00	0.00	85.00	This charge was increased in 2013/14 from £60 to £110 and ensure charges are in line with other benchmarked Authorities, it is proposed that this charge is reduced.
922	Individual Citizenship Payments (Per Child)	*	20.00	0.00	20.00	5.00	5.00	25.00%	25.00	0.00	25.00	Increase proposed based on benchmarking against LB Redbridge and LB Newham.
923	Marriages/Civil Partnerships at Woodlands (Mon - Thurs)	*	110.00	0.00	110.00	10.00	10.00	9.09%	120.00	0.00	120.00	Increase proposed based on benchmarking against LB Redbridge and LB Newham.
924	Marriages/Civil Partnerships at Woodlands (Friday)	*	150.00	0.00	150.00	20.00	20.00	13.33%	170.00	0.00	170.00	Increase proposed based on benchmarking against LB Redbridge and LB Newham.
925	Marriages/Civil Partnerships at Woodlands (Saturday)	*	250.00	0.00	250.00	10.00	10.00	4.00%	260.00	0.00	260.00	Increase proposed based on benchmarking against LB Redbridge and LB Newham.
926	Marriages/Civil Partnerships at Woodlands (Sunday & Bank Holidays)	*	380.00	0.00	380.00	10.00	10.00	2.63%	390.00	0.00	390.00	Increase proposed based on benchmarking against LB Redbridge and LB Newham.
927	Marriages/Civil Partnerships at Approved Premises	*	380.00	0.00	380.00	(50.00)	(50.00)	-13.16%	330.00	0.00	330.00	Reduction proposed to bring charges more in line with neighbouring boroughs.

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APPENDIX A - Full list of Fees and Charges 2015/16

Not VATable *

includes VAT **

Ref	Description of Service		2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
928	Marriages/Civil Partnerships at Approved Premises (Sundays)	*	380.00	0.00	380.00	10.00	10.00	2.63%	390.00	0.00	390.00	Increase proposed based on benchmarking against LB Redbridge and LB Newham.
929	Dusk Marriages (Late Fridays)	*	0.00	0.00	0.00	0.00	0.00	0.0%	500.00	0.00	500.00	New proposed charge based on perceived demand.
930	Non-Statutory Ceremonies (Renewal of Vows & Baby Naming) (Mon-Thurs)	**	120.00	24.00	144.00	(20.00)	(24.00)	-16.67%	100.00	20.00	120.00	Review of fee structure to increase charge overall by splitting Fridays from Mondays to Reduce by £4 as the charge is already reflected separately on the charge for copy full & short certificates (open)
931	Non-Statutory Ceremonies (Renewal of Vows & Baby Naming) (Fri)	**							141.67	28.33	170.00	
932	Non-Statutory Ceremonies (Renewal of Vows & Baby Naming) (Saturday)	**	220.00	44.00	264.00	(3.33)	(4.00)	-1.52%	216.67	43.33	260.00	Highest possible increase based on benchmarking against LB Redbridge and LB Newham.
933	Non-Statutory Ceremonies (Renewal of Vows & Baby Naming) (Sunday)	**	270.00	54.00	324.00	55.00	66.00	20.37%	325.00	65.00	390.00	Increase proposed based on benchmarking against LB Redbridge and LB Newham.
934	Additional fee for all Bank Holidays, New Years Eve, Christmas Eve and Valentine's Day	*	75.00	0.00	75.00	5.00	5.00	6.67%	80.00	0.00	80.00	Increase proposed based on benchmarking against LB Redbridge and LB Newham.
935	Cancellation of ceremony / date change fee	*	25.00	0.00	25.00	5.00	5.00	20.00%	30.00	0.00	30.00	Increase proposed based on benchmarking against LB Redbridge and LB Newham.
936	Notice appointment booking fee	*	35.00	0.00	35.00	0.00	0.00	0.00%	35.00	0.00	35.00	Statutory Fee. No change.
937	Non refundable wedding booking fee	*	75.00	0.00	75.00	25.00	25.00	33.33%	100.00	0.00	100.00	Highest possible increase based on benchmarking against LB Redbridge and LB Newham.
938	Application for place of Worship excluding the cost of advertisement	*	28.00	0.00	28.00	0.00	0.00	0.00%	28.00	0.00	28.00	Statutory Fee. No change.
939	Application for place of marriage excluding cost of advertisement	*	120.00	0.00	120.00	5.00	5.00	4.17%	125.00	0.00	125.00	Increase proposed based on benchmarking against LB Redbridge and LB Newham.
940	Application to be an Approved Premises- Non refundable application fee for 3 year approval excluding the cost of advertisement which is the responsibility of the applicant	*	675.00	0.00	675.00	17.00	17.00	2.52%	692.00	0.00	692.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
941	Application for an Approved Premises- Non refundable application for renewal excluding the cost of advertisement which is the responsibility of the applicant	*	675.00	0.00	675.00	17.00	17.00	2.52%	692.00	0.00	692.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
942	Approved Premises- Fee for review by the Review Officer or Assembly following refusal	*	297.00	0.00	297.00	13.00	13.00	4.38%	310.00	0.00	310.00	Highest possible increase based on benchmarking against LB Redbridge and LB Newham.
943	Web Casting for Civil Marriages	**	10.00	2.00	12.00	0.83	1.00	8.33%	10.83	2.17	13.00	Increase proposed based on benchmarking against LB Redbridge and LB Newham.
944	Non-Statutory services - commemorative certificate	**	10.00	2.00	12.00	0.83	1.00	8.33%	10.83	2.17	13.00	Increase proposed based on benchmarking against LB Redbridge and LB Newham.
945	Citizenship - Framed Certificate	**	10.00	2.00	12.00	0.83	1.00	8.33%	10.83	2.17	13.00	Increase proposed based on benchmarking against LB Redbridge and LB Newham.
946	Priority service for copy certificates issued same day	**	20.00	4.00	24.00	(7.50)	(9.00)	-37.50%	12.50	2.50	15.00	Reduction proposed to bring charges more in line with neighbouring boroughs.
947	Marriage Rehearsals	**	30.00	6.00	36.00	0.83	1.00	2.78%	30.83	6.17	37.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
948	Appointments for Marriage Notices outside of normal office hours	*	10.00	0.00	10.00	0.00	0.00	0.00%	10.00	0.00	10.00	Statutory Fee. No change.
949	Birth/Death/Marriage General Search (historical search by public in indexes)	**	20.00	4.00	24.00	0.83	1.00	4.17%	20.83	4.17	25.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
950	Marriage - historical searches (if copy not provided)	**	10.00	2.00	12.00	0.83	1.00	8.33%	10.83	2.17	13.00	Increase proposed based on benchmarking against LB Redbridge and LB Newham.
951	Copy full & short certificates (open)	*	4.00	0.00	4.00	0.00	0.00	0.00%	4.00	0.00	4.00	Statutory Fee. No change.
952	Copy full & short certificates (open) after day of registration	*	7.00	0.00	7.00	0.00	0.00	0.00%	7.00	0.00	7.00	Statutory Fee. No change.
953	Copy full certificates (closed)	**	10.00	2.00	12.00	0.00	0.00	0.00%	10.00	2.00	12.00	Statutory Fee. No change.
954	Copy short certificates (closed)	**	10.00	2.00	12.00	0.00	0.00	0.00%	10.00	2.00	12.00	Statutory Fee. No change.
955	Registrar Attendance at place of worship (includes stat certificate)	*	84.00	0.00	84.00	0.00	0.00	0.00%	84.00	0.00	84.00	Statutory Fee. No change.
956	Blue Badges	*	10.00	0.00	10.00	0.00	0.00	0.00%	10.00	0.00	10.00	Statutory Fee. No change.
	Careline Service											

APPENDIX A - Full list of Fees and Charges 2015/16

Not VATable *

includes VAT **

Ref	Description of Service		2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
957	Social Alarm Service - Charge per annum	**	208.33	41.67	250.00	0.00	0.00	0.00%	208.33	41.67	250.00	No change due to 24% rise in 2014/15.
Street Naming and Numbering												
958	Street naming and Numbering Service - New property (1)	**	52.00	0.00	52.00	3.00	14.00	5.77%	55.00	11.00	66.00	Rounded 5% increase proposed, which should not have an adverse impact on demand
959	Street naming and Numbering Service - change of approved address	**	52.00	0.00	52.00	3.00	14.00	5.77%	55.00	11.00	66.00	Rounded 5% increase proposed, which should not have an adverse impact on demand
960	Street naming and Numbering Service - New Road Name	**	420.00	0.00	420.00	21.00	109.20	5.00%	441.00	88.20	529.20	Rounded 5% increase proposed, which should not have an adverse impact on demand
961	Street naming and Numbering Service - New property name	**	270.00	0.00	270.00	14.00	70.80	5.19%	284.00	56.80	340.80	Rounded 5% increase proposed, which should not have an adverse impact on demand
962	Street naming and Numbering Service - Renaming a Street (In addition administration charges for consulting with existing residents will be levied)	**	420.00	0.00	420.00	21.00	109.20	5.00%	441.00	88.20	529.20	Rounded 5% increase proposed, which should not have an adverse impact on demand
Pre-Application Charges												
(i) Meetings including a follow-up report												
963	Category A - Major Scale Developments	**	1,720.00	344.00	2,064.00	40.00	48.00	2.33%	1,760.00	352.00	2,112.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
964	Category B – Large Scale Developments	**	860.00	172.00	1,032.00	20.00	24.00	2.33%	880.00	176.00	1,056.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
965	Category C – Medium Scale Developments	**	450.00	90.00	540.00	10.00	12.00	2.22%	460.00	92.00	552.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
966	Category D – Small Scale Developments	**	175.00	35.00	210.00	5.00	6.00	2.86%	180.00	36.00	216.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
(ii) Meetings without a follow-up report												
967	Category A - Major Scale Developments	**	860.00	172.00	1,032.00	20.00	24.00	2.33%	880.00	176.00	1,056.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
968	Category B – Large Scale Developments	**	430.00	86.00	516.00	10.00	12.00	2.33%	440.00	88.00	528.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
969	Category C – Medium Scale Developments	**	225.00	45.00	270.00	5.00	6.00	2.22%	230.00	46.00	276.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
970	Category D – Small Scale Developments	**	90.00	18.00	108.00	2.50	3.00	2.78%	92.50	18.50	111.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
Planning Services												
971	Charges to consultant per hour	*	85.00	0.00	85.00	2.00	2.00	2.35%	87.00	0.00	87.00	Fees increased in line with a rounded RPI index as at August 2014 - 2.4%
Local Land Charges												
Post & DX												
972	Full Search	*	150.00	0.00	150.00	0.00	0.00	0.00%	150.00	0.00	150.00	No increase proposed
973	LLC1	*	67.50	0.00	67.50	0.00	0.00	0.00%	67.50	0.00	67.50	No increase proposed
974	Con 29 <R>	*	82.50	0.00	82.50	0.00	0.00	0.00%	82.50	0.00	82.50	No increase proposed
975	Con 29 (O) Questions	*	16.00	0.00	16.00	0.00	0.00	0.00%	16.00	0.00	16.00	No increase proposed
976	Additional Parcel of Land	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No increase proposed
977	Common Land Village Green	*	16.00	0.00	16.00	0.00	0.00	0.00%	16.00	0.00	16.00	No increase proposed

Not VATable *

includes VAT **

Ref	Description of Service		2014/15 Charge			Proposed Increase /			Proposed 2015/16			Rationale for fee change
			Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£)	
National Land Information Service												
978	Full Search	*	113.00	0.00	113.00	0.00	0.00	0.00%	113.00	0.00	113.00	No increase proposed
979	LLC1	*	51.00	0.00	51.00	0.00	0.00	0.00%	51.00	0.00	51.00	No increase proposed
980	Con 29 <R>	*	62.00	0.00	62.00	0.00	0.00	0.00%	62.00	0.00	62.00	No increase proposed
981	Conn 29 (O) Questions	*	14.00	0.00	14.00	0.00	0.00	0.00%	14.00	0.00	14.00	No increase proposed
982	Additional Parcel of Land	*	23.00	0.00	23.00	0.00	0.00	0.00%	23.00	0.00	23.00	No increase proposed
983	Common Land Village Green	*	14.00	0.00	14.00	0.00	0.00	0.00%	14.00	0.00	14.00	No increase proposed
984	Copy Documents - First Page	*	1.60	0.00	1.60	0.00	0.00	0.00%	1.60	0.00	1.60	No increase proposed
985	Copy Documents - Subsequent Pages	*	0.15	0.00	0.15	0.00	0.00	0.00%	0.15	0.00	0.15	No increase proposed
986	Copies of Searches	*	30.00	0.00	30.00	0.00	0.00	0.00%	30.00	0.00	30.00	No increase proposed
Information Governance												
987	Data Protection Act subject access request fee	*	10.00	0.00	10.00	0.00	0.00	0.00%	10.00	0.00	10.00	Statutory Fee. No change.
Court Costs												
988	Summonses - Council Tax	*	93.00	0.00	93.00	30.00	30.00	32.26%	123.00	0.00	123.00	Increases Council Tax court costs fees at the point of summonses to include the cost of a liability order rather than charging extra at the liability order stage of collection. Effective from 1/4/15 as Academy cannot be amended until year end.
989	Summonses - NNDR	*	180.00	0.00	180.00	47.00	47.00	26.11%	227.00	0.00	227.00	Increases Council Tax court costs fees at the point of summonses to include the cost of a liability order rather than charging extra at the liability order stage of collection. Effective from 1/4/15 as Academy cannot be amended until year end.
990	Possessions	*	319.50	0.00	319.50	0.00	0.00	0.00%	319.50	0.00	319.50	No change, as increased from April 2014
991	Evictions	*	110.00	0.00	110.00	0.00	0.00	0.00%	110.00	0.00	110.00	No change.
992	Summonses - General Income	*	156.00	0.00	156.00	0.00	0.00	0.00%	156.00	0.00	156.00	No change.
993	Charging Order - General Income	*	100.00	0.00	100.00	0.00	0.00	0.00%	100.00	0.00	100.00	No change.
994	Judgement - Housing Benefit Overpayment	*	40.00	0.00	40.00	0.00	0.00	0.00%	40.00	0.00	40.00	No change.
995	Charging Order - Housing Benefit Overpayment	*	100.00	0.00	100.00	0.00	0.00	0.00%	100.00	0.00	100.00	No change.

APPENDIX B - Fees and charges to be deleted from the 2015/16 schedule

Description of Service	Current 2014/15 Charge Exclusive of VAT	Reason for Deletion of Charge
Adult & Community Services		
Eastbury Manor House - Commerical - Hire of East Chamber - Weekend per hour	40.00	To be deleted after review of package demand
Eastbury Manour House - Commercial - Standard Room Hire Weekday - Bulk Booking for 12 days plus (25% discount) per hour	20.00	To be deleted after review of package demand
Eastbury Manor House - Commerical - Standard Room Hire Weekend per hour	35.00	To be deleted after review of package demand
Eastbury Manor House - Commercial - Hire of Whole House Mon-Thurs (East Chamber, Old Chamber, Summer Parlour, Winter Parlour, N/W Chamber and S/W Chamber) per hour	120.00	To be deleted - new package (standard conference package)
Eastbury Manor House - Commercial - Hire of Whole House - Fri All Year (East Chamber, Old Hall, Summer Parlour, Winter Parlour, Buttery, N/W Chamber and S/W Chamber) per hour	135.00	To be deleted - new package (standard conference package)
Eastbury Manor House - Commercial - Hire of Whole House - Weekends All Year (East Chamber, Old Hall, Summer Parlour, Winter Parlour, Buttery, N/W Chamber and S/W Chamber) per hour	156.67	To be deleted after review of package demand
Eastbury Manor House - LBBB Internal - Standard Room Hire per hour - Weekend per hour	42.00	To be deleted after review of package demand
Eastbury Manor House - LBBB Internal - Hire of East Chamber - Weekend per hour (25% discount)	36.00	To be deleted after review of package demand
Eastbury Manor House - LBBB Internal - Hire of Whole House - Weekend (8am to 5pm) (East Chamber, Old Hall, Summer Parlour, Winter Parlour, Buttery, N/W Chamber and S/W Chamber) per hour	141.00	To be deleted after review of package demand
Eastbury Manor House - LBBB residents - Civil marriage and partnership ceremony Friday all year 1-hour ceremony (DISCOUNT RATE 25% within 1-month)	112.50	To be deleted after review of package demand
Eastbury Manor House - LBBB residents - Civil marriage and partnership ceremony Friday all year 1-hour ceremony (DISCOUNT RATE 25% within 1-month)	112.50	To be deleted after review of package demand
Eastbury Manor House - Non-residents - Civil marriage and partnership ceremony Friday all year 1-hour ceremony (DISCOUNT RATE 25% within 1-month)	137.50	To be deleted after review of package demand

APPENDIX B - Fees and charges to be deleted from the 2015/16 schedule

Description of Service	Current 2014/15 Charge Exclusive of VAT	Reason for Deletion of Charge
Eastbury Manor House - LBBB residents - Civil marriage and partnership ceremony - Weekend All Year (1-hour ceremony) (DISCOUNT RATE 25% within 1-month)	133.33	To be deleted after review of package demand
Eastbury Manor House - LBBB residents - Civil marriage and partnership ceremony - Weekend All Year (1-hour ceremony) (DISCOUNT RATE 25% within 1-month)	158.33	To be deleted after review of package demand
Eastbury Manor House - Community/Charity - Standard Room Hire Weekends Oct-Apr per hour	23.33	To be deleted after review of package demand
Eastbury Manor House - Community/Charity - East Chamber Weekends Oct-Apr per hour	30.00	To be deleted after review of package demand
Eastbury Manor House - Community/Charity - Whole House Mon-Thurs All Year (East Chamber, Old Chamber, Summer Parlour, Winter Parlour, N/W Chamber and S/W Chamber) per hour	60.00	To be deleted after review of package demand
Eastbury Manor House - Community/Charity - Whole House - Fri (8am to 5pm) All Year	67.50	To be deleted after review of package demand
Eastbury Manor House - Community/Charity - Whole House - Fri (5pm onwards) All Year (25% discount) per hour	101.25	To be deleted after review of package demand
Eastbury Manor House - Community/Charity - Whole House Weekends Oct-Apr 1 month in advance only per hour	101.25	To be deleted after review of package demand
Stationery - USB 2gb	6.25	No longer viable to sell
Libraries - replacement Myfare - Adult membership card	4.25	No longer applicable
Town Square Hire Charge for Events per 6 hours	50.00	DELETE LINE
Town Square Hire Charge for Events per hour after flat rate	8.00	DELETE LINE
Leisure - squash court - Pay and Play - peak	7.00	delete
Leisure - squash court - Pay and Play - off peak - 15% discount of peak price	6.08	delete
Leisure - squash court - Loyalty Card Holder - concession off peak only - 50% discount	3.08	delete
Leisure - squash court -Loyalty Card Holder - adult peak £1 discount	6.17	delete
Leisure - squash court - Loyalty Card Holder adult off peak - £1 discount	5.25	delete
Leisure - sports hall hire Abbey and BHLC quarter peak - ph	9.17	This is one court price so not needed

APPENDIX B - Fees and charges to be deleted from the 2015/16 schedule

Description of Service	Current 2014/15 Charge Exclusive of VAT	Reason for Deletion of Charge
Active Fitness - Adult - (12 month contract)	34.17	Delete 12 month contract to simplify the pricing structure to allow better flexibility for customers
Active Fitness - Couple - (12 month contract) 2 adults minus £10	58.33	Delete 12 month contract to simplify the pricing structure to allow better flexibility for customers
Active Fitness - Concession (Student/Older People) - 12 month contract 25% discount	27.50	Delete 12 month contract to simplify the pricing structure to allow better flexibility for customers
Active Gym only (12 month contract) 20% discount off full membership price	28.58	Delete 12 month contract to simplify the pricing structure to allow better flexibility for customers
Active Aqua - Adults - (12 month contract)	25.83	Delete 12 month contract to simplify the pricing structure to allow better flexibility for customers
Active Aqua - Couple - (12 month contract) 2 adults minus £10	41.67	Delete 12 month contract to simplify the pricing structure to allow better flexibility for customers
Active Aqua - Concession (Students/Older People) - 12 month contract - 25% discount	20.58	Delete 12 month contract to simplify the pricing structure to allow better flexibility for customers
Half Day	5.17	Delete - free as part of Schools out get active
Full Day	10.34	Delete - free as part of Schools out get active
Week	51.50	Delete - free as part of Schools out get active
NPLQ	260.00	Delete as price is dependant on training packs
NPLQ Renewal	100.00	Delete as price is dependant on training packs
First Aid at Work	260.00	Delete as price is dependant on training packs

APPENDIX B - Fees and charges to be deleted from the 2015/16 schedule

Description of Service	Current 2014/15 Charge Exclusive of VAT	Reason for Deletion of Charge
First Aid at Work - Renewal	100.00	Delete as price is dependant on training packs
Barking Water Splash - Under 1's	0.92	Delete no charge
Barking Water Splash - Additional child - Resident	1.75	Delete
Barking Water Splash - Additional child - Non Resident	2.17	Delete
Licences - Special treatment premises- Processing charge	79.00	Following a review, this charge is part of the Category fees paid
Licences - Special treatment premises- Additional treatments in same category	37.00	Following a review, this charge is part of the Variation fees paid
Licences - Special treatment premises- Processing charge - Renewal	79.00	Following a review, this charge is part of the Category fees paid
Licences - Special treatment premises- Additional treatments in same category - Renewal	37.00	here is no longer a demand for this service in the borough.
Licences - Special treatment premises- Processing charge - Transfer	79.00	Following a review, this charge is part of the Category fees paid
Licences - Special treatment premises- Additional treatments in same category - Transfer	37.00	This fee is included in variation (treatment or Practitioner)
Licences - Game Dealers	42.00	There is no longer a demand for this service in the borough.
Environmental Services		
Miscellaneous Services - Cesspool Emptying	207.50	To be deleted after review of package demand

CABINET**18 November 2014**

Title: Proposed Changes to the Council Tax Support Scheme 2015/16	
Report of the Cabinet Member for Finance	
Open Report	For Determination
Wards Affected: All	Key Decision: Yes
Report Author: Siân Peters Director of Revenues & Benefits	Contact Details: Tel: 0797 1111 524 E-mail: Siân.Peters@elevateeastlondon.co.uk
Accountable Director: Jonathan Bunt, Chief Finance Officer	
Summary	
<p>The Council has a statutory duty to consider annually whether to revise its Local Council Tax Support Scheme (CTSS) or replace it with another scheme. The Council then has a duty to consult with interested parties as to its proposals.</p> <p>This Cabinet report covers proposed changes to the scheme for 2015/16. There is a legal duty for any changes for the 2015/16 scheme to be ratified by Assembly by 31 January 2015. The Draft Policy 2015/16 for consultation is attached at Appendix A.</p>	
Recommendation(s)	
Cabinet is recommended to:	
<p>(i) Agree to issue for consultation the revised CTSS scheme for 2015 /16 for working aged residents, as at Appendix A to the report, which is based on:</p> <ul style="list-style-type: none"> (a) Amending the maximum liability level for assessment from 85% to 75%; (b) Withdrawing the Second Adult Rebate Scheme; (c) Reducing the capital threshold for working age to £6,000. (d) Retaining the following discretionary areas: <ul style="list-style-type: none"> • To continue to disregard War Widows and War Disablement income from income assessment for the scheme. • Continue the extended payment scheme in line with the Housing Benefit scheme. 	
<p>(ii) Delegate authority to the Chief Finance Officer, in consultation with the Cabinet Member for Finance, to carry out the required consultation and to make any appropriate amendments to the draft scheme arising from the consultation process, and to present the final draft scheme to the Assembly on 21 January 2015; and</p>	
<p>(iii) Recommend to Assembly the creation of a discretionary exceptional hardship fund, initially of £50,000, from the additional income generated across all savings proposals related to Council Tax for 2015/16.</p>	

Reason

The Council is facing unprecedented financial challenges and has identified significant savings that need to be made over the next 3 years. Potential savings that could be made have been identified from the CTSS scheme. Any proposed changes to the existing CTSS must be consulted upon.

1. Introduction and Background

- 1.1. As part of the 2010 Comprehensive Spending Review, central government announced that it would localise support for Council Tax from April 2013. The proposals are part of a wider policy of localism which aims to give local authorities increased financial autonomy and be part of the reform of the Welfare System to improve incentives to work whilst protecting the most vulnerable in society.
- 1.2. The Welfare Reform Act in 2012 abolished Council Tax Benefit (CTB) from April 2013 and, in its place, support took the form of a local Council Tax Support Scheme (CTSS). The scheme is now in its second year and helps low income households by reducing the amount of Council Tax that they have to pay.
- 1.3. CTSS has been funded by a fixed grant for the past 2 years. The funding has been based on expenditure in 2012/13 but with a factored reduction of 10%.
- 1.4. The Local Government Finance Act 2012 contains provisions for the setting up of local support schemes. The current scheme in Barking & Dagenham has been based on the Council Tax Benefit scheme that was in operation in previous years and has been ratified by Assembly. The scheme has included and replicated annual uprating of social security rates for Housing benefit. This will continue in 2015/16.
- 1.5. The current scheme in operation ensures that;
 - Scheme is means tested
 - Pensioners are protected, i.e. they must be able to receive up to a 100% reduction (a provision of the national pension age scheme).
 - Everyone of working age contributes something towards their Council Tax. A “minimum payment” of 15%. There is a 85% maximum on which any entitlement to CTSS is based.
 - All other methods of calculating eligibility and entitlement remain the same as CTB.
- 1.6. Caseloads for Council Tax Support have decreased overall over the past 2 years. Working age claims have reduced by over 8.18%.

Table 1 – Profile of CTSS caseload

Date	Pensioners in receipt of CTSS	Working age in receipt of CTSS	Total
1 April 2013	7430	16910	24340
31 March 2014	7277	16340	23617
27 October 2014	6788	15526	22314

2. Proposals and Issues

- 2.1. Like many local authorities, the Council is facing unprecedented financial challenges and has identified over £53m of savings that need to be made over the next three years due to reduced government funding and increased demand on services from a growing population. In order to achieve this level of savings, the Council is putting forward a number of proposals. Potential savings have been identified from the current CTSS scheme to contribute towards the budget gap.
- 2.2. Working age residents already receiving CTSS and any new working age applicants would be affected by the proposed changes from April 2015. The Council's statutory responsibilities to provide a full support scheme for Pensioners remain.
- 2.3. Taking these aims and objectives into account a number of proposals are being recommended to change the scheme for 2015/16. These will only affect working age claimants as pensioners are protected as already stated.
- 2.4. The proposed changes are;
 - Support for working age recipients will be capped at 75% as opposed to 85% under the current scheme
 - This will mean the maximum support that working age residents will receive will be 75% of their liability. As a minimum, they will need to make a contribution of 25% of their Council Tax charge.
 - Removal of the Second Adult Rebate scheme
 - This is an alternative award of support. It is given to help applicants who do not satisfy the means test but have a non dependant adult that lives with them who is on a low income and is expected to contribute towards the Council Tax charge. The income of this second adult is assessed (rather than the applicant's) and a reduction of up to 25% can be awarded.
 - Removing backdating of claims from the amended scheme for working residents
 - This will mean that there will be no provision for backdating of claims for working age claimants.
 - To reduce the maximum capital threshold for working age residents to £6000

- This will mean reducing the capital threshold to £6,000 and therefore claimants with savings above this level will not be eligible for CTSS. The expectation is that these applicants will use their savings to pay their Council Tax bill. The previous threshold was £16,000.
- To continue to disregard War Widows and War Disablement income from income assessment for the scheme.
 - This discretion will remain within the scheme and will mean that any calculation which includes War Widows and War Disablement will continue to be disregarded in any calculation of the scheme in 2015/16
- To continue the extended payment scheme in line with the Housing Benefit scheme.

and

- That the proposed changes are subject to consultation be delegated to the Chief Finance Officer in consultation with the Finance Portfolio Holder.
 - There is a requirement for meaningful public consultation. This will take place between 19th November and the 20th December 2014 and will take the form of an online survey and a number of face to face consultations across the Borough. This will be led by the Deputy Leader / Finance Portfolio Holder and the Chief Finance Officer. All those affected by the proposed changes will also be contacted individually to inform them what is proposed, what the options are, and inviting them to comment. The results of the consultation will inform the final amended scheme.
- 2.5. The adoption of these changes will realise overall savings of £700k per annum. The predominant risk of the proposed changes will be around the collectability of Council Tax. People in receipt of CTSS are on low incomes and it is anticipated that the collection rate could drop if the new recommendations are adopted; however this has been factored into the projected savings. For comparison, the overall collection rate for Council Tax is over 94% but current collection for this group of residents is just over 70%. The same collection and enforcement process is followed for all debts however.
- 2.6. Prior to introducing the local scheme in 2013 a comprehensive equalities impact assessment (EIA) was undertaken. This found that some groups such as claimants with a disability and lone parents, predominantly women with young children may experience a greater impact from the changes than other groups, these groups are protected to some degree however due to higher applicable amounts and disregarded income upon which support is calculated.
- 2.7. The original EIA will be used to inform the EIA for these proposed changes. A detailed EIA will be completed and informed by the public consultation taking place in November and December.
- 2.8. To mitigate the impact on other parties and stakeholders, the Council will continue to work jointly with the CAB and other voluntary groups plus the third sector, including the Credit Union and, will continue to signpost claimants to support that may be available.

- 2.9. It is recognised that there have been a number of Welfare Reform changes that have affected residents in the Borough including changes to Housing Benefit with regard to under occupation for Social Housing tenancies and the introduction of the Benefit Cap in August 2013. There has been a very proactive approach to help residents who have been affected which has been achieved by referral to appropriate and specialist support such as DABD, CAB and other voluntary and third sector organisations. This has been with regard to help with debt, budgeting and access to affordable credit.
- 2.10. Discretionary Housing Payment (DHP) has been used in support of residents who have been in difficulty with their housing costs. In 2013/14 over 98% of the received funding was paid to claimants to support them through the Welfare reform changes. The Council is able to “top up” from its own funds up to 2.5 times the Government Funding and increase the overall DHP fund. There are proposals to look at this option as Welfare Reform continues to be a risk to households. There is also provision under S10 / 13A (1)(c) Local Government Act 2012 to reduce Council Tax by a discretionary hardship scheme, this further supports existing Council Tax legislation. Each case considered must be treated on its own merits, if it is assumed that there would be exceptional financial hardship.
- 2.11. The budget proposals for 2015/16 include a number of changes to Council Tax collection and it is proposed that a discretionary fund for exceptional hardship initially of £50,000 could be created from the additional income collected across all of those initiatives.

3. Financial Implications

Implications completed by Carl Tomlinson, Group Finance Manager

- 3.1. There has been a reduction in the Council’s Revenue Support Grant. This has reduced the amount of government funding available to support all Council services including the Council Tax Support Scheme.
- 3.2. The proposed changes to the Council Tax Support Scheme and other proposed changes will increase the amount of collectable Council Tax. The actual increase in Council Tax income will be dependant on what can be collected. It is estimated that 60% will be collected on marginal collection based on the amended 75% maximum liability level for working age claimants.
- 3.3. After considering the collection rate it is expected the changes to the Council Tax Support Scheme will generate an additional £700k of Council Tax income.
- 3.4. The Council will also need to consider whether it wishes to create a discretionary fund for circumstances of exceptional hardship. It is anticipated, based on estimated collection rates that a discretionary fund of £50,000 can be created initially to assist those with exceptional circumstances.

4. Legal Implications

Implications completed by Paul Field, Senior Governance Lawyer

- 4.1. Schedule 1A of the Local Government Finance Act 1992 requires that apart from consulting a major precepting authority (e.g the GLA), Councils must consult “such other persons as it considers are likely to have an interest in the operation of the scheme”.
- 4.2. The key issue is that the changes in Council Tax Support must be made in the light of being informed by consultation. Consulting about a proposal does inevitably involve inviting and considering views about possible alternatives. This very issue of adequate consultation on Council Tax Support was considered by the Supreme Court in October 2014 regarding a judicial review of Haringey London Borough Council. The Court made a restatement as to who should be consulted and on what basis.
- 4.3. In terms of who must be consulted the demands of fairness are expected to be somewhat higher when an authority contemplates depriving someone of an existing benefit or advantage than when the claimant is a bare applicant for a future benefit.
- 4.4. So if a person is likely to lose something or be worse off, then they should be specifically identified and consulted. In Haringey all those affected were written to and the letters were hand delivered. This is considered to be sound practice.
- 4.5. In terms of when consultation should take place, firstly the position is that consultation must be at a time when proposals are still at a formative stage. Secondly, that consultation must give sufficient reasons for any proposal to permit a person to in the Courts words “give an intelligent consideration and response”. Thirdly that adequate time must be given for consideration and response and, finally, fourth, that the product of consultation must be conscientiously taken into account in finalising any statutory proposals.
- 4.6. The purpose of this particular statutory duty to consult is to ensure public participation in the local authority’s decision-making process. In order for the consultation to achieve that objective, it must fulfil certain minimum requirements. Meaningful public participation in this particular decision-making process, in a context with which the general public cannot be expected to be familiar, requires that the consultees should be provided not only with information about the draft scheme, but also with an outline of the realistic alternatives, and an indication of the main reasons for the authority’s adoption of the draft scheme. The courts say that there is an obligation to let consultees know as observed by the Courts as telling the consultee “what the proposal is and exactly why it is under positive consideration”, telling them enough (which may be a good deal) to enable them to make an intelligent response”.

5. Other Implications

- 5.1. **Risk Management** - It is considered likely that Council Tax will be increasingly difficult to collect from affected groups. Council Tax collection rates for those working age residents who are in receipt of Council Tax Support is currently over 70% against overall baseline collection of over 94%. Further changes to the scheme could affect overall collection rates.

The synergistic effect of all the other Welfare Reform changes such as the alteration of the Housing Benefit rules on underoccupation of Social Housing, the introduction of the Benefit Cap as well as these specific changes to the Council Tax Support Scheme could affect other areas of debt collection such as rents.

- 5.2. **Corporate Policy and Customer Impact** - There will be full public consultation with regards to the proposals outlined in this report between 19 November and 20 December 2014. This will involve all options and will take the form of direct contact with all affected, an online survey information on the LBBD website and also a number of face to face public meetings. Following consultation the results will be collated and analysed. There will also be a full equality impact assessment to determine the effects on residents in the Borough.

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

List of appendices:

- **Appendix A:** Draft Policy 2015/16 for Consultation

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**Council Tax Support 2015/16
Policy Document**

DRAFT

Revised Scheme for Council Tax Support

Introduction

Council Tax Benefit was abolished from 01 April 2013. Section 9 of the Local Government Finance Act 1992 required each local authority to produce its own scheme to reduce the liability of persons it considers to be in financial need. We responded by implementing the default scheme drafted by the Secretary of State with amendments. The amended scheme became the London Borough of Barking and Dagenham's Council Tax Support scheme which implemented a cap on the maximum reduction. This meant that everyone of working age would pay some Council Tax. This was viewed as a necessary measure to make adequate savings following the 10 per cent drop in central government funding.

Almost two years on from the localisation of CTS (Council Tax Support), deepening cuts across all Council service sectors continue. This has pressed us to look at the effectiveness of our scheme and to find potential savings to aid the Council in meeting its savings target. While savings have been aimed towards ineffective¹ areas of the scheme, these savings are not enough and therefore other undesirable cuts to the scheme are unavoidable.

This document contains the revised scheme seeking implementation from 01 April 2015. This revision/replacement of the scheme is permitted under the provisions of Schedule 1A Section 13A of the Finance Act 1992 amendments. It remains compliant to the Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012 which prescribes a number of matters which must be included in the scheme.

This scheme, referred to as the *revised* scheme, may be affected by a number of issues outside the Council's control including but not limited to:

1. The outcome of consultations on the proposals;
2. Changes to the Council's overall savings or savings strategy;
3. Amendments to the Act or any secondary legislation.

In this document "the revised scheme" means the proposed replacement CTS scheme and 'the current scheme' means the existing CTS scheme.

Working age is defined in the scheme as "persons who are not pensioners".

Unless expressly stated otherwise the provisions outlined below relate solely to working age applicants under the revised scheme. Pensioners will be unaffected by the revised scheme. This is due to Schedule 1 to 6 of the Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012.

¹ Ineffective is defined in this context as parts of the scheme where support is given outside the principle of helping those in financial need. i.e. aiding those that have adequate income and/or capital to pay their Council Tax.

Scheme for Council Tax Support

This following scheme sets out the Council's proposed revised Council Tax Support arrangements for those eligible to pay Council Tax to receive support, i.e. a reduction in the payment of their Council Tax who is of working age.

The scheme applicable to pensioners will continue by adoption from the revised scheme.

The procedure for the operation of a revised scheme summarised below is made in accordance with Schedules 7 and 8 of the Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012.

The revised scheme relates to persons of working age and has been devised based upon the following Key Principles:

- Principle 1:** The core of the revised scheme will remain mostly the same as the current scheme
- Principle 2:** Every working age adult must pay an increased contribution towards their Council Tax to cover further Government cuts. These increased contributions must be applied equally with a minimum 25% contribution subject to every working age adult
- Principle 3:** The "Alternative Maximum Reduction" (Second Adult Rebate) helps those that have already been deemed to have sufficient means to pay their Council Tax
- Principle 4:** Those with capital above £6,000 should now be expected to pay their full Council Tax charge
- Principle 5:** Applying for support has been made so accessible and easy to do through multiple channels, backdating can be justifiably, although not desirably, removed from the scheme. The most exceptional cases will be able to obtain further support via a discretionary scheme.
- Principle 6:** The revised scheme needs to be more effective in only aiding those that are "in financial need".

The revised scheme remains true to the current scheme as defined in the London Borough of Barking and Dagenham Council Tax Reduction Scheme 2013 Scheme conditional upon the following amendments:

Maximum Council Tax Reduction

1. All persons of working age may only receive help towards payment of their Council Tax liability on 75% of the amount due.
2. That Paragraph 29(1) in Part 7 of the current scheme shall be taken to read as follows:

“29. –(1) Subject to paragraphs (2) to (4), a person’s maximum council tax reduction in respect of a day for pensioners is 100 per cent and for persons who are not a pensioner is 75 per cent of the amount A/B where -

(a) A is the amount set by the appropriate authority as the council tax for the relevant financial year in respect of the dwelling in which he is a resident and for which he is liable, subject to any discount which may be appropriate to that dwelling under the 1992 Act; and

(b) B is the number of days in that financial year,

less any deductions in respect of non-dependants which fall to be made under paragraph 30 (non-dependant deductions: pensioners and persons who are not pensioners).”

Alternative Maximum Council Tax Reduction

3. All persons of working age will no longer receive an Alternative Maximum Reduction (more commonly known as *Second Adult Rebate*). This removes Class F persons from the scheme.
4. The following shall no longer apply to the current scheme: Paragraph 18, Part 8 (for persons who are not pensioners), and Paragraph 49 of Schedule 10.
5. The words “classes D to F” in the current scheme shall be substituted with the words “classes D and E”.

Decreased Capital Limit

6. Decreasing the capital limit to £6,000 means tariff income will no longer apply to applicants. It will also mean applicants with capital that exceeds £6,000 will be excluded from the revised scheme.
7. Paragraph 23 in Part 5 of the current scheme shall be taken to read as follows:

“23.-(1) The class of person described in this paragraph consists of persons who are not pensioners whose capital exceeds £6,000 and pensioners whose capital exceeds £16,000.”

and Paragraph 115(8)(b) in Part 14 of the current scheme shall be taken to read as follows:

“(b) and change in the amount of the applicant’s capital to be taken into account which does or may take the amount of his capital to more than £16,000 for pensioners or £6,000 for persons who are not pensioners;”

8. The amount “£16,000” in Paragraph 55 in Chapter 5 of the current scheme shall be substituted with the amount “£6,000”.
9. Paragraph 72 in Part 10 Chapter 7 shall no longer apply to the current scheme.

Removal of Back-dating of Applications

10. Applications for reductions will be treated as being made on a date as governed by Paragraph 110 in Part 14 of the current scheme.
11. Paragraph 112 in Part 14 shall no longer apply to the current scheme.

War Widows and War Disablement Income to remain fully Disregarded

12. This policy will remain within the scheme and will mean that any calculation of War Widows and War Disablement will continue to be fully disregarded in any calculation of the scheme.

Continue with Extended Payments/Reductions

13. The policy will continue to include extended payments (reductions) within its scheme.
14. The extended reductions are awarded to people who move into work. They are applicable for up to four weeks to allow people to receive the same support they received prior to starting work.

Discretionary Council Tax Reduction

15. The DCTR scheme is to reduce or reduce further as the case may be, a person's council tax where that person is in exceptional financial need. The amount of reduction will be dependent on the person's financial capacity to afford their Council Tax charge after all discounts and other reductions have been considered and applied if applicable.

Transitional Provisions

This part applies to both pensioners and working-age applicants

1. A person entitled to Council Tax Support in respect of 31 March 2015 or who has made a timely claim for Council Tax Support in respect of 31 March 2015 and that claim has not yet been determined shall be treated as having made an application under the revised scheme from 01 April 2015.

This part applies to working-age applicants only

Paragraphs 2 to 4 are not transitional provisions but rather – for the sake of clarity – descriptions of the outcomes from the above provision.

2. A person that *only* qualifies for the alternative maximum reduction in respect of 31 March 2015 and after having being treated as having made an application under the revised scheme from 01 April 2015 will no longer qualify for a reduction.
3. A person that receives the alternative maximum reduction due to the “better-buy²” policy in respect of 31 March 2015 and after having being treated as having made an application under the revised scheme from 01 April 2015 will qualify for a lesser reduction.
4. A person with capital in excess of £6,000 capital on 31 March 2015 and after having being treated as having made an application under the revised scheme from 01 April 2015 will no longer qualify for a reduction.

Technical Measures

5. To implement the revised scheme, specifically in respect to the capital limit and AMR³ abolition, the Council will contact all affected applicants prior to 01 April 2015 to carry out reviews of their current income and circumstances to ensure the correct information is held when the transitional provision is applied.
6. The Council shall also amend the legislation of the scheme to reflect the changes proposed and make available these amendments to the public along with information about the changes and how they will affect residents in the Council’s borough.
7. Other amendments will be made to IT software to reflect the revised scheme. Front-line staff will be updated and training provided to ensure they will work in compliance to the scheme.

Reviews and Appeals

8. Where decisions made by the valuation tribunal are applicable to the amount of a reduction under this scheme, the Council will apply the findings of the tribunal.

² “Better Buy” is when an applicant is means tested for CTS but is recognised as having entitlement to a higher reduction under the alternative maximum reduction (2AR) and so is subsequently award this. The better-buy policy, essentially, is an assurance that they will always receive the highest eligible reduction.

³ Alternative Maximum Reduction

9. The Council may review and change any decision relating to a reduction to correct an accidental error or to take into account new caselaw relevant to the decision in question but shall be under no obligation to do so in respect of entitlement in any previous financial year.

Application of reductions to account and changes to reductions

10. The Council will apply a reduction under this scheme to the relevant Council Tax account for the remainder of the relevant financial year, thereby reducing the amount of Council Tax payable. The council may adjust this amount at any time during or after the relevant year as a result of changes to, or end of entitlement to, the reduction.
11. The Council may suspend an adjustment to the amount of a reduction if there is doubt about a person's entitlement but in such cases shall take reasonable steps to resolve such doubts as soon as practical. The Council may request reasonable information and evidence from the applicant which must be provided within one calendar month of the date of such a request. If the applicant does not comply with the request within the time allowed then the Council may end the reduction either from the date of request or from any other date the Council deem to be reasonable.

Consultation Draft
October 2014

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CABINET**18 November 2014**

Title: Education Strategy 2014-2017 and Annual Performance Review (Schools)	
Report of the Cabinet Member for Education and Schools	
Open Report	For Information
Wards Affected: All	Key Decision: No
Report Author: Jane Hargreaves, Divisional Director of Education, Youth and Childcare	Contact Details: Tel: 020 8227 2686 E-mail: jane.hargreaves@lbbd.gov.uk
Accountable Divisional Director: Jane Hargreaves, Divisional Director of Education, Youth and Childcare	
Accountable Director: Helen Jenner, Corporate Director of Children's Services	
Summary	
<p>This report presents the Education Strategy for 2014-2017 which has been developed with headteachers and in consultation with Governing Bodies.</p> <p>The report reviews performance in relation to the two overarching objectives of the strategy – outcomes in national tests and examinations and Ofsted judgments.</p> <p>It sets out key actions to meet these objectives in line with the Council's vision and priorities and in the context of a strong partnership approach across the family of schools.</p>	
Recommendation(s)	
<p>The Cabinet is recommended to:</p> <p>(i) Approve the Education Strategy 2014-2017 as set out at Appendix 1 and endorse the Council's commitment to continuing the strong partnership with all schools in the borough to achieve the best possible outcomes and opportunities for its children and young people; and</p> <p>(ii) Note the performance of schools in national tests and examinations as set out in Appendix 2.</p>	
Reason(s)	
<p>Supporting the best possible outcomes for children and young people is central to the Council's vision and priorities. As an indicator of these high expectations this strategy raises the bar and benchmarks against London. Working together as a family of schools, in partnership with the Council to share objectives and actions makes the best use of the capacity of schools to support others and collectively improve outcomes for children and young people.</p>	

1. Introduction and Background – Education Strategy 2014-2017

- 1.1 The Council's vision and three priorities are set out below including the specific ambitions sitting beneath them that directly inform the Education Strategy.

One borough; one community; London's growth opportunity

Encouraging civic pride

- Narrow the gap in attainment and realise high aspirations for every child

Enabling social responsibility

- Ensure children and young people are well-educated and realise their potential

Growing the borough

- Develop a local, skilled workforce and improve employment opportunities

- 1.2 The Council's delivery plan for the vision and priorities agreed by Cabinet in October 2014 includes priority projects to strengthen school partnerships and for all schools to be good or outstanding,
- 1.3 In this context the overarching objectives for the Education Strategy 2014-2017 are:
- A place in a good or outstanding school or early years setting for every child or young person;
 - Exceeding national standards and then London standards.
- 1.4 In November 2011 Barking and Dagenham schools and the Council agreed its Education Strategy for 2011-2014. The Council's two overarching objectives for education were then and still are for all our children and young people to have a place in a good or outstanding school or early years setting and for them to have the best possible life opportunities by the time that they leave school with reaching national and then London averages as the benchmark.

The four principles guiding our Education Strategy remain:

- a further raising of the expected standards and shared ambition for all the children and young people who live here;
 - a commitment to the family of local schools and settings and a collective responsibility for **all** of the children and young people in Barking and Dagenham;
 - a commitment to sustain and refresh the partnership between early years and childcare settings, children's centers, schools, colleges and the Council which has been a critical factor in the improved outcomes for children and young people;
 - ensuring the pre-conditions for learning are in place through effective early intervention and inclusive practices.
- 1.5 This strategy will link with and complement the early years' strategy, the SEN strategy and the skills strategy for adults. These four documents are guided by the Council's vision and priorities as set out above.

- 1.6 These overarching objectives and priority outcomes for children and young people were reviewed and developed with headteachers at their June 2014 conference. Agreements were informed by the Summer 2013 review of the previous strategy and a March 2014 external review of School Improvement arrangements which included meetings or telephone consultations with twenty headteachers.
- 1.7 Key actions for schools and the local authority are set out against our two overarching objectives. The actions address the six priority areas for improvement, within our context of rapid growth demographic, change, ambition and aspiration for all our young people.

2. Proposal and Issues

This section sets out performance in relation to the two overarching objectives and key actions and priority areas for action.

2.1 Objective 1 - A place in a good or outstanding school or early years setting for every child or young person

- 2.2 This strategy sets a target for all schools to be good by December 2015, 20% outstanding. As of 13 October 2014, 73% of schools in Barking and Dagenham are judged good or outstanding by Ofsted. Nationally the proportion is around 80%. The borough has seen a very high level of inspection activity with 80 inspections and HMI visits between September 2012 when the tougher inspection framework was introduced and September 2014.
- 2.3 Primary performance has improved steadily over the last four years from below 50% to 71% (October 2014). Twelve primary schools are not yet good. All have an agreed improvement plan and target date to achieve an Ofsted good grade. Dorothy Barley Junior School was closed and reopened as an academy so at present has no Ofsted grade.
- 2.4 In Summer 2012 90% of secondary schools were judged good or outstanding with one of the highest proportions of outstanding schools in the country. All secondary schools have been inspected under the new framework; of the four inspected in 2013/14 – all dropped by one Ofsted grade – despite in some cases outcomes of pupils improving. The current position is six of the eight schools or 75% are good or outstanding. [Riverside School as yet has no judgment but is expecting its first Ofsted inspection; the Warren closed and reopened as an academy so has no inspection grade.] All schools which have dropped an inspection grade are working intensively to regain their good or outstanding grade.

2.5 Objective 2 - Exceeding national standards and then London standards

Summer 2014 saw another solid set of results with the borough at or above the national average on most headline indicators for all stages. A summary of results is set out in Appendix 2.

- 2.6 This year saw particular improvements in the following areas:
- Early Years Foundation Stage (age 5) – 14% improvement to in line with national;

- Key Stage 1 reading (age 7) – now above the national at Level 2B+;
- Key Stage 2 (11) – writing and mathematics in line with national and above for the highest level. This phase shows strong improvements compared with national;
- A Level – a five percent improvement of percentage getting the top grades A*/A/B. There is still more to do to reach national on this indicator but this is a significant move forward.

2.7 At GCSE performance has dipped slightly to 58% (expected to rise to at least 59% in January when the final figures are published). This is against a sharp national drop of 6% to 53% on the headline 5A*-C with English and mathematics indicator. This places the borough comfortably above the national and closing the gap with London to 3%. Performance in English is very strong – at 77% A*-C. Mathematics whilst at the national is 10% below English and improving performance and closing the gap with English is a shared priority for secondary schools. 2014 saw a good move forward on the English Baccalaureate with a 4% improvement. This is still below national, but the gap has narrowed to 3%.

2.8 Priority areas for improvement

The following areas have been agreed:

- Reading in Key Stage 2 – below national at Level 4 and 5;
- Mathematics in the secondary phase – at national but 10% below English which is well above national;
- Performance at the higher levels for grades – this is a longstanding priority. Performance is improving but there is still more to do.

3. Options Considered

3.1 Do nothing – leave schools to work independently: The Director of Children's Services has a statutory responsibility to champion outcomes for all children and young people in the borough. In its inspections of local authority school improvement functions – Ofsted is quite clear that local authorities should have an overview of standards and have arrangements in place to drive and promote good outcomes for young people.

3.2 Work with schools, through a shared strategy, for the benefit of all children and young people, whilst respecting the autonomy of individual schools. All schools in the Borough will be invited to sign up to a memorandum of understanding, join our family of schools and participate in the various networks outlined in the strategy. This seems the most sensible approach to both safeguard as far as possible opportunities for all children and young people in the borough and to draw upon the capacity and resources of the strongest schools to support more widely. Work will be undertaken to strengthen the emerging partnerships between schools to share expertise, drive up standards of teaching and learning, and position the authority and schools for the future.

4. Consultation

4.1 Headteachers were consulted at their annual conference in June and again in September 2014.

- 4.2 The draft strategy has been sent to all chairs of governing bodies and is included in the Autumn term Director's report.

5. Financial Implications

Implications completed by: Pat Harvey, Group Manager CS Finance

- 5.1 There are no specific financial implications associated with this proposal. The costs associated with the production of the Education Strategy 2014 - 2017 and annual performance review (schools) 'Driving improvement – sustaining the schools' and Local Authority partnership' once adopted will be supported from existing revenue resources.

6. Legal Implications

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

- 6.1 The Local Authority has various statutory duties that underpin the aims of this strategy. These include the promotion of high standards and the fulfilment of potential and fair access to educational opportunities for children of compulsory school age, to identify and be responsible for children with special educational needs in their area and to safeguard the welfare of pupils.

7. Other Implications

- 7.1 **Risk Management** – The greatest risk is of the family of schools and the partnership with the Council fragmenting resulting in a lack of equality of opportunity for all children and families.

A shared strategy underpinned by common principles, objectives and actions represents an important way of working in partnership and drawing upon the capacity of strongly performing schools to work with those who currently need additional support.

- 7.2 **Staffing Issues** - Like many other local authorities the School Improvement Service in Barking and Dagenham has reduced severely and has lost 50% of core funded posts over the last three years.

Hence is it essential and right to move increasingly towards schools supporting each other through more formal alliances in order to increase capacity to support all schools to be good or outstanding as rapidly as possible.

- 7.3 **Corporate Policy and Customer Impact** - Ambition and expectation for our children and young people runs as a thread through the Corporate Vision and Priorities. The priorities include an aim to narrow the gap in attainment and realise high aspirations for every child, as well as ensuring children and young people are well educated and realise their potential. The Council's Delivery plan also identifies 'all schools as good or outstanding' as one of the priority projects which will be reported to CMT and Cabinet on a quarterly basis. This strategy underpinned by the strong partnership with schools represents an important way of achieving those ambitions for all of our children and young people.

An analysis of the needs of children and young people with different protected characteristics (Equality Act 2010) has been carried out and addressed throughout this strategy and annual performance review.

- 7.4 **Safeguarding Children** - This links to the first overarching objective – to be a good or outstanding school, children must be safeguarded.
- 7.5 **Health Issues** - The Education Strategy contribution to health is set out in paragraph 3.2 of the document.
- 7.6 **Crime and Disorder Issues** - The Education Strategy contribution to promoting social responsibility, spiritual, moral, social and cultural development is set out in paragraph 3 of the document.
- 7.7 **Property / Asset Issues** - The Strategy for Ensuring Sufficient School Places complements the Education Strategy. The latest review of school places required and planned provision was presented to the 30 June 2014 Cabinet.

Public Background Papers Used in the Preparation of the Report:

- **Assessment and Reporting arrangements 2014**, Early Years Foundation Stage, Key Stages 1 and 2. This explains how the test and/or teachers assessment data are combined to give each result.
<http://www.education.gov.uk/schools/teachingandlearning/assessment>
- **School performance Tables 2014 Statement of Intent**. This explains the measures that will be included in the official DfE tables published in the Autumn term:
http://www.education.gov.uk/schools/performance/download/Statement_of_Intent_2014.pdf
- **Ofsted Handbook and Subsidiary Guidance** refer frequently to how data are used as part of inspection, particularly pages 31-34 in the Handbook and pages 5-12 in the subsidiary Guidance.
<http://www.ofsted.gov.uk/resources/school-inspection-handbook>.
- **KS4 (Statistical First Release 41/2014)**
<https://www.gov.uk/government/statistics/provisional-gcse-and-equivalent-results-in-england-2013-to-2014>
- **KS5 (Statistical First Release 42/2014)**
<https://www.gov.uk/government/statistics/a-level-and-other-level-3-results-2013-to-2014-provisional>

List of appendices:

- **Appendix 1** - LBBD Education Strategy 2014-2017
- **Appendix 2** - Summary of Barking and Dagenham Schools' Results 2014

London Borough of Barking and Dagenham Education Strategy 2014-2017

Driving Improvement – Sustaining the Schools’ and LA Partnership

Overarching Objectives

- A place in a good or outstanding school or early years setting for every child or young person
- Exceeding national standards and then London standards

1. Foreword

In November 2011 Barking and Dagenham schools and the Council agreed their Education Strategy for 2011-2014. The two overarching objectives for education were then and still are for all our children and young people to have a place in a good or outstanding school or early years setting and for them to have the best possible life opportunities by the time that they leave school with exceeding national and then London averages as the benchmark.

Crucial to the achievements to date is the strong partnership between schools and the council. All schools in the Borough will be invited to sign up to a memorandum of understanding, join our family of schools and participate in the various networks outlined in the strategy.

School led partnerships are quite rightly increasingly leading priorities of this strategy and this will continue. Work will be undertaken to strengthen the emerging partnerships between schools to share expertise, drive up standards of teaching and learning, and position the authority and schools for the future.

The four principles guiding this new strategy remain:

- a further raising of the expected standards and shared ambition for all the children and young people who live here;
- a commitment to the family of local schools and settings and a collective responsibility for **all** of the children and young people in Barking and Dagenham;
- a commitment to sustain, review and refresh the partnership between schools and the Council which has been a critical factor in the improved outcomes for children and young people;
- ensuring the pre-conditions for learning are in place through effective early intervention and inclusive practices.

This Education Strategy links with and complements the early years’ strategy, the Special Educational Needs (SEN) Strategy and the skills strategy for adults. These four key documents are guided by the Council’s Education Policy which reflects the Council’s vision and priorities. The context of unprecedented increase in the school

population is set out in the strategy for ensuring sufficient school places reviewed and approved by Cabinet in June 2014.

The Summer 2013 results were significant in that for the first time the borough was at or above the national average for headline performance for both eleven and sixteen year olds. This allows us to further raise the bar with the London average as our next milestone. This is in the context of the biggest population increase in the country with many of our families experiencing significant hardship.

Barking and Dagenham Council has a longstanding and steadfast commitment to education as the key route to securing the best possible life chances for the young people who live here. Promoting and supporting high aspiration and ambition for our young people run as a thread through the Council's vision and priorities which were renewed in July of this year. This new strategy reaffirms the Council's commitment to our young people, underlines its commitment to work in partnership with all schools and settings in the borough and sets out the challenge for the coming three years.

Councillor Evelyn Carpenter – Cabinet Member for Education and Schools

2. Improvement priorities for 2014-2017

The Council's vision and three priorities set out below directly inform the Education Strategy.

One borough; one community; London's growth opportunity

Encouraging civic pride

- Narrow the gap in attainment and realise high aspirations for every child

Enabling social responsibility

- Ensure children and young people are well-educated and realise their potential

Growing the borough

- Develop a local, skilled workforce and improve employment opportunities.

Our two overarching objectives for education:

- A place in a good or outstanding school or early years setting for every child or young person
- Exceeding national standards and then London standards

Six priority areas for improvement:

To achieve these we must:

1. Improve the proportion of children reaching national and then London standards for reading by 11;
2. Close the gap with national and then London on higher level performance;
3. Improve the performance of groups which are currently performing below the national average for the group (currently children with Special Educational Needs and Disability (SEND), White British and Looked After Children);
4. Continue to improve post 16 outcomes and all levels and increase the proportion of 16-18 year olds who are in education, employment and training;

5. Agree and implement a strategy for children and young people with social, emotional and mental health difficulties (SEMH) which includes affordable arrangements for local placement so that they are well supported to achieve;
6. Continue to work creatively and flexibly to provide a school and early education place for every child in the context of the fastest rising birth-rate in the country;

Underpinned by:

Stronger school leadership capacity – through more formal alliances which strengthen governance and help embed school to school challenge and review.

This work will be undertaken in the context of a borough and schools' commitment to encourage civic pride and enable social responsibility.

These overarching objectives and priority outcomes for children and young people were reviewed and developed with headteachers at their June 2014 conference. Agreements were informed by the Summer 2013 review of the previous strategy and a March 2014 external review of School Improvement arrangements which included meetings or telephone consultations with twenty headteachers.

The priorities were refined following the Summer examination results and a further consultation with headteachers took place in September.

3. Key actions for schools and the local authority for 2014-2017

Section 2 above sets out areas where outcomes for young people need to improve. In order for this to happen aspects of leadership and the quality of teaching need to be strengthened where they are not yet good or outstanding.

For clarity, four key features of the context for improvement in Barking and Dagenham are set out below:

- 3.1 The proportion of primary schools judged good or better in their Ofsted inspection at 55% was well below average at the time of the last Education Strategy (September 2011). Performance on this measure has improved to 69% (September 2014) but is still below national and is clearly below the commitment from all schools and the Council for all children and young people to have a place in a good or outstanding school. The proportion of early years settings judged good or better in their Ofsted inspection is currently at 75%. This is below the commitment for all early years children to attend a setting graded good or above.

The proportion of secondary schools judged good or better at 67% or 6 out of 9 in September 2014 is the same as three years ago. Whilst overall outcomes for young people have improved inspection outcomes have been less consistent so for example in September 2013 - 8 out of 9 secondary schools were good or outstanding. Of the four schools inspected in 2013/14 (two outstanding and 2 good) all dropped by one grade. All secondary schools have now been inspected under the new tougher frameworks introduced since September 2012. All are working in a determined manner to regain their previous best judgment (good or outstanding) at their next inspection.

- 3.2 The population of Barking and Dagenham continues to grow at probably the fastest rate in the country – twice the rate of London and four times national (2012 data). The demand for school places is moving into secondary and is set to continue at an unprecedented rate. There are more babies per person in Barking and Dagenham than in any other local authority in Britain, with over a thousand more children entering reception than left to go to secondary school.

4,500 primary school places were created between September 2007 and August 2014, and forecasts indicate another 13,700 across all phases of statutory education alone over the next seven years to 2021 with 5,500 (Year Reception to Year 11) in the life of this strategy. Pupil place planning includes early education and specialist Special Educational Needs (SEN) places which also place huge demands on the borough. The impact of the loss of the planned special school through the 2010 cancellation of Building Schools for the Future continues to be felt and will only start to ease in 2016 with the opening of the new Riverside special school. Schools have responded very positively to these pressures by providing additional mainstream and Additional Resources Provision (ARP) places for children with complex and enduring special educational needs but there is no doubt that the unprecedented demand for school places at every age and stage, but particularly SEND is stretching capital and revenue to the limit. One area highlighted in this strategy is pupils with social, emotional and mental health difficulties (SEMHD) where our provision is not as tailored as it should be to allow us to educate this small group of pupils with high level needs as locally and as close to mainstream as is possible.

Alongside this rapid growth is a change in population which has become more mobile and far more diverse in origin. Many schools have become adept at managing high levels of mobility and supporting children and young people arriving from different countries throughout the school year. For example in the last academic year the Admissions Team processed almost 3,000 in year applications for a place in a local school. What has not changed is the economic position - with the eighth highest level of child poverty nationally. In this context it is an achievement that performance for pupils on free school meals is amongst the strongest in the country.

- 3.3 The Council continues to support the central theme of the Education White Paper – that most of the expertise in school improvement lies within schools. It has not wavered from the view, restated by Her Majesty's Chief Inspector of Schools that every Council must take an overarching responsibility for the education of **all** its children and young people – regardless of where they are educated.

The last three years have seen a significant change in the level of school leadership of school improvement – through federations, formal partnerships and Trusts (see Appendix A), an increase in National Leaders of Education and Teaching Schools, alongside headteachers taking on some of the roles previously associated with local authority school improvement functions – such as leading and taking part in reviews of teaching, leading and overseeing borough wide projects and leading professional development (see Appendix B). This strategy looks to see a further step change to the degree which school leaders bring to school improvement across the piece – following through the recommendations of the March 2014 external review.

Both leadership and governance of schools are collectively stronger than three years ago. They remain priority areas for action owing to their central importance to improving performance – not just on the headline indicators, but within the context of a rich, and broad curriculum which is creative and challenging.

- 3.4 Inevitably this strategy must give priority to headline performance indicators. However, alongside this focus, the Council and schools in partnership are working collectively to secure and develop cultural, creative, sporting and health opportunities for our children and young people – both at a broad engagement level and to talent spot and nurture the skills and expertise of those with particular aptitudes. The longstanding strengths in sport of our schools were recognised with the inclusion of two local secondary schools in the 2014 Ofsted publication 'Going the Extra Mile – Excellence in Competitive School Sport'. On a broader front the Council recognises and enhances the contribution which schools make to keeping children and young people fit and healthy through its public health grant schools' programmes.

In 2012 the borough grasped the opportunity to become a pilot Cultural Education Partnership. This capitalises on the strength of its outstanding Music Hub and is bringing together the wealth of local talent alongside the expertise and resources of national partner organisations. As part of this initiative all governing bodies are asked to nominate a cultural lead governor and endorse a local cultural entitlement for the children and young people in their schools.

As part of the 2014-2017 Strategy headteachers with post-16 partners will be developing collective approaches to improving teaching, learning and career pathways in STEM (science, technology, engineering and maths) subjects. This includes improving performance in mathematics and closing the 10% gap with English at GCSE (summer 2014).

It is these kinds of broader opportunities, alongside continuing work to empower, develop and respond to the voices of our young people which together with academic qualifications will prepare them well for adulthood, as active responsible citizens able to make good use of their education.

Key actions for schools and the local authority are set out below against our two overarching objectives. The actions address the six priority areas for improvement, within our context of rapid growth demographic, change, ambition and aspiration for all our young people. An interim review of progress is scheduled for Summer 2016.

A place in a good or outstanding school or early years setting for every child

Priority actions:

1. The date by which schools achieve good or outstanding agreed and reviewed annually at Director's Challenge (September/October). (Target - All at least good by December 2015 with 20% outstanding.)

2. Disseminate the practice and expertise in examining classroom practice of the Schools' Review Group; pilot peer review of evidence for Director's Challenge; further support opportunities for headteachers to gain Ofsted accreditation – to strengthen capacity of all schools for accurate self-evaluation.
3. Headteachers to lead (plus LA to support) community of interest collaborations, initially in the following areas – getting to outstanding; strengthening primary/secondary transition; STEM; recruitment;
4. Headteachers to further explore opportunities for federations and formal collaborative models in order to collectively strengthen capacity as recommended by external review (supported by LA as required);
5. Membership of the Education Improvement Board expanded to include representative headteachers to provide shared framework and governance for school improvement;
6. Local authority to further support improvements in school governance through:
 - Maintaining a steering group to oversee performance;
 - Formalising system for recruiting LA governors and actively seeking to recruit those with the necessary skills and commitment;
 - Encouraging audit and review as a prelude to reconstitution;
 - Extending access to professional clerks;
 - Promoting and providing access to high quality mentoring and training, especially for chairs;
7. Further support for leadership of teaching through:
 - A recruitment strategy developed with and owned by schools;
 - Teaching schools training teachers in current areas of shortage – including primary, early years and specialist SEN;
 - Teaching schools increasingly support the development of middle leaders;
 - Supporting and brokering school network led projects to improve teaching – with the primary reading project (nine schools) as a model;
 - Signposting and brokering school-to-school support for teaching;
 - Intervening where school leadership lacks the skills or capacity to improve the quality of teaching;
 - A focus on the teaching of reading from 2014 to 2016.
8. Continue the six monthly review and refresh of school places strategy (including early education and specialist) and consultation with schools and admissions forum to ensure demand is met;
9. Finalise and implement strategy for children and young people with SEMHD to include expansion of affordable local placements and development of expertise through a training programme;
10. Support schools and settings to access effective early help from partner agencies which support the right children and families at the right time in a joined up way.

Exceeding national standards and then London standards

Priority actions:

1. Reading – *(issue – gap to national at Level 4 and Level 5)*
Actions:

- a. Maintain collective primary focus on reading, evaluate current projects, seek available funding to maintain most effective projects and share the practice of schools with outstanding practice/rates of progress;
 - b. 2014/15 primary reading initiative, working with HMI English lead, drawing on expertise of high performing schools and experience of 2011/12 paired reading project. Dissemination conference March 2015.
2. Secondary mathematics – *(issue – performance has stalled since 2012 at A*-C and since 2011 at A and A* - the gap with English is 10% (A*-C))*
 Actions:
- a. Disseminate lessons from high challenge for high achievement (cross-phase mathematics project);
 - b. Strengthen support for recently appointed heads of maths;
 - c. 2014/15 secondary mathematics initiative, working with HMI, sharing experience of high performing departments with January 2015 mathematics conference.
3. Performance at higher levels – *(issue – longstanding gaps between performance at higher levels at each key stage and the national)*
 Actions:
- a. Warren Junior School – National Support School to lead primary professional development programme – supporting outcomes at highest levels;
 - b. Run workshops led by primary and secondary schools with outstanding outcomes in English and mathematics building on 2013/14 programme;
4. Improving outcomes for under performing groups
 Actions:
- a. For SEND refine use of new data packs to target more effectively with SENCos needs of individuals/groups within whole-class teaching as well as through interventions;
 - b. Further develop initiatives to engage parents and aspirational mentoring for students, drawing upon the expertise of schools with proven success with particular groups.
5. Improving post-16 performance and participation rates *(issue – closing the gap with national on headline performance indicators and high proportion of young people not in education, employment or training or unknown compared with the regional average.)*
 Actions:
- Implement actions set out in Raising Participation Plan to increase proportion in education, employment and training, maintain contact with young people to reduce numbers who become unknown.
 - 14-19 Partnership to drive priority actions to close gaps to national.

4. Review of 2014 Performance

Since 2011 performance has improved against all of the 10 standards set at that time. Collective performance has reached the national average on the main headline indicators 7, 11 and 16 year olds and is above on some. This allows us to raise the bar to the London average for some indicators.

Areas of strong improvement:

- Early Years Foundation Stage – strong improvement by 14% from 2013 to reach the national average for a good level of development
- Key Stage 1 – at national levels for writing and maths and above in reading. For higher attainers the gap to national has halved in reading and writing and is within 1% in maths
- Key Stage 2 – likely to maintain 2013 position – in line with national on the headline Level 4 combined measure following disapplications. At national for writing and maths. For higher attainers maths is now above national and the gap has halved in reading.
- GCSE – For 5A*-C including English and maths, the 2013 results saw the borough move above the national average for the first time. The 60% headline in 2013 has dropped slightly to 58% (October 2014) and is likely to move to 59% when final results are published in January 2015. This is in the context of a sharp national drop which places the borough comfortably above the national average (53%). Results in English are high at 76% 5A*-C. The gap to national on the English Baccalaureate (EBacc) is narrowing. At A and A* English has seen a 4% rise over three years (whilst maths has dropped by 2%).
- Attendance – is above the national for both primary and secondary phases and has improved faster than the national over the past three years.

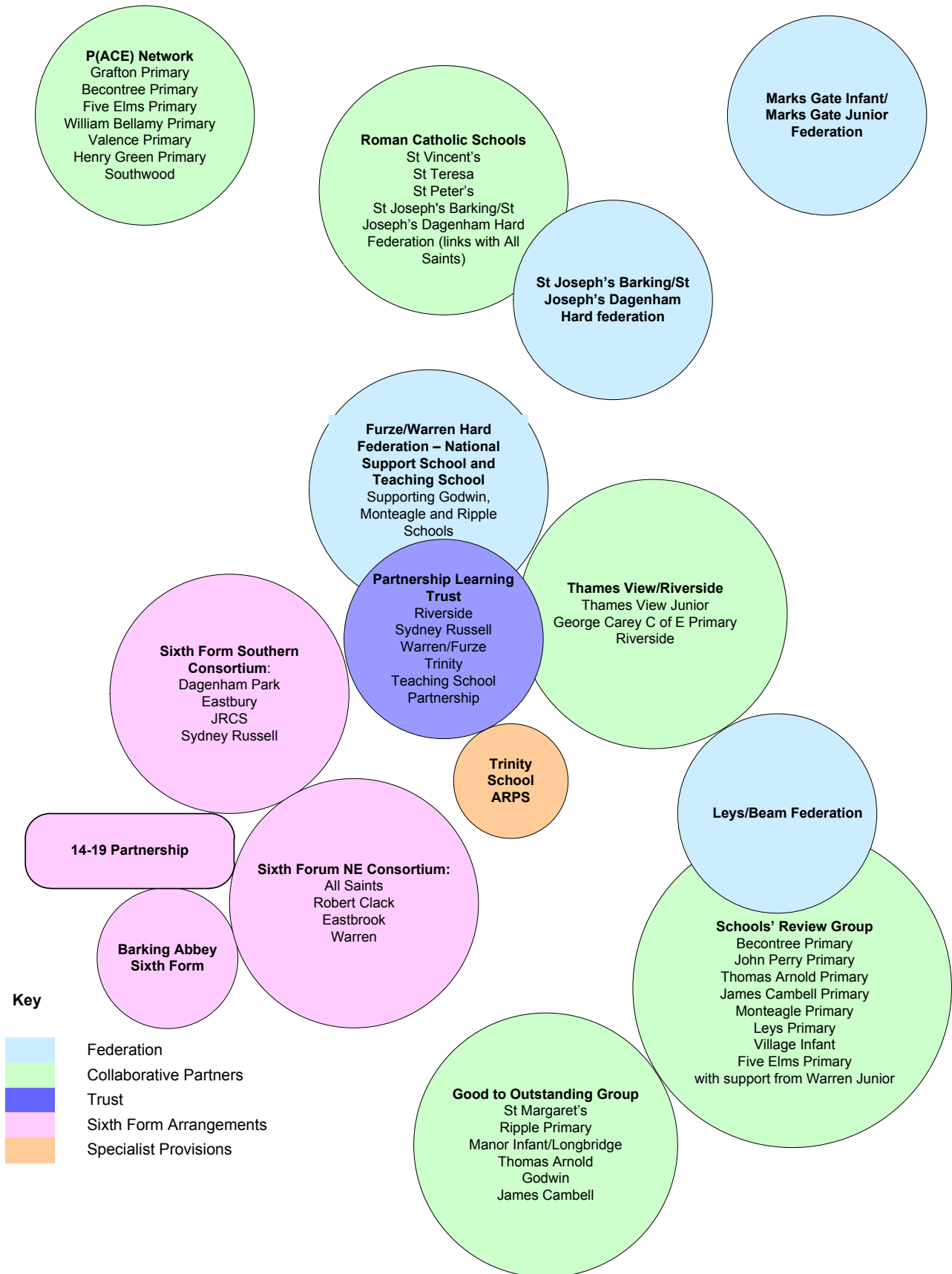
Areas where progress needs to accelerate:

- Whilst the proportion of schools judged good or better has improved – there are still 16 across all phases which need to move to good and there are relatively few outstanding schools. This is expected to improve significantly over the life of this strategy with a target of all at least good by December 2015 and 20% outstanding;
- Proportion of children reaching the national standards in reading at 11 – hence teaching of reading needs to improve;
- Outcomes in mathematics at GCSE – progress appears to have stalled and outcomes are well below English;
- Performance at the highest levels (statutory education):
 - This has been a stubbornly challenging area for the borough, an improvement priority on the previous strategy and an area where we have seen some significant improvement. The position is stronger than three years ago but there is still more to achieve. By the time they leave primary school the borough's children perform above the national in maths. Closing that gap in reading and writing is the priority;
 - By 16, the latest validated data (2013) for A and A* shows the gap almost closed in English, but widening in maths. Hence improving performance in maths at A and A* and A*-C is the most pressing secondary priority.
- A Level/Level 3 – headline indicators have improved over the last three years. The gap up to national is closing. Despite a 5% improvement in 2014, performance at the highest grades (A*-A,B) is still well below national with a 7% gap;
- The proportion of 16 and 17 year olds who remain in education, employment and training post 16

5. Ten key facts about the borough

1. Barking and Dagenham is home to 60,000 children and young people, 31% of the total population of 194,000.
2. The borough is experiencing one of the fastest rising birth rates in the country. In September 2013, one thousand more children entered Reception than left Year 6 to go to secondary school. Our forecasts indicate that the combined primary and secondary populations (Year R to Year 11) will grow by around 10,000 over the coming five years to 2017/18.
3. 50% of all primary aged children and 37% of all pupils at secondary school in Barking and Dagenham do not hold English as a first language. The average for England is 19% and 14% respectively.
4. Approximately one in three children (31%) in Barking and Dagenham is born into poverty, higher than the national average of one in five.
5. There are 43 primary phase schools, 10 secondary schools, one all through school, one special school and one pupil referral unit in Barking and Dagenham. Of these, three are Academies (two primaries and one secondary) and two are Free Schools (one secondary and one all through).
6. There are 9 maintained schools with sixth forms, (including one special school), one further education college, a Technical Skills Academy and one adult college.
7. Barking and Dagenham is ranked 83 out of 150 local authorities for attainment at age 11 and 51 out of 151 at age 16.
8. 68% of Disadvantaged* pupils and 81% of Other** pupils in Barking and Dagenham achieved the expected level in reading, writing and maths at age 11, compared with 67% and 83% nationally for each group. Barking and Dagenham is ranked 23 out of 150 local authorities for attainment at 11 for pupils on free school meals. (2013 performance)
9. 50% of Disadvantaged* pupils and 68% of Other** pupils in Barking and Dagenham achieved five A* to C GCSEs or equivalent, including English and maths, compared with 40% and 67% nationally. Barking and Dagenham is ranked 17 out of 150 local authorities for achievement of pupils on free school meals at 16. (2013 performance)
10. As at June 2014, 1% (52) of 16 to 17 year olds in Barking and Dagenham are in employment without any training opportunities associated with their job while 5% (273) are not in any kind of employment or training.

Appendix A – School led partnerships and collaborations



Communities of Interest – Collaborative Projects

Reading Intervention Project:

Beam Primary, Becontree Primary, Village Infant, Southwood Primary, George Carey Primary, Valence Primary, Manor Sandringham, Gascoigne Primary, Grafton Primary, Parsloes Primary, Leys Primary, John Perry Primary, Godwin Primary, William Bellamy Primary, Roding Primary, Rush Green Primary, St Teresa RC Primary, Eastbury Primary, Manor Longbridge, Riverside, Barking Abbey, Eastbury Comprehensive, All Saints RC School, Dagenham Park CofE School, Robert Clack School, Warren Comprehensive

Reciprocal Reading Project:

Cohort 1 - William Bellamy Primary, John Perry Primary, Valence Primary, Hunters Hall Primary, Grafton Primary, Richard Alibon Primary, Five Elms Primary (Associate member)

Cohort 2 - Thames View Junior, Eastbury Primary, Monteagle Primary, Ripple Primary, St Teresa Primary, St Joseph's Dagenham Primary, Parsloes Primary (Associate member)

High Challenge for High Achievement:

Riverside, Thames View Junior, George Carey C of E, Manor, Eastbury Comprehensive, Manor Longbridge, Northbury Primary, JRCS, James Cambell, Thomas Arnold

Success@Arithmetic:

Cohort 1 (completed Feb 2014) – Leys Primary, Roding Primary, George Carey Primary, Southwood Primary, Parsloes Primary, Marsh Green Primary, Beam Primary, St Margaret's Primary.

Cohort 2 (May – June 2014) – John Perry Primary, Northbury Primary, Richard Alibon Primary, Thames View Junior, Godwin Primary, Rush Green Primary, William Bellamy Primary, Grafton Primary, Manor Longbridge, Riverside Comprehensive, Dagenham Park C of E Comprehensive, Warren Comprehensive, Robert Clack Comprehensive, Eastbury Comprehensive

From Seed to Plate Project:

Beam Primary, Ripple Primary, Valence Primary, Northbury Primary, Dorothy barley Infants, Dorothy Barley Junior, Hunters Hall, Manor Infants, Godwin Primary, Becontree Primary, Grafton Primary, Five Elms Primary, William Bellamy Primary, St Teresa Primary, St Joseph's Dagenham Primary, St Vincent's Primary, Gascoigne Primary

Appendix B – Register of accredited excellent practice

To be developed via Director's Challenge and Link Advisers

List of Schools	Area(s) of excellence	Evidence
All Saints	SMSC, ethos, student support team/teaching	Ofsted inspection judgment
Barking Abbey	Competitive sport and Student Voice aspects of SMSC	Featured in 'Going the Extra Mile' – Ofsted 2014 External review Summer 2014
Beam Primary	Science Lead school for Cultural Education/Curriculum and teaching of reading	Silver Primary Science Quality Mark (2012) Arts Mark Gold Progress and outcomes
Becontree Primary	Lead school for arts/cultural enrichment	Borough role in festival coordination
Dagenham Park CofE	Dance education Achievement of pupil premium students	Specialist Performing Arts College Mayor's Gold Club – achievement of pupil premium students
Dorothy Barley Infant	Reading including reading recovery, better reading partners, guided reading	Outcomes - reading recovery report
Eastbury Comprehensive	Competitive sport Lead school for Cultural Education Partnership	Featured in 'Going the Extra Mile' – Ofsted 2014 Host school for RSC Partnership
Eastbury Primary	Strategy for engaging and work with parents	Change in levels of partnership engagement
Five Elms Primary	Science Inclusion	Silver Primary Science Quality Mark (2014) Specialist outreach for Deaf
Furze Infant	Early years	High % of children achieving GLD
Gascoigne Primary	Relationships education and work with local faith groups in a diverse cultural context	Director's Challenge September 2014
George Carey CofE Primary	Inclusion and autism specialism	LA validation
Godwin Primary	NARP provision and assessment	External review
James Cambell Primary	Skilled and experienced in provision for children with SEMHD within school and ARP	Ofsted and external review
John Perry Primary	Student Voice – aspects of SMSC Inclusion and ARP (autism specialism) Teaching and standards in Art	External review summer 2014 Ofsted May 2014
Jo Richardson	Student Voice – aspects of SMSC/Student leadership Extra-curricular music	External review summer 2014 and Ofsted CMS judgements
Manor Infant/Longbridge	Teaching and standards Early Years and Key Stage 1	Longstanding outstanding provision and high standards
Marks Gate Infant and Junior	Teaching through Dialogue	Cambridge Review Trust project

List of Schools	Area(s) of excellence	Evidence
Schools	approaches through both schools Behaviours for learning	school Ofsted May 2014
Marsh Green Primary	Singing and dance	Sing Up Gold Royal Ballet partner school Artsmark
Monteagle Primary	Student Voice – aspects of SMSC Competitive sport/football, athletics	External review summer 2014 3 rd in National Youth Games
Northbury Primary	Student Voice – aspects of SMSC Science	External review summer 2014 Silver Primary Science Quality Mark (2012). PSTT/Society of Biology Primary Science Teacher of the Year, Gold Space Education Quality Mark
Parsloes Primary	Music/singing	Lead for Dagenham Song Writers' Choir
Richard Alibon Primary	Student Voice – aspects of SMSC	External review summer 2014
Ripple Primary	Science Sustainability	Gold Primary Science Quality Mark (2014). PSTT Primary Science Teacher of the Year Eco Schools Green Flag
Riverside	Attendance Engagement and enrichment	Attendance high Over 90% of pupils involved in after school activity
Robert Clack	Progression to competitive universities Science, Behaviour and school ethos	UCAS statistics Ofsted 2013
Roding Primary	Leading rapid expansion across two sites Developing trainee teachers	Partner with UEL – (30 trainees)
St Joseph's Dagenham	Year 6 teaching, planning, marking	Link Adviser review
St Margaret's CofE	Competitive sports and PE Silver Food Plan	
St Peter's Catholic	SMSC	Ofsted
St Teresa Catholic	Lead school for Cultural Education Partnership	
St Vincent's Catholic	Behaviour and safety	Ofsted
Sydney Russell		Ofsted outstanding, Teaching School Accreditation
Thames View Infant	Teaching, progress and standards	Ofsted outstanding/NLE
The Leys Primary	Driving rapid improvement through partnership/federation. Monitoring board/Standards Committee mechanism for driving improvement	Ofsted reports and monitoring visits
Thomas Arnold Primary	Curriculum for maths and reading	Inspection evidence – Demonstration School for Success for All

List of Schools	Area(s) of excellence	Evidence
Tuition Centre	Respite Programme	Ofsted judgment
Erkenwald Centre	GSCE outcomes for pupils with history of poor attendance	Inspection judgements
Seabrook Centre	Support to re-integrating pupils to mainstream	Case studies
Valence Primary	Early Years teaching of reading and writing Lead School for Reciprocal Reading Project Science Sustainability	End of Key Stage outcomes and peer review Cambridge Review Trust dialogic teaching project school Science Quality Mark Gold Gold Primary Science Quality Mark (2014). Eco Schools Green Flag
Village Infant	Teaching of reading	Key Stage 1 outcomes – Link Adviser judgements
Warren Junior	Quality of teaching and support for other schools Consistently high standards and achievement at higher levels	Ofsted outstanding and Teaching School accreditation National Support School Mayor's Gold Club 2014
William Bellamy Primary	Inclusion (SEMH) support	Ofsted and external review
William Ford Junior	Quality of teaching and consistently high standards	Ofsted Outstanding since September 2006

Summary of Barking and Dagenham Schools' Results 2014

Summary:

The attached tables provide a summary of the overall Local Authority results in national tests and examinations in 2014. Key Stage 4 and 5 data are provisional and subject to change.

Early Year Foundation Stage 2014 national 60%, Barking and Dagenham 60%. The method of assessment changed in 2013 so we are only able to make a comparison with last year.

Good level of development	2013	2014
LBBDD	46 (-6)	60 (=)
England	52	60

Key Stage 1 2014 (for ease percentages have been rounded to the nearest whole number, the gap to national is shown in brackets)

	B&D 2011	B&D 2012	B&D 2013	B&D 2014	National 2014
Reading L2B+	72 (-2)	76 (=)	78 (-1)	82 (+1)	81
L3+	22 (-4)	23 (-4)	25 (-4)	29 (-2)	31
Writing L2B+	61 (=)	64 (=)	66 (-1)	70 (=)	70
L3+	12 (-1)	12 (-2)	13 (-2)	15 (-1)	16
Maths L2B+	74 (=)	76 (=)	78 (=)	80 (=)	80
L3+	18 (-2)	19 (-3)	22 (-1)	25 (-1)	24

Key Stage 2 2014 (for ease percentages have been rounded to the nearest whole number, the gap to national is shown in brackets)

	B&D 2011	B&D 2012	B&D 2013	B&D 2014	National 2014
Reading L4+	82 (-2)	85 (-2)	83 (-2)	85 (-3)	88
L5+	35 (-7)	42 (-6)	37 (-7)	45 (-4)	49
Writing L4+	72 (-3)	80 (-1)	81 (-2)	85 (=)	85
L5+	18 (-2)	25 (-3)	28 (-2)	30 (-3)	33
Maths L4+	78 (-2)	83 (-1)	84 (=)	85 (=)	85
L5+	31 (-4)	35 (-4)	38 (-3)	43 (+1)	42
Combined L4+RE, WR & MA (floor 60)	63 (-4)	73 (-2)	73 (-3)	77 (-1)	78
'Good Level 4'			61 (-2)	65 (-2)	67
Spelling, punctuation & grammar L4+			71 (-2)	76 (=)	76
L5+			45 (-3)	54(+2)	52

Key Stage 4 GCSE 2014 (for ease percentages have been rounded to the nearest whole number, the gap to national is shown in brackets)

	B&D 2011	B&D 2012	B&D 2013	B&D 2014	National 2014
5A*-C EN & MA (floor 40)	57 (-2)	59 (-0.8)	60 (+1)	58 (+5)	53
English A*-C (including iGCSE)	69 (+1)	69 (+6)	74 (+12)	76 (+23)	53 (GCSE only)
A*-A	10 (-8)	11 (-6)	15 (=)	14 (+1)	13
Maths A*-C	64 (+1)	68 (+2)	66 (-2)	66 (+2)	64
A*-A	16 (-4)	14 (-5)	14 (-5)	15 (-3)	18
EBacc (all subjects)	5 (-13)	5 (-13)	14 (-9)	20 (-3)	23
5A*-C (Level 2 at 16)	81 (+2)	83 (+1)	82 (+1)	65 (+2)	63
5A*-G EN & MA	93 (+1)	93 (+1)	93 (+2)	91 (+6)	85
5A*-G (Level 1 at 16)	96 (+2)	95 (+1)	94 (=)	93 (+4)	89

Key Stage 5 post 16 2014

all qualifications	B&D 2011	B&D 2012	B&D 2013	B&D 2014	National 2014
APS ¹ per pupil	682.7	655.7	669.4	603.5	698.5
APS per entry	214.8	203.2	211.1	209.6	213.4

A level only	B&D 2011	B&D 2012	B&D 2013	B&D 2014	National 2014
A*-E	97.9	99.7	99.9	98.6	98.5
A*-C	69.2	71.7	73.4	74.4	77.1
A*-B	40.0	40.3	40.8	45.4	52.8

1. Introduction and Background

1.1 Early Years Foundation Stage - The percentage of pupils achieving at least the expected level within the three prime areas of learning: communication and language, physical development and personal, social and emotional development and the early learning goals within the literacy and mathematics areas of learning, that is achieving a “good level of development” is 60 per cent. This represents a significant increase of almost 14 percentage points compared to 2013 results and means that we are now at the national average.

1.2 Key Stage 1 – Results rose in reading, writing and mathematics at both L2B+ and L3+. As a result, B&D overall has equalled the national in writing and maths at Level 2B+ and has moved above national in reading. At L3+ the gap to national has halved in both reading and writing while it remains -1 in maths. Therefore, at the higher levels, a key focus for the Local Authority, the gap is closing. Attaining higher levels especially in reading remains the focus for Key Stage 1.

1.3 Key Stage 2 – There has been good progress on all headline data. On the floor target combined measure of L4+ in reading, writing and mathematics, B & D schools improved on last year with a 5% rise to 78%; this is now 1 percentage point below the 2014 national figure of 79%, and well above the floor target value of 65% and is likely to rise to in line with national when final results are published following disapplications. On the topline measure

¹ A level Average Point Score (APS) grade C=210 points, each grade is worth ±30 points, so A*=300 points, A=270, B=240, C=210, D=180 and E=150 points. Other qualifications such as BTec have equivalent points awarded for pass, merit and distinction.

of a 'good level 4', the overall LA figure is 66.5%, which is a 5% increase on last year and narrows the gap to national which is now 67%. The gap between the good level 4 and the combined level 4+ has narrowed from 13% to 12%, indicating that around 300 pupils have not secured a solid level 4 in all subjects. Outcomes for the grammar, punctuation and spelling test have shown a 5.6% improvement to 77.6%, above the national figure of 76%. There is also a very good improvement for grammar, punctuation and spelling for higher attainers with a 10% improvement to 55% L5+, 3% above national. Both writing and maths at L4+ are in line with national. While B&D remains 2 percentage points below national in reading, the gap to reaching higher levels, a key focus for the Local Authority, has halved to 4% in reading and improved by 5% in maths to 1% above national. For writing, however, the gap has widened to 3% below national.

- 1.4 Key Stage 4 / GCSE results** - On the headline measure of 5A*-C including English and mathematics overall LA results have fallen by 2% to 58% but remain above the national which fell by 6%. There has also been a 17% fall in the 5A*-C measure but this reflects the national picture where results fell by 18%. The results are likely to rise in the final January performance tables as a result of disapplications. Performance in English 5A*-C remains strong with a 2% rise to 76%. Results in mathematics remain unchanged at 66% and in line with the national, in the context of a 4% fall nationally. In general GCSE headline results are above national averages. While the higher grades for English have dipped by 1% to 14%, maths has seen a 1% increase to 15%. Improving outcomes at these higher grades remains a key priority for Key Stage 4. EBacc outcomes have seen a further 6% improvement this year to 20% and the gap to national is closing. However, there is still more to do to ensure this measure is close to the national average in every Barking and Dagenham school. Expected progress in English has risen by 2% to 81% and remains well above the national figure for this measure. Despite a 2% fall in expected progress in mathematics this is now in line with national which fell by 5%. This is the first year to include several new reporting measures, including restrictions on the number and size of vocational qualifications, the removal of the Speaking and Listening unit from English, and where schools' performance is judged on candidates' first results only.
- 1.5 Key Stage 5 / post 16 results.** On the headline measures of APS per pupil and APS per entry results have declined. The Average Points per pupil has fallen by 65.9 points and the Average Points Score per entry has fallen by 1.5 points compared with 2013. This means that the average grade achieved by pupils in the borough is the equivalent of a C, the same as last year. However, both measures have also fallen nationally by 25.8 and 0.3 points respectively. National results show a drop in each of A*-B, A*-C and A*-E. While in the Borough the A level pass rate at A*-E has fallen slightly, there has been a 1% improvement at A*-C and over 4% improvement at A*-B, a key area for improvement which will enable our students to study at the more competitive universities. However, there is still more to do, particularly at the highest grades which are still well below those nationally.

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CABINET

18 November 2014

Title: Treasury Management Strategy Statement Mid-Year Review 2014/15	
Report of the Cabinet Member for Finance	
Open Report	For Decision
Wards Affected: None	Key Decision: Yes
Report Author: David Dickinson, Group Manager Pensions and Treasury	Contact Details: Tel: 020 8227 2722 E-mail: david.dickinson@lbbd.gov.uk
Accountable Director: Jonathan Bunt, Chief Finance Officer	
<p>Summary:</p> <p>Regulation changes have placed greater onus on elected Members in respect of the review and scrutiny of treasury management policy and activities. This mid-year review report is important in that respect as it provides details of the mid-year position for treasury activities and highlights compliance with the Council's policies previously approved by the Assembly.</p> <p>The Assembly agreed the Treasury Management Strategy Statement for 2014/15 on 19 February 2014 which incorporated the Prudential Indicators. This report updates Members on treasury management activities in the current year.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is asked to recommend the Assembly to:</p> <ul style="list-style-type: none"> (i) Note the Treasury Management Strategy Statement Mid-Year Review 2014/15; (ii) Note that in the first half of the 2014/15 financial year the Council complied with all 2014/15 treasury management indicators; (iii) Note the borrowing of £89m through a loan facility from the European Investment Bank (EIB) to support an urban regeneration and economic growth programme agreed by the Assembly on 17 September 2014; and (iv) Delegate authority to the Chief Finance Officer, in consultation with the Cabinet Member for Finance, to proportionally amend the counterparty lending limits agreed within the Treasury Management Strategy Statement for the duration of the 2014/15 financial year, subject to a review of this authority in the February 2015 Treasury Management Strategy report to take into account of any potential additional borrowing from the EIB which has been agreed previously by Cabinet. 	
<p>Reason(s)</p> <p>This report is required to be presented in accordance with the Revised CIPFA Code of Practice for Treasury Management in the Public Services.</p>	

1. Background and Introduction

- 1.1 The Council operates a balanced budget whereby cash raised during the year meets the Council's cash expenditure needs. Part of the treasury management operations is to ensure this cash flow is adequately planned, with surplus monies invested with counterparties of an appropriate level of risk, providing adequate liquidity before considering maximising investment return.
- 1.2 The second main function of treasury management is the funding of the Council's capital programme. These capital plans provide a guide to the Council's borrowing need, which is essentially the use of longer term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer term cash may involve arranging loans, using cash flow surpluses or restructuring previously drawn debt to meet Council risk or cost objectives.
- 1.3 The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2011) recommends the:
- I. Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management.
 - II. Creation and maintenance of Treasury Management Practices which set out the how the Council will seek to achieve those policies and objectives.
 - III. Receipt by the full council of an annual Treasury Management Strategy Statement (TMSS), including the Annual Investment Strategy and Minimum Revenue Provision Policy for the year ahead, a Mid-year Review Report and an Annual Report (stewardship report) covering the previous year's activities.
 - IV. Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
 - V. Delegation by the Council to a specific named body, for this Council this is Cabinet, to scrutinise the treasury management strategy and policies.
- 1.4 This mid-year report has been prepared in compliance with CIPFA's Code of practice on Treasury Management, and covers the following:
1. Economic summary and outlook, including the Council's investment strategy;
 2. Treasury, Debt and Investment Position at 30 September 2014;
 3. The Council's Capital Position (Prudential Indicators), including:
 - Prudential Indicator for Capital Expenditure;
 - Changes to the Financing of the Capital Programme;
 - Prudential Indicator – Capital Financing Requirement; and
 - Limits to Borrowing Activity.

2. Economic Summary and Outlook

2.1 United Kingdom (UK)

- 2.1.1 The UK continued to grow steadily in Q2 2014 with a growth rate of 0.9% and an annual rate of 3.2%. Slower growth is forecast for the rest of the year and into 2015. Inflation (CPI) decreased to 1.2% in September 2014.
- 2.1.2 The improved economic conditions enabled unemployment levels to dip under the Monetary Policy Committee's (MPC) threshold rate of 7%, below which it would consider increasing its Bank Rate. The MPC subsequently broadened its forward guidance by adopting five qualitative principles and looking at a wider range of indicators to form a view on how much slack there is in the economy. The MPC has indicated that it is concerned that the squeeze on disposable incomes should be reversed by wage inflation rising back above the level of inflation to ensure the recovery is sustainable.
- 2.1.3 Most economic forecasters expect growth to peak in 2014 and then to ease off though but still remaining strong in 2015. Unemployment is expected to keep on its downward trend, which should feed through to an increase in pay rates at some point during the next three years. However, just how much those future increases in pay rates will counteract the depressive effect of increases in Bank Rate on consumer confidence are areas that will need to be kept under regular review.

2.2 United States

- 2.2.1 The Federal Reserve continued its monthly \$10bn reductions in asset purchases. Asset purchases have now fallen from \$85bn to \$15bn and are expected to stop in October 2014, providing strong economic growth continues. The US faces similar debt problems to those of the UK, but thanks to reasonable growth, cuts in government expenditure and tax rises, the annual government deficit has been halved from its peak without significant damage to growth.

2.3 Eurozone (EZ)

- 2.3.1 The EZ is facing an increasing threat from weak or negative growth and from deflation. The ECB took limited action in June to loosen monetary policy in order to promote growth. In September, the inflation rate fell to a low of 0.3%. The EZ took further action to cut its benchmark rate to 0.05%, its deposit rate to -0.2% and to start a programme of purchases of corporate debt.

2.4 China

- 2.4.1 The Chinese Government action in 2014 to stimulate the economy appeared to be putting the target of 7.5% growth within achievable reach but recent data has raised fresh concerns. There are concerns as to the creditworthiness of much bank lending to corporates and local government during the post 2008 credit expansion period and whether the bursting of a bubble in housing prices is drawing nearer.

2.5 UK interest rate forecasts

- 2.5.1A first increase in Bank Rate is expected by Q2 2015, followed by a slow pace of increases to lower levels than prevailed before 2008. Drivers that may push rates higher include UK inflation being higher than the EU and US, causing an increase in the inflation premium inherent to gilt yields and improved investor confidence leading to a flow of funds from bonds into equities.
- 2.5.2 Drivers that may push rates lower include geo-political pressures, a weak rebalancing of UK growth, weak growth or recession in the UK's main trading partners (the EU and US) or by monetary policy action failing to stimulate sustainable world growth.

2.6 Council investment strategy

- 2.6.1 The current economic conditions have resulted in an improvement in medium term (one to two years) rates of return. As a result the treasury section made a number of medium term investments in the first half of 2014/15. These investments pushed the rate of return as at 30 September 2014 to 1.03%, with an average duration of 0.7 years.
- 2.6.2 Members are asked to be aware that rates available to investments made by the Council are significantly lower than rates that may be available to individuals through the retail banking sector. Although rates of 3% to 5% are available within the retail banking sector, these are available on much smaller deposits. Given the duration, risk and size of the Council's cash holding a return of 1.03% in current market conditions is considered a good return for the level of risk taken.
- 2.6.3 Although market conditions are improving, counterparty risk remains significant and officers continue to monitor the financial institutions the Council is invested with. It is expected that, as the rate of returns improve during the remaining part of 2014/15, treasury will seek to increase the average duration to over one year, with the average forecast return improving to around 1.30% by 31 March 2015.
- 2.6.4 The current investment counterparty criteria selection approved in the TMSS and amended in the Annual Treasury Review report agreed by Assembly on 17 September 2014, is meeting the requirement of the treasury management function and there are no recommendations to change these.

3. Treasury Position at 30 September 2014

- 3.1 Table 1 below details the Council's mid year treasury position.

Table 1: Council's treasury position at 30 September 2014

	Principal Outstanding £000s	Rate of Return %	Average Life (yrs)
Fixed Rate Borrowing:			
PWLB	(265,912)	3.50	41.31
Local Authority (Temporary Loan)	(22,500)	0.38	0.20
Market	(40,000)	4.02	54.11
Total Debt	(328,412)	3.35	40.05
Investments			
Call Accounts / Money Market Funds	8,300	0.44	Nil
Bank Certificate Of Deposit	45,000	1.25	1.20
Banks Fixed Deposits	64,500	0.91	0.36
Local Authorities	25,000	1.04	1.04
UK GILTS	5,780	1.25	3.81
Total Investments	148,580	1.03	0.70

4. Debt Position at 30 September 2014

- 4.1 The Council's capital financing requirement (CFR) for 2014/15 is forecast to be £479.6m. The CFR denotes the Council's underlying need to borrow for capital purposes. This need to borrow can be met through the use of reserves, external and internal borrowing and careful management of the Council's cash flow.

The Council currently holds sufficient cash balances to allow a significant amount of its overall borrowing requirements to be funded internally. This approach has provided the Council with savings as the cost to borrow is significantly higher than the return achieved by investing the cash. Where any further borrowing is considered, officers will base any decisions on the Council's cash flow requirements at the most appropriate and cost effective interest rate available.

4.2 European Investment Bank (EIB) Funding

At the 17 September 2014 Assembly, Members agreed to borrow £89m from the EIB to support a comprehensive urban regeneration and economic growth programme in the borough including affordable housing, energy efficiency measures and other social infrastructure projects. The borrowing included:

1. £66m to finance the development and ownership of the Shared Ownership and Affordable Rent tenures in the Gascoigne Estate (East) Phase 1 re-development project; and
2. £23m to finance the development and ownership of the Affordable Rent tenures in the Abbey Road Phase 2 development project;

A further £4.5m worth of borrowing was agreed from the PWLB to fund 50% of 51 private for sale units to be developed and sold jointly by the Council and East Thames Group via a limited company;

The EIB loan agreement was signed with the EIB on 23 October 2014. The terms are sufficiently flexible to provide the Council with the option of fixing the interest

rate for some or all of the loan facility at completion of contracts; this will enable the Council to drawdown tranches on the most economically advantageous terms.

The EIB and the Council are discussing opportunities to fund further urban regeneration activities which could generate an income and help deliver the Council's wider social and economic growth agenda. As these opportunities are developed, further reports will be taken to Cabinet for approval of both the projects and to utilise the EIB as the source of funding.

At the September Assembly Members raised queries over the delegation of authority to the Chief Finance Officer in consultation with the Cabinet Member for Finance to proportionally amend the counterparty lending limits agreed within the TMSS to take into account the £89m borrowed from the EIB. The principal concern was that the delegated authority was open ended.

To address this, it is recommended that Members agree that the delegated authority is maintained, and amended to incorporate any subsequent decisions by Cabinet for additional borrowing from EIB, but that this is reviewed in each treasury management report to Assembly. The next opportunity for Members to review will be the annual TMSS report in February 2015.

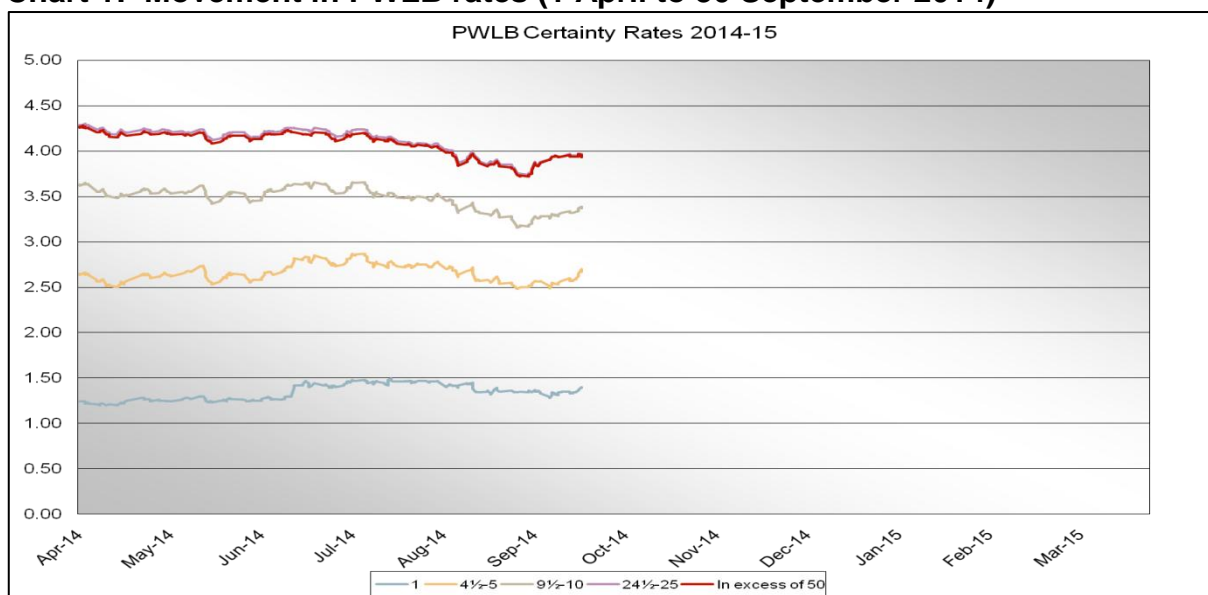
4.3 Debt Repayment and Rescheduling

On 28 April 2014 a £10m PWLB loan matured and, as there was sufficient cash held by the Council to meet the 2014/15 CFR, the £10m borrowing was not replaced. Repaying the £10m, with an interest rate of 4.25%, reduced the interest payments for 2013/14 by £394k. If the interest forgone is included, which would have been in the region of £88k, proper management of the Council's cash flow has made a net in year saving of £306k in 2014/15.

Debt rescheduling opportunities are limited in the current economic climate. During the first six months of the year, no debt rescheduling was undertaken.

- 4.4 Chart 1 below shows the movements in PWLB rates for the first six months of the financial year (to 30 September 2014). The chart shows that rates over 10 years have decreased with shorter terms borrowing costs of up to two years increasing.

Chart 1: Movement in PWLB rates (1 April to 30 September 2014)



4.5 Table 2 provides a breakdown of the Council's debt as at 30 September 2014.

Table 2: General Fund Debt held as at 30 September 2014

Borrowing/ Loan Held	Type	Interest Rate	Principal	2014/15 Interest
		%	£000s	£000s
PWLB	HRA	3.50	50,000	1,175
PWLB	HRA	3.48	65,912	2,294
PWLB	HRA	3.49	50,000	1,745
PWLB	HRA	3.52	50,000	1,760
PWLB	HRA	3.49	50,000	1,745
Barclays Bank	General Fund	3.98	10,000	398
Dexia Bank	General Fund	3.97	10,000	397
RBS Bank	General Fund	4.06	20,000	812
Short Term Loans	General Fund	0.38	22,500	21
Total		3.35	328,412	10,347

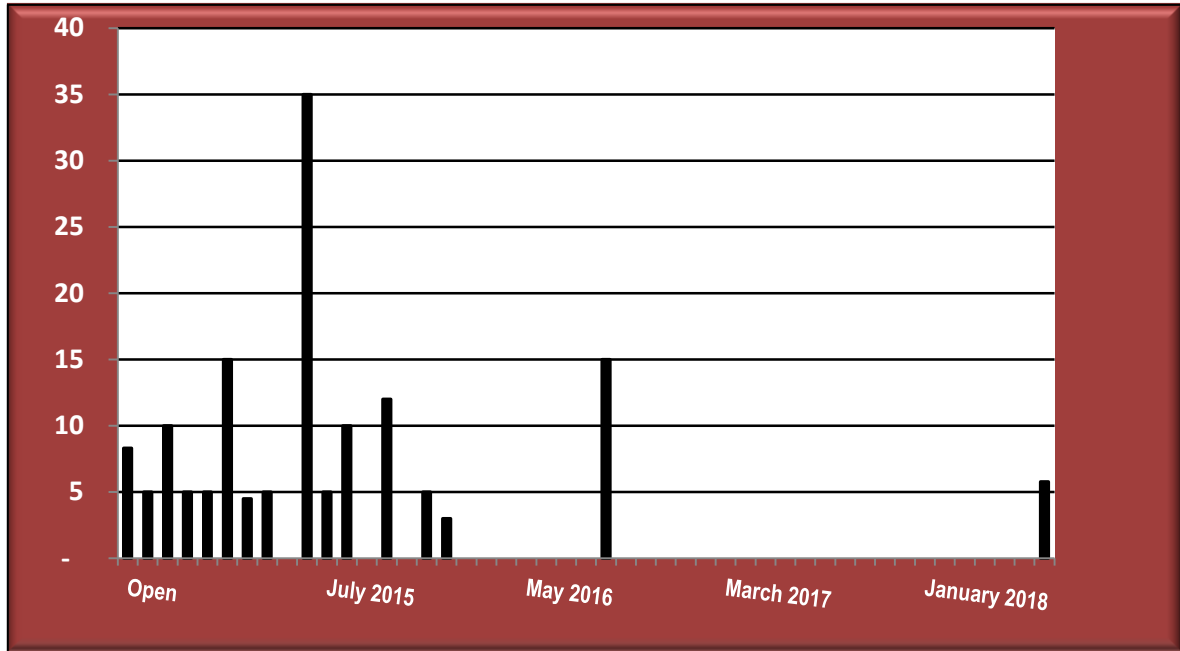
5. Investment Portfolio 2014/15

5.1 It is the Council's priority to ensure security of capital and liquidity before obtaining an appropriate level of return which is consistent with the Council's risk appetite. In the current economic climate the Council's risk appetite remains relatively low. There is an expectation that the base rate, currently at 0.5%, will increase in 2015 if economic indicators improve, which may increase the interest received.

5.2 Investment Profile

The Council's investment maturity profile in Chart 2 below shows that as at 30 September 2014, 15.7% of the Council's investments had a maturity of 60 days or less, with 72.6% having a maturity of one year or less. Spreading out the maturity of longer dated investments allows the Council to take advantage of improved rates of return while ensuring sufficient liquidity.

Chart 2: Investment Profile (Millions)



5.3 Holdings and Return

As at 30 September 2014 the Council held £148.6m of investments, all invested in-house by the Council’s treasury section. The Chief Finance Officer confirms that the approved investment limits within the Annual Investment Strategy were not breached during the first six months of 2014/15. A summary of the performance of the treasury management is provided below, with a full list of investments as at 30th September 2014 in appendix 1.

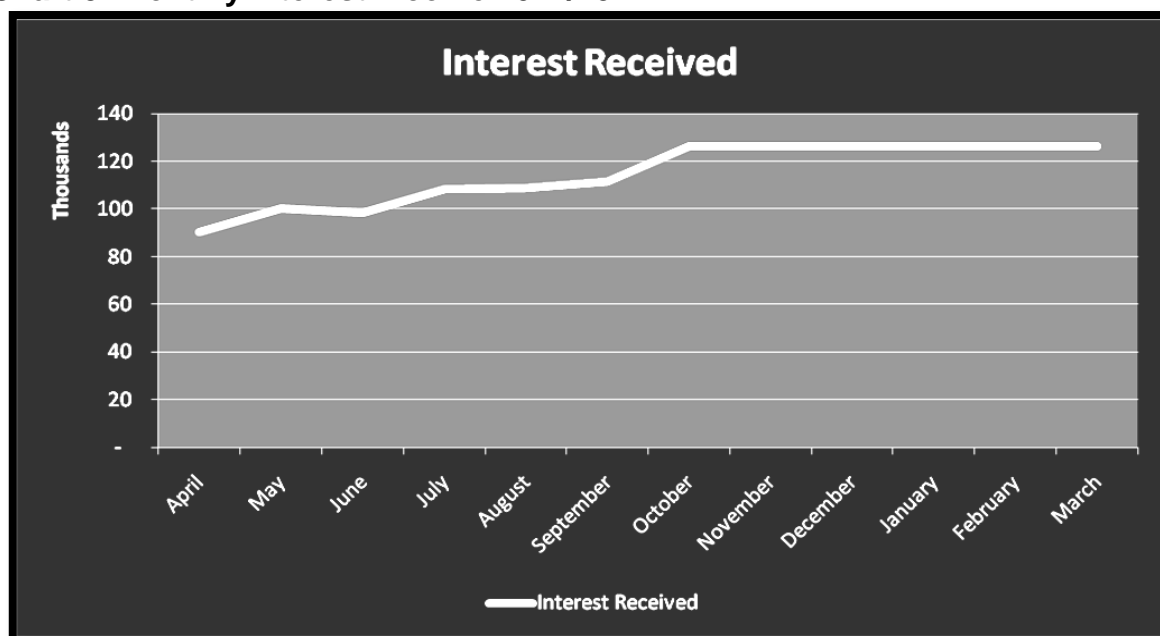
The interest received forecast is for an additional £350k to be received compared to the 2014/15 budget. The forecast is based on the first six month actual interest achieved and the expected interest to be received from the current investment held by the Council.

Table 3: Interest Received Budget against Actual for 2014/15

Description	2014/15 Budget £000s	2014/15 Forecast £000s	Variance £000s
Interest Received	(1,100)	(1,450)	(350)

Average returns increase over the first six month of the financial year with returns for the remainder of the year likely to average 1.15%. Chart 3 below provides a summary of the monthly interest income between April and September 2013 for the in-house treasury section and provides a forecast of the expected monthly interest income for the remaining six months of the year.

Chart 3: Monthly interest income 2014/15



6. The Council's Capital Position (Prudential Indicators)

6.1 Prudential Indicator for Capital Expenditure

Table 4 shows the revised estimates for capital expenditure and the changes since the capital programme was agreed at the Budget.

Table 4: Revised Estimate to Capital Programme as at 30 September 2014

Capital Expenditure by Service	2014/15 Original Budget £000s	2014/15 Revised Budget £000s
Adult & Community Services	10,056	10,451
Children's Services	30,098	26,882
Housing and Environment	5,104	5,492
Chief Executive	7,901	9,139
HRA	100,808	90,439
Total	153,967	142,403

6.2 Changes to the Financing of the Capital Programme

Table 5 draws together the main strategy elements of the capital expenditure plans (above), highlighting the original supported and unsupported elements of the capital programme, and the expected financing arrangements of this capital expenditure. The borrowing element of the table increases the underlying indebtedness of the Council by way of the Capital Financing Requirement (CFR), although this will be reduced in part by revenue charges for the repayment of debt (the Minimum Revenue Provision). This direct borrowing need may also be supplemented by maturing debt and other treasury requirements.

Table 5: Revised Borrowing need as at 30 September 2014

Capital Expenditure	2014/15 Original Budget £000s	2014/15 Revised Budget £000s
General Fund CFR	153,967	142,403
Financed by:		
Capital grants & contributions (incl. S106)	34,851	31,696
Capital receipts	11,522	11,522
Contributions from Revenue / Reserves	3,109	4,703
MRA / HRA funding	100,808	90,439
Total financing	150,291	138,360
Borrowing need	3,676	4,043

6.3 Prudential Indicator (PI) – Capital Financing Requirement

The Council is on target to achieve the original forecast CFR as outlined in table 6 below:

Table 6: Revised CFR as at 30 September 2014

	2013/14 Outturn £000s	2014/15 Revised Estimate £000s
Capital Financing Requirement		
CFR – non housing	156,177	153,666
CFR – housing	267,722	267,722
Alternative Financing (PFI and leases)	60,844	58,191
Total CFR	484,743	479,579
Net movement in CFR	(6,835)	(5,163)
External Debt / the Operational Boundary		
Long Term Borrowing	305,912	305,912
Short Term Borrowing	10,000	0
Other long term liabilities	60,844	58,191
Total debt 31 March	376,756	364,103

6.4 Limits to Borrowing Activity

The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Net external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2014/15 and next two financial years. This allows some flexibility for limited early borrowing for future years.

Table 7: Revised Borrowing Limits as at 30 September 2014

	2014/15 Original Estimate £000s	2014/15 Revised Estimate £000s
Gross borrowing	305,912	305,912
Plus other long term liabilities	60,844	58,191
Less investments	(140,000)	(140,000)
Net borrowing	226,756	224,103
CFR (year end position)	484,743	479,579

- 6.5 The Chief Finance Officer (CFO) reports that no difficulties are envisaged for the current or future years in complying with this prudential indicator.
- 6.6 A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit which represents the limit beyond which borrowing is prohibited, and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

Table 8: Authorised External Debt Limit and Position at 30 September 2014

Authorised External Debt Limits	2014/15 Original Indicator £000s	Position at 30 September 2014 £000s
Borrowing	441,000	441,000
Other long term liabilities	59,000	59,000
Total	500,000	500,000

7. Consultation

- 7.1 The Chief Finance Officer has been informed of the approach, data and commentary in this report.

8. Financial Implications

Implications completed by: Jonathan Bunt, Chief Finance Officer

- 8.1 This report sets out the mid-year position on the Council's treasury management position and is concerned with the returns on the Council's investments as well as its short and long term borrowing positions.

9. Legal Implications

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

- 9.1 The Local Government Act 2003 (the "Act") requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy

which sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.

9.2 The Council also has to 'have regard to' the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities when carrying out its functions under the Act.

9.3 A report setting out the Council's strategies in accordance with the Act was presented to Cabinet in February 2014. This report is a midyear review of the strategy's application and there are no further legal implications to highlight.

10. Options Appraisal

10.1 There is no legal requirement to prepare a TMSS Mid-year Review; however, it is good governance to do so and meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

11. Other Implications

11.1 **Risk Management** - The whole report concerns itself with the management of risks relating to the Council's cash flow. The report mostly contains information on how the Treasury Management Strategy has been used to maximise income during the first 6 months of the year.

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

List of appendices:

- **Appendix 1:** Investments as at 30 September 2014

Appendix 1

Investments as at 30th September 2014

Investments Held	Fitch LT/ ST Rating	Interest Rate	Call A/C	Principle	Issue Date	Repayment Date
Lloyds Banking Group	A/F1	0.40%	Call A/C	500	N/A	N/A
Federated Money Market Fund	AAA	0.44%	MMF	7,800	N/A	N/A
Lloyds Banking Group	A/F1	0.98%	Fixed	5,000	03/10/2013	03/10/2014
Doncaster MBC	AA+ Equivalent	1.07%	Fixed	5,000	10/10/2013	09/10/2015
Gateshead Council	AA+ Equivalent	1.05%	Fixed	5,000	09/10/2013	09/10/2015
Aylesbury Vale District	AA+ Equivalent	1.03%	Fixed	5,000	02/12/2013	02/12/2015
Lloyds Banking Group	A/F1	0.98%	Fixed	5,000	29/11/2013	28/11/2014
Lloyds Banking Group	A/F1	0.98%	Fixed	5,000	09/12/2013	09/12/2014
City Of Glasgow Council	AA+ Equivalent	1.00%	Fixed	5,000	17/12/2013	17/06/2015
Staffordshire Moorlands	AA+ Equivalent	1.10%	Fixed	3,000	24/01/2014	22/01/2016
Greater London Authority	AA+ Equivalent	1.03%	Fixed	2,000	06/01/2014	06/10/2015
Lloyds Banking Group	A/F1	0.95%	Fixed	5,000	08/01/2014	08/01/2015
Lloyds Banking Group	A/F1	0.95%	Fixed	5,000	26/02/2014	26/02/2015
Lloyds Banking Group	A/F1	0.95%	Fixed	5,000	31/03/2014	31/03/2015
Lloyds Banking Group	A/F1	0.95%	Fixed	4,500	11/04/2014	13/04/2015
Goldman Sachs International	A/F1	0.76%	Fixed	5,000	07/05/2014	07/11/2014
Lloyds Banking Group	A/F1	0.95%	Fixed	10,000	04/06/2014	04/06/2015
Lloyds Banking Group	A/F1	0.95%	Fixed	5,000	05/06/2014	05/06/2015
Lloyds Banking Group	A/F1	0.95%	Fixed	5,000	27/06/2014	26/06/2015
Royal Bank Of Scotland	BBB+/F1	0.95%	Fixed	20,000	04/07/2014	03/07/2015
Goldman Sachs International	A/F1	0.78%	Fixed	5,000	19/08/2014	19/02/2015
Standard Chartered Bank Plc	A+/F1	0.95%	Fixed	10,000	22/08/2014	21/08/2015
Royal Bank Of Scotland	BBB+/F1	1.85%	Fixed	15,000	19/09/2014	19/09/2016
5 Year UK Government Gilt 1.25%	AA+	1.25%	Fixed	5,780	22/07/2013	22/07/2018
			Total	148,580		
			Average Return	1.03%		

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THE CABINET

18 November 2014

Title: Polling Districts and Polling Places Review 2014/15	
Report of the Chief Executive	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: John Dawe, Group Manager Democratic Services	Contact Details: Tel: 020 8227 2135 E-mail: john.dawe@lbbd.gov.uk
Accountable Divisional Director: Fiona Taylor, Head of Legal and Democratic Services	
Accountable Director: Graham Farrant, Chief Executive	
<p>Summary:</p> <p>The Council has a duty under the Electoral Administration Act 2006 to conduct a review of Borough polling districts (areas within ward boundaries) and associated polling places (stations). The Electoral Registration and Administrative Act 2013 introduced a requirement that a review must be undertaken every five years, the first of which must be undertaken between 1 October 2013 and 31 January 2015.</p> <p>The review process, undertaken by the Chief Executive in his capacities as the Acting Returning Officer and the Proper Officer for Electoral Registration, requires public consultation with relevant interested persons / organisations.</p> <p>Following a review and consultation over the summer, changes are proposed to 8 of the 17 wards in the Borough. Those wards are Abbey, Alibon, Becontree, Eastbrook, Eastbury, Longbridge, Thames and Whalebone. The remaining nine wards are unaffected. Details of the proposals for each ward and its polling districts and polling places, together with a summary of representations made on a ward-by-ward basis, are set out in detail in Appendix A.</p> <p>Maps showing the locations of polling places within the polling districts where changes are proposed as a result of the review are set out in Appendix B.</p>	
Recommendation(s)	
<p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Approve for publication the final proposals arising from the review of polling districts and associated polling places as detailed in Appendix A to the report; and (ii) Authorise the Chief Executive to agree any permanent or temporary arrangements until the commencement of the next review that are deemed appropriate in respect of alternative polling stations and/or reconfiguration of polling districts, subject to consultations with relevant ward councillors. 	

Reason(s)

In order for the Council to meet its statutory responsibility to review polling districts and polling stations every five years.

1. Introduction and Background

- 1.1 Every local authority area is divided into wards and those wards are divided into polling districts for voting purposes. A polling place (station) is designated for each polling district. Electors on the register for a particular polling district can vote in person only at their allocated polling place.
- 1.2 The Council has a duty under the Electoral Administration Act 2006 to conduct a review of Borough polling districts and associated polling places. The Electoral Registration and Administrative Act 2013 introduced a change to the timing of compulsory reviews to the extent that the next review must be started and completed between 1 October 2013 and 31 January 2015. Subsequent reviews must then be started and completed within a period of 16 months that starts on 1 October of every fifth year after 1 October 2013.
- 1.3 The review process, undertaken by the Chief Executive in his capacities as the Acting Returning Officer and the Proper Officer for Electoral Registration, requires public consultation with relevant interested persons / organisations. The review must deal with identifying polling places within defined polling districts. Actual ward, constituency and borough boundaries are unaffected by the review.
- 1.4 In line with the guidance issued by the Electoral Commission (EC), any representations made on the ARO submission within the review period which do not support the original proposals are required, where possible, to provide alternatives. The ARO must take account of the comments received and make necessary changes where appropriate, and is required to report on the outcome of the review to the Cabinet for determination.
- 1.5 Following approval by the Cabinet, the final proposals will be published on the Council's website including the reasons for choosing each particular polling district and polling place. All relevant correspondence, representations made, minutes and details will also be published.
- 1.6 Following the publication of the final arrangements the following are, by law, entitled to appeal direct to the EC within a period of six weeks:
 - Groups of no less than 30 electors in a constituency (who have not previously made representations).
 - An elector who has previously made representations during the Review.
 - A person who is not an elector in the area but who the EC decides has expertise in access to premises or facilities for disabled people.
- 1.7 All representations to the EC must be in writing. They must be based on the grounds that the Council has not properly conducted the review because it has either failed to meet the reasonable requirements of electors, and/or taken

insufficient account of accessibility for disabled people to the polling places within a polling district.

- 1.8 The decision of the EC on any representations will be published on their website and local authorities are encouraged to do likewise for transparency and completeness. Where appropriate the EC will direct local authorities to consider alterations to polling places that they deem necessary under the review.
- 1.9 The proposals, including changes to polling districts, will be contained in the Register of Electors next published in full on 1 December 2014 on the basis that any changes brought about by any successful challenges to the EC will be published in the next monthly update in January 2015 ahead of the Parliamentary Election in May 2015.

2. Proposal and Issues

2.1 The following statutory guidelines have been taken into account as part of the review:

- The Council must seek to ensure that all electors have such reasonable facilities for voting as are practicable in the circumstances;
- The Council must seek to ensure that so far as is reasonable and practicable every polling place is accessible to electors who are disabled and that where they are not to make reasonable adjustments.

2.2 As both Council and non-Council premises are used as polling places it is not always possible to ensure full accessibility, such as disabled car parking, but where permanent access ramps are not in place temporary ramps are provided by Electoral Services for the day of an election. Access issues are also mitigated by the option that exists for all registered voters to apply for a postal vote, negating the need to vote in person.

2.3 Other guidelines are recognised as good practice, but may not always be possible:

- The polling place should be in its own polling district;
- All polling places should relate to a single ward;
- Natural, well-defined boundaries are preferred;
- All properties in a minor road or estate should be in the same polling district (unless the ward or constituency boundary makes this impossible);
- There should be an even spread of polling places;
- The polling district should be the 'catchment area' for the polling place and no elector should have to pass another polling place to get to their own;
- The polling places that voters are familiar with are not changed unless there is a strong need to do so.

2.4 Previous reviews have taken account all of the above factors to ensure, as far as practicable, all sites were compliant and Electoral Services staff have continued to monitor the suitability of polling places through visits and reports of presiding officers and polling station inspectors at previous elections including the last local elections held in May 2014.

- 2.5 With regard to the types of buildings used as polling places, every effort is made to find alternatives to schools, as this can require the school to be closed for the day and causes disruption to pupils, teachers and parents. However this is not always possible due to the lack of suitable and available alternatives within each polling district.
- 2.6 The schedule in **Appendix A** sets out each ward, its polling districts, the number of electors allocated to each polling district as at September 2014 and details of the existing polling places. The ARO's general observations are set out under each ward where relevant, together with a summary of any representations made and the final recommended proposals for each ward.
- 2.7 A summary of the proposed changes are as follows:
- **Abbey Ward** – Polling district AB to be relocated from Barking and Dagenham Foyer, 50 Wakering Road to St Mary's and St Ethelburga's Catholic Church, Linton Road.
 - **Alibon Ward** – Polling district KD to be relocated from Platform 51, Adjacent to 321 Heathway to Parsloes Primary School, Spurling Road.
 - **Becontree Ward** – Establishment of new polling district VE to be located at St Thomas More Church, Longbridge Road to accommodate increased electorate arising from the former University of East London development.
 - **Eastbrook Ward** - Polling district MA to be relocated from Rush Green Infant School, Dagenham Road to Barking and Dagenham College, Dagenham Road.
 - **Eastbury ward** - Polling districts CA and CD to be relocated from Eastbury Manor House, Eastbury Square and the portacabin site opposite John Smith House, Bevan Avenue respectively to Eastbury Primary School, Dawson Avenue.
 - **Longbridge Ward** - Polling district FA to be relocated from Faircross Community Association Hall, Hulse Avenue to Chestnut Nursery, Longbridge Road and polling district FD to be relocated from Faircross Community Association Hall, Hulse Avenue to a building or portacabin in or around the area of the Barking Hospital site.
 - **Thames Ward** - Establishment of new polling district JE (at a location to be determined) to serve residents of the eastern end of Thames View.
 - **Whalebone Ward** - Polling district LD to be relocated from Forsters Close Community Room, Forsters Close to Chadwell Heath Community Centre, High Road.
- 2.8 Maps showing the locations of polling places within the polling districts where changes have been made as a result of the review are set out in **Appendix B**.
- 2.9 It should be noted that the review represents the circumstances that exist at this point in time and it is possible that alternative arrangements may need to be made come the time of an election. This could be due, for example, to the unavailability of a particular polling place owing to refurbishment works or a significant change in the size of the electorate. Any such changes would not require a formal review. Recommendation (ii) of this report seeks to address these eventualities.

3. Options Appraisal

- 3.1 A number of alternative sites for polling places were considered as part of the review and responses to the consultation but were rejected, for the reasons set out in **Appendix A**.

4. Consultations

- 4.1 The Act places a duty on local authorities to ensure that all relevant groups and individuals are given the opportunity to comment on the proposals being put forward for polling places, particularly in relation to access to premises or facilities for persons with disabilities.
- 4.2 The review was announced on 19 August 2014 by way of a notice on the Council's web site. Details of the review together with the Acting Returning Officer's submission commenting on the existing polling stations and any proposals for change were circulated for comment to all Councillors, the Borough's MPs, the relevant MEP and GLA members, local political parties, Council officers with an interest and identified relevant organisations such as those that may have an expertise in access to premises or facilities for people with disabilities. The consultation, which was also open to all local electors, closed on Friday 19 September 2014.
- 4.3 The representations received were principally from Councillors.

5. Financial Implications

Implications confirmed by: Carl Tomlinson, Group Manager Finance

- 5.1 The cost of this review (including employee costs, general office expenses, and the cost of consultation) has been met from within the existing Electoral Services budgets, with no additional funding required.
- 5.2 Any additional costs in relation to the hire of temporary or permanent buildings to utilise as polling stations, as a result of this review, will be met from the Elections budget. As the next election is a General Election any costs will be met by central Government, hence preserving the Council's Election budget.

6. Legal Implications

Implications confirmed by: Chris Pickering, Principal solicitor

- 6.1 Each constituency is divided into polling districts for the purposes of Parliamentary elections. The Electoral Administration Act 2006 provides that the Council must divide its areas into districts and keep the polling districts under review.
- 6.2 A polling district must have a designated polling place. Section 18C of the Electoral Administration Act 2006 places a duty on the Council to conduct regular reviews of polling districts and polling places. The Electoral Registration and Administrative Act 2013 sets the timing of the compulsory reviews.

7. Other Implications

- 7.1 **Risk Management** - It is important to conclude and publish the Council's final arrangements for polling districts and places so as to properly plan for the Parliamentary Election on 7 May 2015. Provisional bookings of venues aim to ensure that buildings will be available for the Parliamentary election and any issues that may arise will be dealt with on a case by case basis.
- 7.2 **Corporate Policy and Customer Impact** - Electoral Services has previously been subject to an Equalities Impact Assessment (EIA) including the provision of elections, which included analysis of polling station locations taking into account the needs of particular communities as regards race, faith, disability, age and gender.
- As part of the requirements of the review relevant organisations with a focus on disability were consulted on the proposals.
- 7.3 **Crime and Disorder Issues**- The review has sought to ensure that polling places are in open and accessible areas for a range of reasons including matters of crime and disorder as well as public and staff safety.
- 7.4 **Property / Asset Issues** - There are no direct property and/or assets issues for the Council, although by the very nature of the proposals any future change of use or availability of current polling places may require alternative arrangements to be made.

Background Papers Used in the preparation of the Report: None

List of appendices:

- **Appendix A** - List of proposals with comments and recommendations
- **Appendix B** - Maps showing the locations of the changed polling places within districts

Polling Districts and Polling Places (stations) Representations

Abbey Ward

Current arrangements

Polling district	Electors	Polling Place	Disabled Access
AA	2116	Eastbury Comp School, Rosslyn Road, Barking	Yes
AB	2547	Barking and Dagenham Foyer, 50 Wakering Road, Barking	Yes
AC	2624	Abbey Ward Community Centre, Cowbridge Lane, Barking	Yes
AD	1575	Barking Learning Centre, Town Square Barking	Yes

ARO's Initial comments

Barking and Dagenham Foyer currently serves AB polling district. However due to the lack of suitable space the two stations were set up on the first floor which proved inconvenient to some voters with mobility problems. Additionally the multi use of the building does not lend itself as use as a polling station. .

A visit was undertaken to St Mary's and St Ethelburga's Catholic Church, Linton Road, Barking which is available and is seen as suitable for use as a polling station having full disabled access.

Abbey Ward Comments

None received

Final proposals

Existing polling places serving AA/AC/AD polling districts to remain with some relatively minor reconfiguration of the districts to reflect the change below

Relocate the former polling station at Barking and Dagenham Foyer to St Mary's and St Ethelburga's Catholic Church, Linton Road to serve the reconfigured AB polling district.

The revised arrangements if approved for the ward would be as follows:

Polling district	Electors	Polling Place	Disabled Access
AA	2115	Eastbury Comp School, Rosslyn Road, Barking	Yes
AB	2638	St Mary's and St Ethelburga's Catholic Church, Linton Road	Yes
AC	2533	Abbey Ward Community Centre, Cowbridge Lane, Barking	Yes
AD	1576	Barking Learning Centre, Town Square Barking	Yes

Alibon Ward

Current arrangements

Polling district	Electors	Polling Place	Disabled Access
KA	2971	St Georges Church Hall, Rogers Road Dagenham	Yes
KB	1480	Richard Alibon Primary School, Alibon Road, Dagenham	Yes
KC	923	Dagenham Evangelical Cong. Church Hall, Osborne Square, Dagenham	Yes
KD	1931	Platform 51, Adjacent to 321 Heathway, Dagenham	Yes

ARO's Initial comments

KD – Platform 51, Adjacent to 321 Heathway, Dagenham

The current arrangements to remain in place pending future discussions with the Head Teacher about the possibility of relocating a polling station in a suitable location in Parsloes Primary School, Spurling Road to serve KD polling district.

Alibon Ward Comments

Following complaints about the location and state of the facilities at Platform 51 it was suggested that the polling station be relocated to either Bethel Church in Parsloes Avenue or Parsloes Primary school.

ARO's comments

Existing polling places serving KA/KB/KC polling districts to remain

KD- Bethel Church have confirmed that due to the continuation of renovation works the site will not be available to use next year. Following discussions with the Parsloes Primary Business Manager, agreement has been reached that a suitable space will be made available in the school to act as a polling station to serve the polling district

Final proposals

The revised arrangements if approved for the ward would be as follows:

Polling district	Electors	Polling Place	Disabled Access
KA	2971	St Georges Church Hall, Rogers Road Dagenham	Yes
KB	1480	Richard Alibon Primary School, Alibon Road, Dagenham	Yes
KC	923	Dagenham Evangelical Cong. Church Hall, Osborne Square, Dagenham	Yes
KD	1931	Parsloes Primary School, Spurling Road	Yes

Becontree Ward

Current arrangements

Polling district	Electors	Polling Place	Disabled Access
VA	2322	Bethel Christian Centre, Bennetts Castle Lane, Dagenham	Yes
VB	1891	The Vibe, 195-211 Becontree Avenue, Dagenham	Yes
VC	1755	St. Thomas Church, Haydon Road, Dagenham	Yes
VD	2831	The Erkenwald Tuition Centre, Marlborough Road, Dagenham	Yes

ARO's Initial comments

The amount of development and the increased electorate on the former UEL site requires the reconfiguration of VD polling district and the creation of new VE polling district. This will require the need to identify an additional polling place within the locality of the new polling district.

Becontree Ward Comments

Suggestion to use the new the Manor Longbridge Primary School or failing that the St Thomas More Church as a polling station for residents located primarily on the former UEL site.

ARO comments

An approach has been made to the Head Teacher of the new school who has explained that the only space that would be available and suitable as a polling station would be the main hall which is used for dining. This would necessitate the closure of the whole school for the day which the Head teacher is not prepared to sanction. In those circumstance an approach was made to the St Thomas More Church on Longbridge Road who have agreed to make available rooms which will be used to serve the new VE polling district, made up of those properties on the former UEL campus site as set out below

Final proposals

The revised arrangements if approved for the ward would be as follows:

Polling district	Electors	Polling Place	Disabled Access
VA	2322	Bethel Christian Centre, Bennetts Castle Lane, Dagenham	Yes
VB	1730	The Vibe, 195-211 Becontree Avenue, Dagenham	Yes
VC	1755	St. Thomas Church, Haydon Road, Dagenham	Yes
VD	1799	The Erkenwald Tuition Centre, Marlborough Road, Dagenham	Yes
VE	1192	St Thomas More Church, Longbridge Road	Yes

The roads making up the reconfigured VD and the new VE polling district are as follows:

VD

Amidas Gardens, Babington Road, Cotesmore Gardens, Dorothy Gardens
Fitzstephen Road, Goring Gardens, Highgrove Road, Hogarth Road
Lodge Avenue (part of), Longbridge Road (part of), Lowry Road, Marlborough Road
Peartree Gardens, Rutland Gardens and Stonard Road

VE

Academy Way, Campus Avenue, Chancellor Way, College Way, Dean Path, Fellowship
Close, Honour Gardens, Lodge Avenue (part of), Longbridge Road (part of including
Academy Court), Scholars Way and Waterside Close

Chadwell Heath Ward

Current arrangements

Polling district	Electors	Polling Place	Disabled Access
QA	2184	Marks Gate Community Complex, Rose Lane, Chadwell Heath	Yes
QB	1568	Marks Gate Baptist Church Hall, Bardfield Avenue, Chadwell Heath	Yes
QC	1751	United Reformed Church Hall, Mill Lane, Chadwell Heath	Yes
QD	1708	Eastern Avenue Baptist Church, East Road	Yes

ARO's Initial comments

No proposed changes to existing arrangements

Chadwell Heath Ward Comments

Comment received about polling station QB which is bounded by Danbury Close, Bardfield Avenue and Newhouse Avenue.

Suggestion that both Newhouse Avenue residents and the elderly residents of 2 – 28 Rosehatch Avenue should be relocated from QA polling district to QB polling district, due to the unreasonable walking distance.

Final proposals

No changes to existing arrangements apart from the reconfiguration of the QA and QB electorate to address the above comments.

Eastbrook Ward

Current arrangements

Polling district	Electors	Polling Place	Disabled Access
MA	3921	Rush Green Infant School, Dagenham Road, Rush Green	Yes
MB	2032	Eastbrook School, Dagenham Road, Dagenham	Yes
MC	1851	Dagenham & Redbridge F.C, Victoria Road, Dagenham	Yes

ARO's Initial comments

MA – Rush Green Infant School. Following changes to the site of the actual polling room and general concerns expressed by the school about the loss of teaching time it was suggested that as an alternative consideration is given to relocate to Barking and Dagenham College.

Eastbrook Ward Comments

No comments received

ARO comments

MA- A visit has been made to the site and an accessible room can be made available for use as a polling station that would not disrupt College activities.

Final proposals

The revised arrangements if approved for the ward would be as follows:

Polling district	Electors	Polling Place	Disabled Access
MA	3921	Barking and Dagenham College, Dagenham Road	Yes
MB	2032	Eastbrook School, Dagenham Road, Dagenham	Yes
MC	1851	Dagenham & Redbridge F.C, Victoria Road, Dagenham	Yes

Eastbury Ward

Current arrangements

Polling district	Electors	Polling Place	Disabled Access
CA	1886	Eastbury Manor House, Eastbury Square, Barking	Yes
CB	3220	St John The Divine Church, Goresbrook Road, Dagenham	Yes
CC	1585	Eastbury Manor House, Eastbury Square, Barking	Yes
CD	1352	Porta Cabin, Opposite John Smith House, Bevan Avenue, Barking	Yes

ARO's Initial comments

CA and CC polling stations are both in Eastbury Manor House as there are no alternative sites in this area.

CA/CD – Although all efforts are made to avoid the use of school sites the use of porta cabins used at the last elections in CD polling district are viewed as a last resort if no suitable alternative sites are identified. In those circumstances it is favoured to relocate to Eastbury Primary School in Dawson Avenue, the site being better placed geographically to serve the communities in both polling districts. The current arrangements will however remain in place pending discussions with the Head Teacher in September 2014.

Eastbury Ward Comments

None received

Final proposals

Existing polling place serving CB polling district to remain

Following discussions with the Head Teacher CA and CD polling districts will be relocated to the Eastbury Primary School with Eastbury Manor House reverting to serving CC polling district only.

The revised arrangements if approved for the ward would be as follows:

Polling district	Electors	Polling Place	Disabled Access
CA	1886	Eastbury Primary School, Dawson Avenue	Yes
CB	3220	St John The Divine Church, Goresbrook Road, Dagenham	Yes
CC	1585	Eastbury Manor House, Eastbury Square, Barking	Yes
CD	1352	Eastbury Primary School, Dawson Avenue	Yes

Gascoigne Ward

Current arrangements

Polling district	Electors	Polling Place	Disabled Access
DA	4073	Gascoigne Community Centre, St Anns, Barking	Yes
DB	1377	Salvation Army Hall, Morley Road, Barking	Yes
DC	1295	Salvation Army Hall, Morley Road, Barking	Yes
DD	678	Ripple Centre, St Erkenwald Road, Barking	Yes

ARO's Initial comments

DB and DC polling stations are both in Salvation Army Hall as there are no alternative suitable sites in the area.

Gascoigne Ward Comments

None received

Final Proposals

No changes to the current arrangements

Goresbrook Ward

Current arrangements

Polling district	Electors	Polling Place	Disabled Access
EA	1933	Hatfield Community Centre, Hatfield Road, Dagenham	Yes
EB	2883	Dawson Christian Centre, 330 Hedgemans Road, Dagenham	Yes
EC	1580	St. Peters Parish Centre, Goresbrook Road, Dagenham	Yes
ED	1530	Harmony House, Baden Powell Close, Dagenham	Yes

ARO's Initial comments

No proposed changes to existing arrangements

Goresbrook Ward Comments

None received

Final Proposals

No changes to the current arrangements

Heath Ward

Current arrangements

Polling district	Electors	Polling place	Disabled Access
PA	747	Wantz Hall, Rainham Road North, Dagenham	Yes
PB	1317	Becontree Heath Methodist Church, The Broadway, Dagenham	Yes
PC	2822	Heath Park Hall, Rusholme Avenue, Dagenham	Yes
PD	2750	Five Elms School, Wood Lane, Dagenham	Yes

ARO's Initial comments

No proposed changes to existing arrangements

Heath Ward comments

None received

Final proposals

No proposed changes to existing arrangements

Longbridge Ward

Current arrangements

Polling district	Electors	Polling Place	Disabled Access
FA	2602	Faircross Community Assn Hall, Hulse Avenue, Barking	Yes
FB	3783	Manor Junior School, Sandringham Road, Barking	Yes
FC	1478	Lovelace Gardens Community Hall, Lovelace Gardens, Barking	Yes
FD	620	Faircross Community Assn Hall, Hulse Avenue, Barking	Yes

ARO's Initial comments

FA/FD – Unable to use Faircross Community Assn Hall for future elections due to planned renovation works.

Approach be made to the church authorities about the possibility of relocating both stations to St Erkenwald Church Levett Road.

Also consideration to be given for the longer term use of a proposed new community facility in Stephen Jewers Gardens for the relocation of FD Polling station to serve FD polling district (former Barking Hospital site) .

FC –Lovelace Gardens Community Hall. Feedback from ward councillors from the last election that the site is not particularly accessible as a polling station.

Longbridge Ward Comments

FA – Consider the use the Indoor Bowling Club in Barking Park as a polling station.

FA/FD- Consider the use of a room(s) in the new Chestnut Nursery in Longbridge Road to serve both polling districts

FB/FC- Use Manor Infants School to serve both polling districts rather than the Junior School site which served FB only at the time of the last elections, when due to building works a temporary location within the school was used, which caused difficulties for voters due to the building works.

ARO Comments

FA- The option of using the Indoor Bowling Club to serve the polling district has previously been considered but rejected seeing its remote location within the park and security concerns brought about by poor (virtually non- existent) external lighting. In addition the location would be an unreasonable distance for assigned voters to walk. The same argument would apply to the nursery site.

FB/FC -The Head Teacher of the Manor Infants School has been approach with the view to using the Infants instead of the Junior site to serve both polling districts but is not prepared to change locations. In the circumstances with the building works which disrupted the local elections in May 2014 completed, the location of the polling station in

the Junior school will revert back for the Parliamentary election in May 2015 serving polling district FB only as before.

FC - Despite the concerns about the suitability of the community rooms in Lovelace Gardens it is proposed to retain its use to serve the polling district with improved signage, whilst continuing to keep all options open to identify a suitable alternative site/building within the locality.

FA/FD- An approach was made to the church authorities about the possibility of using St Erkenwald Church as an alternative polling place to serve both polling districts but unfortunately they are not prepared to hire the building for electoral purposes.

A site visit to the Chestnut Nursery in Longbridge Road has been undertaken and although there is limited space for two polling stations it would be adequate as a single polling station most appropriately serving **FA** polling district.

Officers will continue to review alternative venues within the **FD** polling district (the area in and around the former Barking Hospital site) including in the longer term the use of any new community facilities such as that earmarked at Steven Jewers Gardens. If however no suitable buildings are identified in the run up to the Parliamentary Election in May 2015 then it will be necessary to consider the use of a suitably located portacabin within the polling district.

Final proposals

The revised arrangements if approved for the ward would be as follows:

Polling district	Electors	Polling Place	Disabled Access
FA	2602	Chestnut Nursery, Longbridge Road	Yes
FB	3783	Manor Junior School, Sandringham Road, Barking	Yes
FC	1478	Lovelace Gardens Community Hall, Lovelace Gardens, Barking	Yes
FD	620	New community building or suitably located portacabin	TBC

Mayesbrook Ward

Current arrangements

Polling district	Electors	Polling Place	Disabled Access
HA	2420	St Cedds Church Hall, Lodge Avenue, Dagenham	Yes
HB	2044	Mencap Society, 27-29 Woodward Road, Dagenham	Yes
HC	1672	Ted Ball Hall, Neasham Road, Dagenham	Yes
HD	1057	St. Teresa's Primary School, Bowes Road, Dagenham	Yes

ARO's Initial comments

HB – Mencap Society - Feedback from voters and polling staff as to the lack of parking facilities at the site and a concern for the safety of voters as the station is in a courtyard off a main road.

HC - Ted Ball Hall- Concerns expressed by polling inspectors and polling staff that the shared use of the building at the last elections with a dance group was not appropriate.

The current arrangements to remain in place for both sites pending future discussions with the Community Association regarding the future exclusive use of Ted Ball Hall, as well as Head Teachers about the possibility of identifying a suitable area to relocate HB polling district to Roding Primary in Cannington Road and HC polling district to Dorothy Barley School, Ivinghoe Road, Dagenham.

Mayesbrook Ward Comments

None received

ARO's Comments

HC- The management of Ted Ball Hall are prepared to cancel other bookings for the building on election days.

HB- The Head Teacher of Roding Primary school was approached about using a room in the school to serve HB poling district but felt unable to support the suggestion as it would mean having to close the school which they are not prepared to do so.

Final proposals

For the reasons outlined no change to the current arrangements.

Parsloes Ward

Current arrangements

Polling district	Electors	Polling Place	Disabled Access
NA	1688	Kingsley Hall, Parsloes Avenue, Dagenham	Yes
NB	2318	Fanshawe Hall, Barnmead Road, Dagenham	Yes
NC	1945	St Mary's Church Hall, Grafton Road, Dagenham	Yes
ND	1028	Kingsley Hall, Parsloes Avenue, Dagenham	Yes

ARO's Initial comments

NA/ND- Polling stations are both in Kingsley Hall as there are no suitable alternative sites in the area

Parsloes Ward Comments

None received

Final proposals

No changes to the current arrangements

River Ward

Current arrangements

Polling district	Electors	Polling Place	Disabled Access
RA	1732	Dagenham Library, 1 Church Elm Lane, Dagenham	Yes
RB	1576	Jays Youth and Community Club, Ridgewell Close, Dagenham	Yes
RC	2391	Beam Primary School, Oval Road North, Dagenham	Yes
RD	1747	Thomas Arnold School, Arnold Road, Dagenham	Yes

ARO's Initial comments

RB - Jays Youth and Community Club. The feedback from the polling staff at the last election was that the venue was suitable in terms of the available space and facilities although as the site was away from the main Road it proved difficult for some voters to locate. Improved signage would aid voters.

River Ward Comments

RB- More signage should be placed in the roads leading to Jays Community Club

Final proposals

No changes to existing arrangements other than more signage to be put in place at Jays Community Club.

Thames Ward

Current arrangements

Polling District	Electors	Polling Place	Disabled Access
JA	4908	Thames View Hall, Bastable Avenue, Barking	Yes
JB	588	Scrattons Farm Hall, Morrison Road, Barking	Yes
JC	269	St. John The Divine Church, Goresbrook Road, Dagenham	Yes
JD	1534	Rivergate Centre, Minter Road, Barking	Yes

ARO's Initial comments

The pace of development and increasing electorate on the Thames View Estate has necessitated a review and reconfiguration of the existing JA/JD polling districts with the creation of an additional polling district (JE). This will require the need to identify an additional polling place within the locality of the new polling district, either an existing building or a suitably located portacabin.

Thames Ward Comments

No comments received

Final proposals

The revised arrangements if approved for the ward would be as follows:

Polling District	Electors	Polling Place	Disabled Access
JA	3843	Thames View Hall, Bastable Avenue, Barking	Yes
JB	588	Scrattons Farm Hall, Morrison Road, Barking	Yes
JC	269	St. John The Divine Church, Goresbrook Road, Dagenham	Yes
JD	1531	Rivergate Centre, Minter Road, Barking	Yes
JE	1063	Portacabin or an existing building	TBC

The roads making up the new JE polling district are: Almanza Place
Bastable Avenue (part of), Blessing Way, Crouch Avenue, Dettingen Place
Great Galley Close, Havering Way, Keel Close, Pompadour Way
Renwick Road, Salamanca Place, Sovereign Road, Stern Close
Tiger Close and Wanderer Drive

Valence Ward

Current arrangements

Polling district	Electors	Polling Place	Disabled Access
TA	1071	Education Suite – Visitors Centre, Valence House Museum, Margery Road, Dagenham	Yes
TB	1931	Henry Green School, Chitty Lane, Dagenham	Yes
TC	2269	Henry Green School, Chitty Lane, Dagenham	Yes
TD	2173	Grafton Junior School, Grafton Road, Dagenham	Yes

ARO's Initial comments

No proposed changes to existing arrangements

Valence Ward Comments

None received

Final proposals

No changes to the existing arrangements.

Village Ward

Current arrangements

Polling district	Electors	Polling Place	Disabled Access
UA	1913	Village Ward Comm. Centre, Vicarage Road, Dagenham	Yes
UB	2426	Village Church Hall, Exeter Road, Dagenham	Yes
UC	786	Teresa Greene Hall, Leys Avenue, Dagenham	Yes
UD	2345	John Perry School, Charles Road, Dagenham	Yes

ARO's Initial comments

No proposed changes to existing arrangements

Village Ward Comments

UC- Improved location signage to be provided

Final proposals

No changes to existing arrangements other than more signage for Teresa Green Hall

Whalebone Ward

Current arrangements

Polling district	Electors	Polling Place	Disabled Access
LA	1932	Hartley Brook Church, Rosslyn Avenue, Dagenham	Yes
LB	2394	Catterall Hall, Cecil Road, Chadwell Heath, Romford	Yes
LC	1437	Christian Fellowship Hall, 947A Green Lane, Becontree, Dagenham	Yes
LD	1743	Forsters Close Comm. Room, Forsters Close, Chadwell Heath	Yes

ARO's Initial comments

No proposed changes to existing arrangements

Whalebone Ward Comments

None received

ARO comments

Existing polling places serving LA/LB/LC polling districts to remain

LD- Although there were no initial proposals to relocate Forsters Close Community Room a visit was made to the new Chadwell Heath Community Centre (former Robert Jeyes library). It is regarded as a more suitable location to serve the polling district particular from an access perspective.

Final proposals

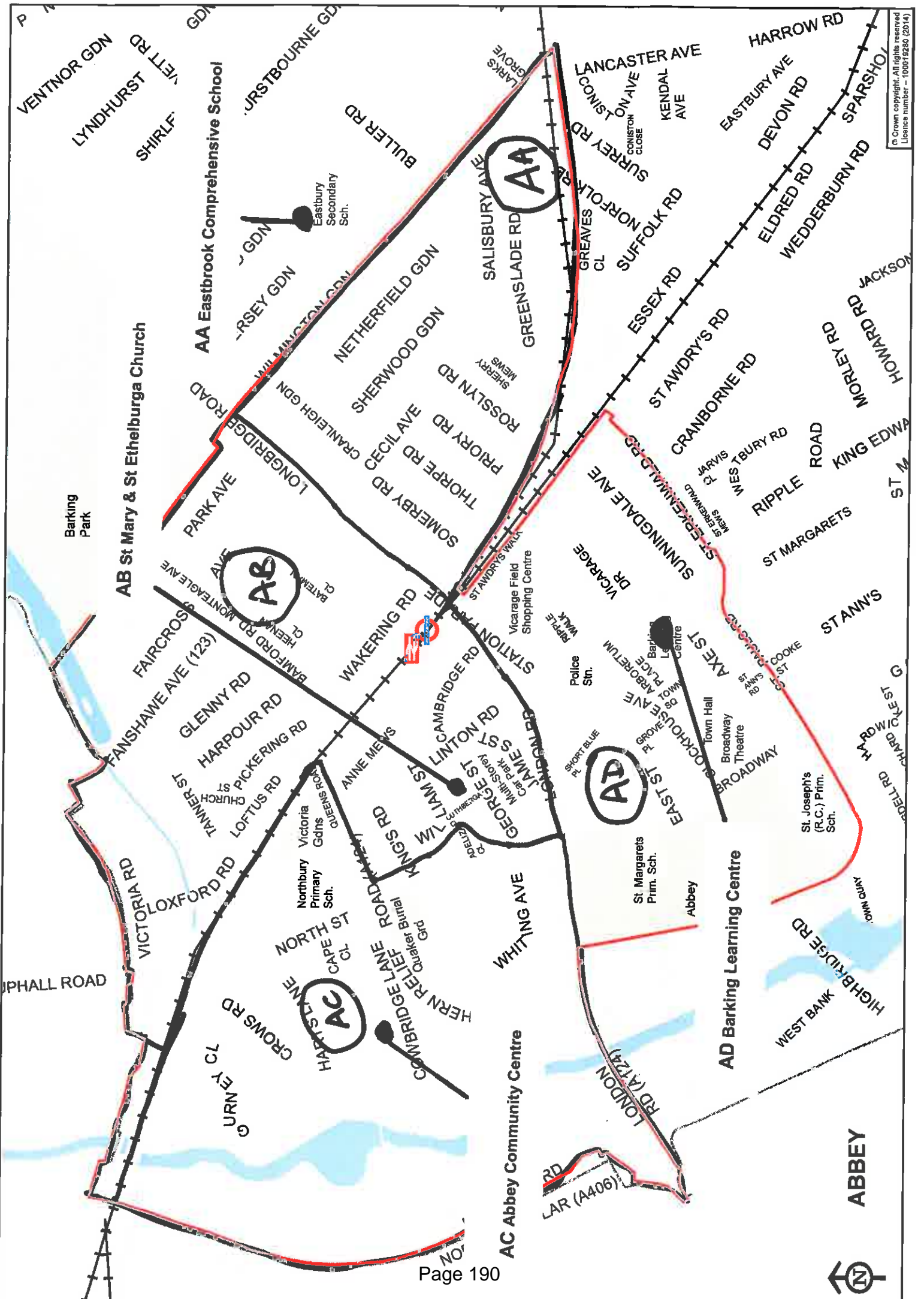
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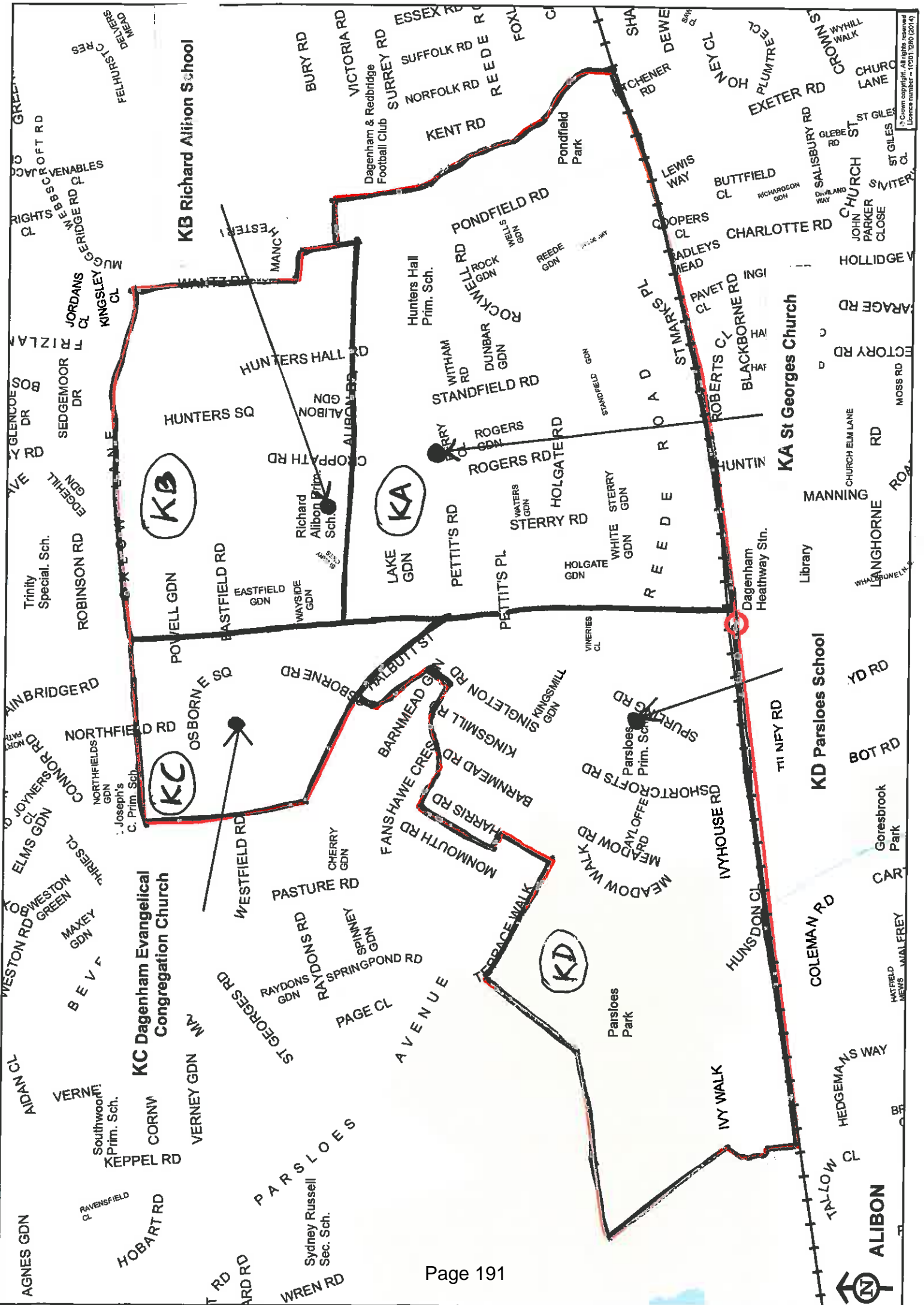
Polling district	Electors	Polling Place	Disabled Access
LA	1932	Hartley Brook Church, Rosslyn Avenue, Dagenham	Yes
LB	2394	Catterall Hall, Cecil Road, Chadwell Heath, Romford	Yes
LC	1437	Christian Fellowship Hall, 947A Green Lane, Becontree, Dagenham	Yes
LD	1743	Chadwell Heath Community Centre, High Road	Yes

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APPENDIX B

LOCATIONS MAPS OF THOSE WARDS INVOLVING PROPOSED POLLING STATION CHANGES





KB Richard Alibon School

KB

KA

KC

KC Dagenham Evangelical Congregation Church

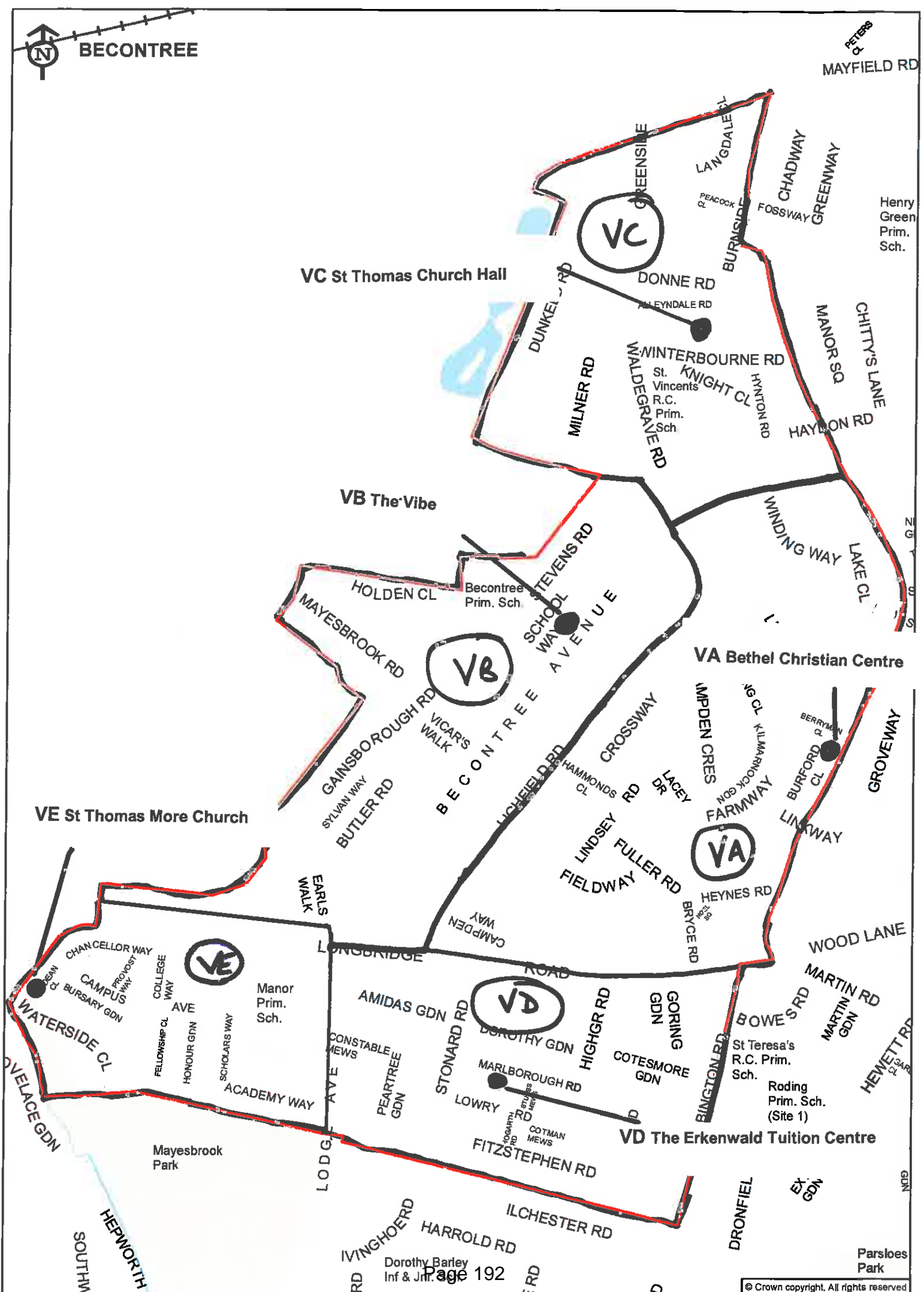
KD

KD Parsloes School

KA St Georges Church

ALIBON





VC St Thomas Church Hall

VB The Vibe

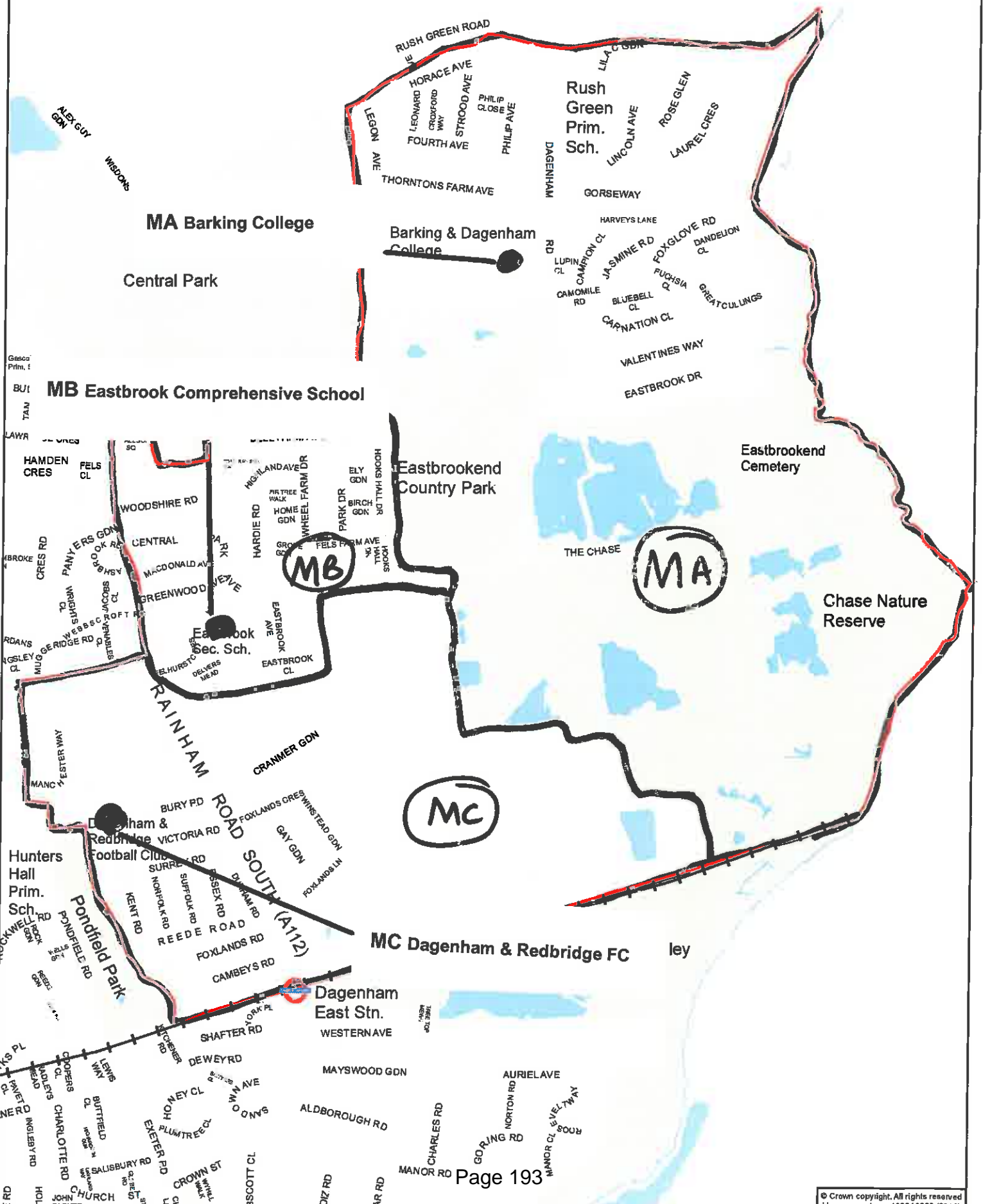
VA Bethel Christian Centre

VE St Thomas More Church

VD The Erkenwald Tuition Centre



EASTBROOK



MA Barking College

Central Park

MB Eastbrook Comprehensive School

Barking & Dagenham College

Rush Green Prim. Sch.

Eastbrookend Country Park

Eastbrookend Cemetery

Eastbrook Sec. Sch.

MC Dagenham & Redbridge FC

Dagenham East Stn.

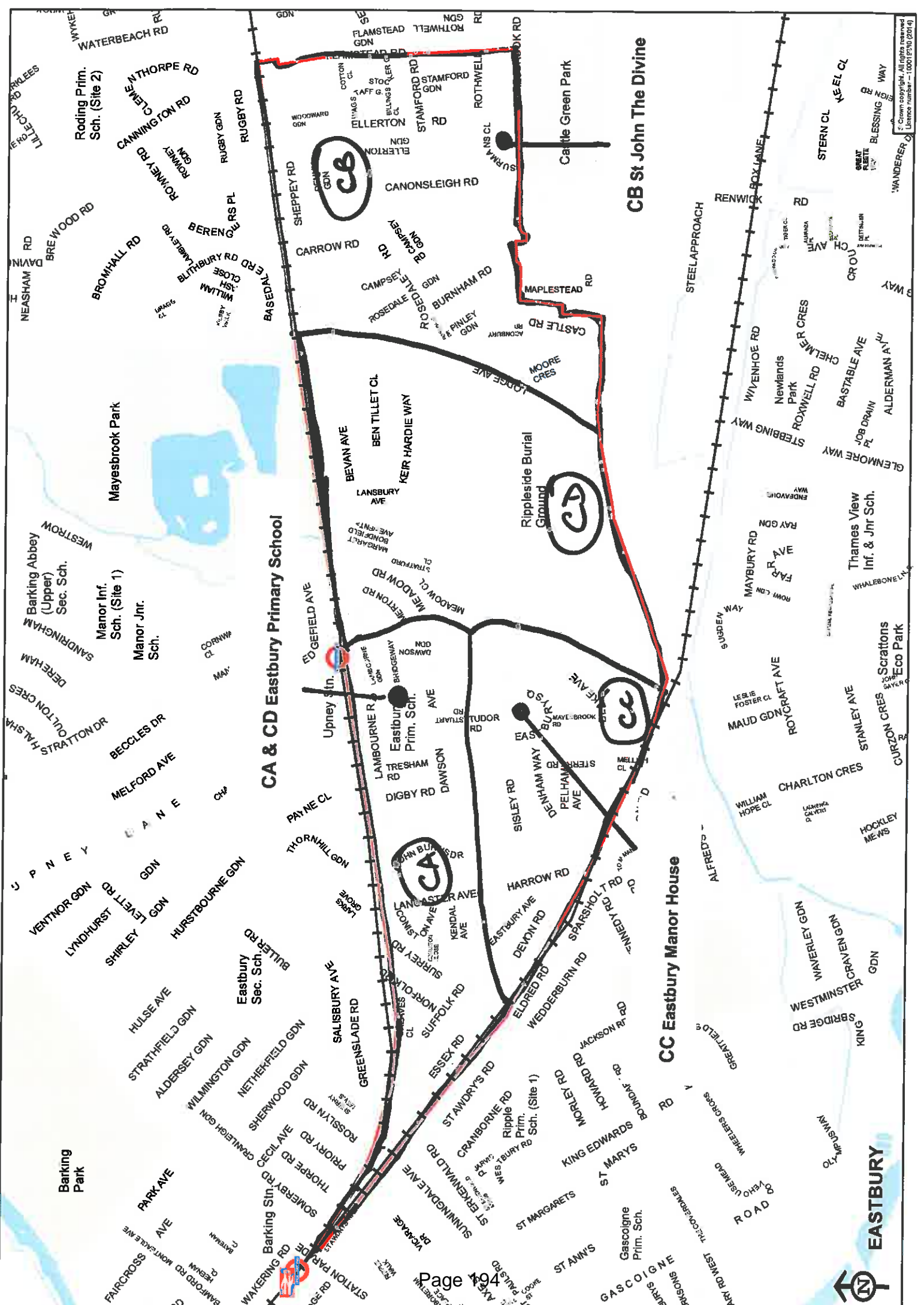
Hunters Hall Prim. Sch.

Pondfield Park

MC

MA

Chase Nature Reserve



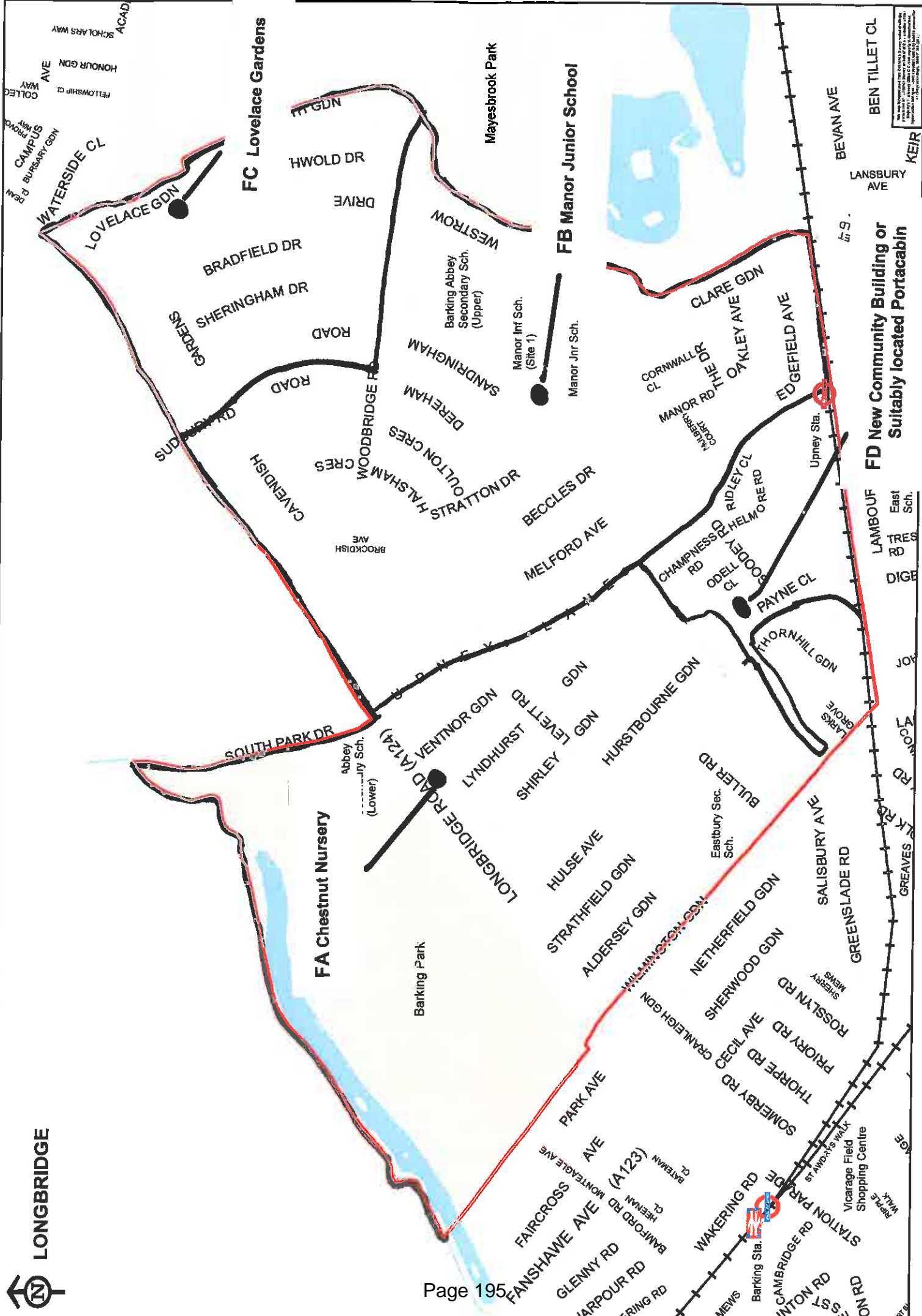
CA & CD Eastbury Primary School

CB St John The Divine

CC Eastbury Manor House

EASTBURY

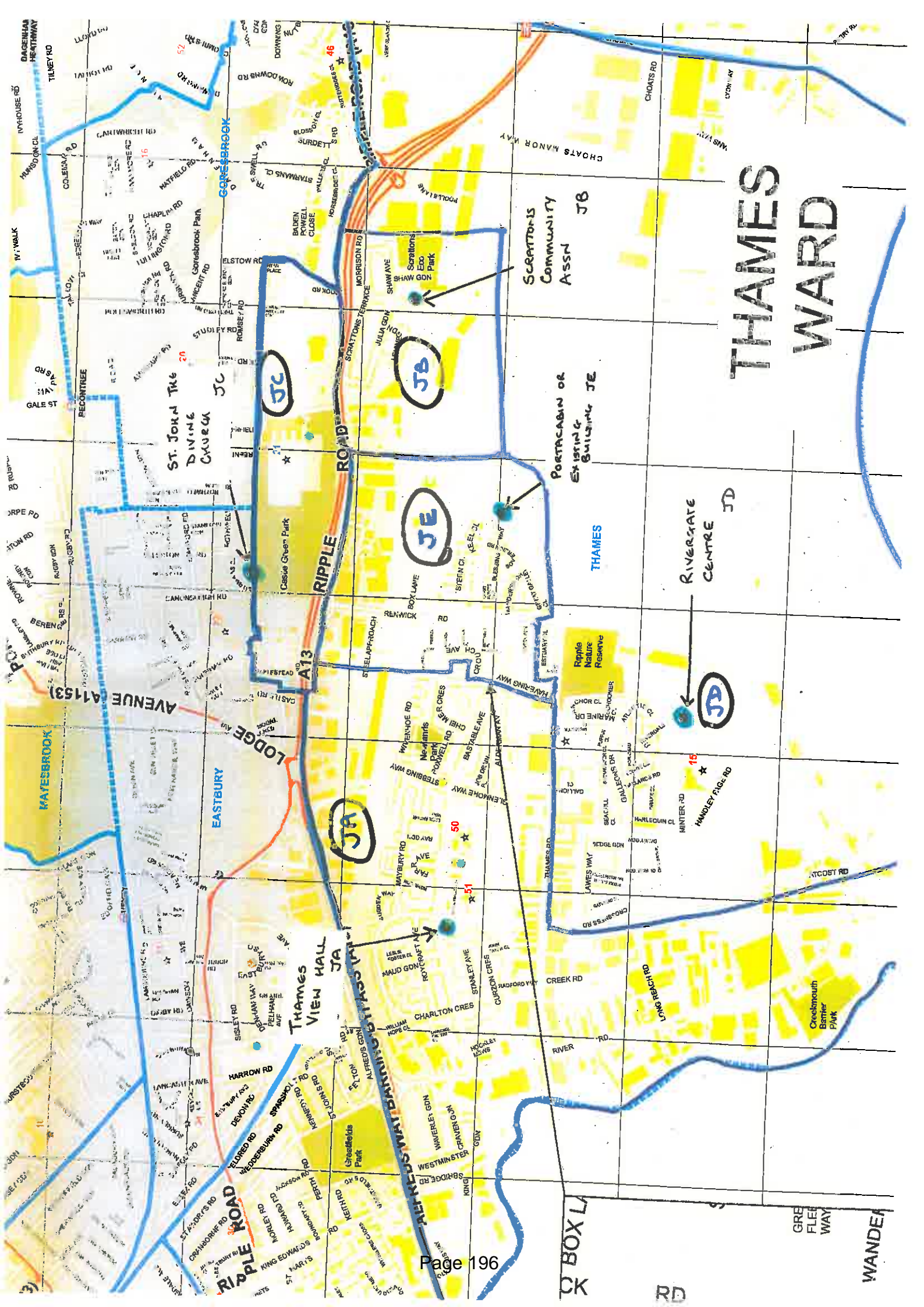




This map is a general representation of the area shown. It is not intended to be used for legal purposes. For more information, please contact the relevant authority.

FD New Community Building or Suitably located Portacabin

THAMES WARD



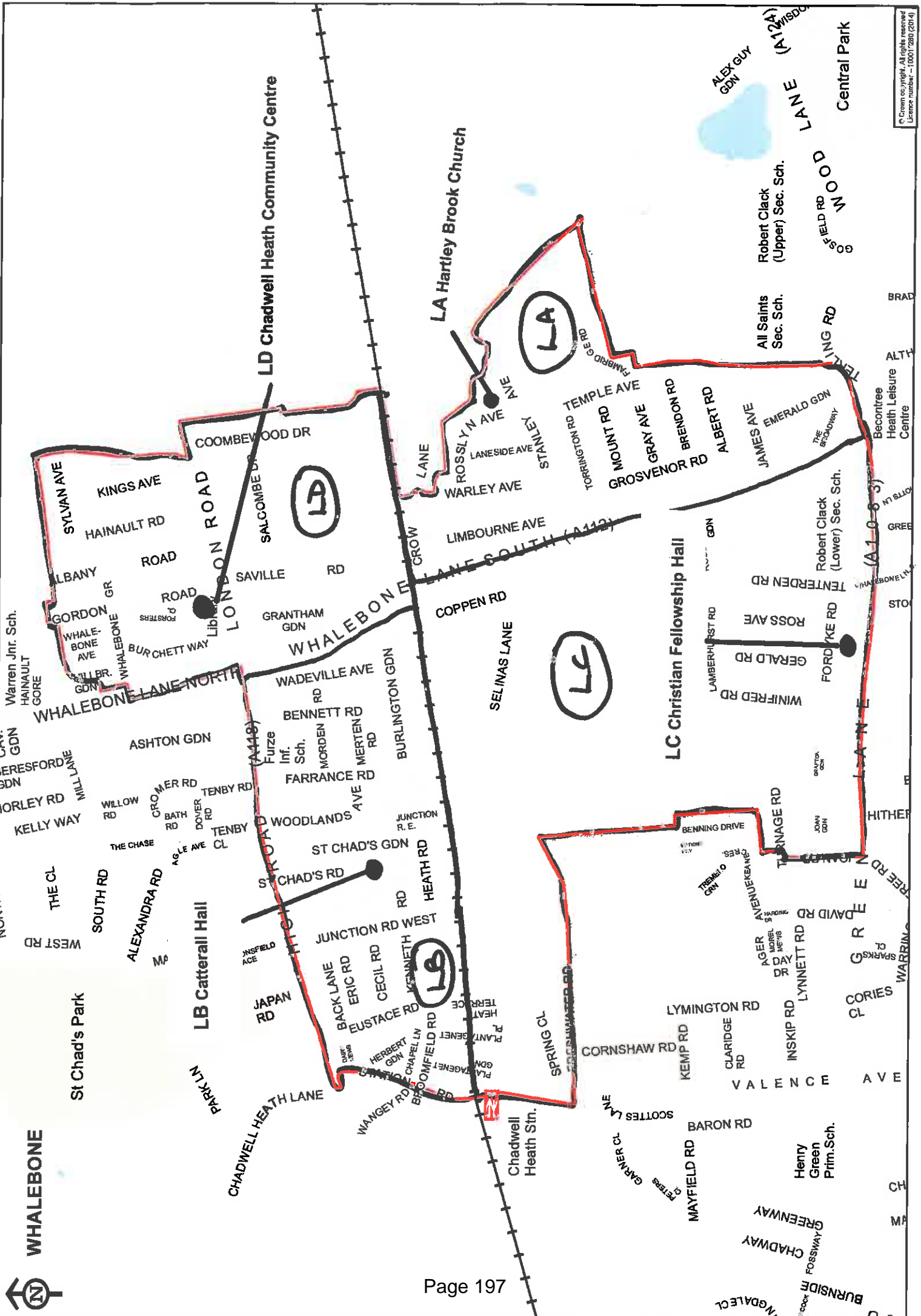
SCRATTONS
COMMUNITY
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PORTACABIN OR
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CABINET**18 November 2014**

Title: Investors in People (IiP) Bronze Level Accreditation	
Report of the Cabinet Member for Central Services	
Open Report	For Decision
Wards Affected: None	Key Decision: No
Report Author: Martin Rayson, Divisional Director of Human Resources and Organisational Development	Contact Details: Tel. 020 8227 3113 Email: martin.rayson@lbbd.gov.uk
Accountable Divisional Director: Martin Rayson, Divisional Director HR & OD	
Accountable Director: Graham Farrant, Chief Executive	
<p>Summary</p> <p>The Council has been recognised as an Investor in People (IiP) since 2005, and has been reassessed every three years.</p> <p>It is a key continuous improvement tool that provides an external assessment of our people development and business processes against a national standard. Together with other activities such as the all Staff Survey and temperature checks, it is used as a means of measuring the effectiveness of the implementation of the Council's People Strategy.</p> <p>The Investors in People Standard is a UK developed standard used by 20,000 organisations world-wide, across private, public and voluntary sectors, from SMEs to large multi-national companies.</p> <p>Having met and retained recognition since 2005, the Council also agreed to be assessed against the Bronze level. At the end of this assessment stage the Council was judged to meet all of the evidence requirements from the core standard and met and exceeded the evidence requirements for the Bronze level.</p> <p>As the Investors in People review for this period took place over three distinct stages - October 2013, April 2014 and October 2014 - the recently agreed People Strategy 2014/15 already included many of the priority actions picked up in the Assessors interim findings. This report consolidates those priority actions from the Assessor's final judgements.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to accept the Investors in People Report 2014, which is Appendix A to the report, and priority actions.</p>	

Reason(s)

The Council is externally reviewed against the Investors in People standard every three years to retain recognition. The review is used to assess the effectiveness of our People Strategy, and our business strategy. As a key continuous improvement tool recommendations for action are included to address any gaps or areas for development.

At the heart of the Investors in People Review is an assessment of staff engagement, staff development and the impact that this has on performance and the achievement of our Council vision and priorities.

1. Introduction

- 1.1 Having staff in the organisation who are engaged with us is fundamental to well-being and productivity levels and therefore our ability to deliver on our vision and priorities. We strive to be a “well-run” organisation and from a people management point of view that means having staff who are well managed and developed and are engaged.
- 1.2 An assessment against the national Investors in People Standard is one method for the Council to test out how we are achieving our aims.
- 1.3 The Council has been recognised as an Investor in People organisation since 2005. In order to retain recognition we must be reviewed by an external assessor every three years. Evidence for the review is mainly obtained through structured interviews with randomly selected staff. The Assessor selects staff according to strict criteria aimed at obtaining a true cross section. As in previous reviews over 200 of the following groups were selected:
- Members of the Council
 - Staff
 - Trade Union Representatives
 - Senior Managers
 - Managers
 - Volunteers
 - Agency Workers

It is worth noting that the majority of those selected (81% of the 57 people) were staff. The Assessor selected a wide range of working patterns from staff including those who work part-time, weekend and out of hours as well as many job roles, from all Council Departments.

The review does not include Schools or our Partners eg Elevate, as they are deemed to be separate entities able to gain Investors in People recognition in their own right.

- 1.4 The Investors in People Standard is made up of 10 elements within the framework, organised around three distinct phases: Plan, Do and Review. There are 39 evidence requirements set out in the standard, all of which must be deemed to be met to gain and retain recognition. As the Council was judged to be a Bronze level organisation, we met an additional 28 Bronze-level indicators, exceeding the

minimum requirement of 26; in total 67 evidence indicators were met. This is a significant achievement for the Council, its staff, leaders and managers given the period of significant change.

- 1.5 All staff and volunteers who took part in an interview with the Assessor have been personally thanked by letter, by the Leader of the Council and the Chief Executive.

2. Main findings

- 2.1 The Assessor found that there were a number of areas of improvement and many strengths since the last review in 2011. These can be seen in full in the attached report (Appendix A) and are summarised below:

- Clarity about political aims and renewed vision and values with a reinforced “golden thread”
- A good variety of learning opportunities including “flexible and innovative approaches” and blended-learning provided for people at all different levels.
- A significant number of staff are able to explain how they provide leadership to the community.
- Strong commitment from staff to the success of the Council.
- A culture which encourages continuous learning.
- Despite “the pressure of increased workloads” most people believe that work-life balance is valued and part of the culture of the Council.
- Clear expectations of managers through the 13 point checklist.
- Good strategies, policies and procedures in place.
- Majority of staff said that they get useful and constructive feedback from their manager and many had noted that the council has become less hierarchical in its culture and structure.
- Feedback mechanisms are more established, and the values work is a good example of this.

Priority areas for improvement are set out in paragraph 3 of this report.

- 2.2 There were some points in the report which have already been addressed:

- Induction

An induction programme for managers is in place from November 2014. Requirement to attend corporate induction and to undertake induction e-learning reinforced through Manager Update. Audit of take up of corporate induction programmes taking place.

- Lone Working Practices

The emphasis for the management of violence and aggression is based on risk assessment. This is supported by a comprehensive Violence and Aggression Policy (which is scheduled for review in 2015), templates which are available on the Intranet and training programme.

Occupational Health, Safety and Wellbeing (OHSW) continue to monitor the implementation of the Violence and Aggression Policy, via the rolling Health,

Safety and Wellbeing audit programme. Where it is determined (via audit) that arrangements require strengthening, advice is provided by OHSW.

To complement existing tutor led Violence and Aggression training courses (Conflict Avoidance and Violence & Aggression - Reception Areas), a new i-Learn module "Personal Safety" has been launched.

3. Priority Actions

3.1 The areas requiring improvement identified by the Assessor were already included in the People Strategy 2014/15, agreed by Cabinet on 25 September 2014.

3.2 The proposed priority actions are set out below:

Skills and Ways of Working

- Clarify the separate purposes of the vision and values, the reason for having them and embed them further

Promotion and awareness sessions and posters. Values sessions are being planned.

- Explicitly develop leadership skills, attitudes and behaviours at all levels in the organisation

Review of competencies is planned.

- Provide regular feedback about achieving goals about individual and team focus in an accessible way

Further reinforcement of this in Appraisal window 2015

- Use learning to drive risk management, compliance and innovation more explicitly; consider formally adopting 70:20:10 framework

Annual review of Learning and Development Plan to take place December 2014, new plan in place for 2015.

- Streamline expectations of leaders and managers 13 point checklist, expectations, JDs, competencies and staff charter.

Review taking place Autumn 2014. Guidance for 121s under review.

Leading and Managing Through Change

- Communication with "hard to reach" employees – upward and downwards. Improve other two-way comms. More you said we did.

Engagement Plan addresses this and includes audit of internal communications and visibility of senior managers.

The Deal for Our Workforce

- Encourage managers to take personal responsibility for staff charter. Carry out surveys in all divisions linked to 13 point checklist.

Temperature Checks planned from January 2015, review arrangements for divisions and departments. Communication and promotion of staff charter, included in Engagement Plan, and as part of new Competencies.

- Star Awards to be explicitly about leadership

Star Award categories to be reviewed after December 2014 Star Awards event.

4. Next Steps

- 4.1 Investors in People Review is a key continuous improvement tool and arrangements are in place for our Assessor to meet with the People Board this month to go through the report and our key priority actions.
- 4.2 The Investors in People Framework is under review and a new framework and concepts is likely to be published in July 2015. The Council will be assessed under the new framework in future years.
- 4.3 To retain recognition as an Investor in People, the next formal review is October 2017.

5. Financial Implications

Implications completed by: Carl Tomlinson, Finance Group Manager

- 5.1 All actions set out in this action plan can be funded from the existing budgets allocated to the Human Resources and Organisational Development Teams. Staff costs comprise a significant proportion of the Council's overall revenue budget; therefore, effective people management is essential.

6. Legal Implications

Implications completed by: Paul Feild Senior Governance Solicitor

- 6.1 The Council as a major employer and public service provider is expected to manage its staff and their relations with the community to the highest standards. The public sector duty under the Equality Act 2010 requires that the Council shall to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities.
- 6.2 Establishing a culture that maintains the highest standards in terms of ethical behaviour and treatment of service users can only be successful if those values are entrenched within the organisation and demonstrated by its leadership. A suite of people policies that ensure that our staff are employed and managed in accordance with employment law and best practice is a significant step in achieving this objective.

7. Other Implications

- 7.1 **Risk Management** – There is a corporate risk relating to staff morale and its impact on organisational success. Investors in People Reviews help the Council to identify the actions necessary to bolster engagement levels during this time of change and thereby manage that risk.
- 7.2 **Staffing Issues** – The staffing issues are fully explored within the main body of the text.
- 7.3 **Health Issues** – Around 50% of the Council's staff live in the borough. The action we therefore take to manage their well-being does impact on the overall health of the Borough.

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

List of appendices:

- **Appendix A** – Investors in People Report October 2014

INVESTORS IN PEOPLE REPORT



Presented by Claire Crafer

Investors in People Specialist

On behalf of Investors in People South of England

(Prepared: 16th October 2014)

(Project number: 13/4160)



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Introduction

The London Borough of Barking and Dagenham (LBBB) is recognised as an Investor in People and has used the Standard as a methodology for achieving its aims. These are to build community capacity through the provision of leadership of place externally and of leadership of people internally.

LBBB has been assessed against the core Standard and additional evidence requirements from the Wider Framework.

In order to embed the Standard, and to reduce the disruption caused by assessment, it was decided to stage the process.

Consequently, the review took place in three phases based on the plan, do, and review cycle which is intrinsic to the Standard (see model right).

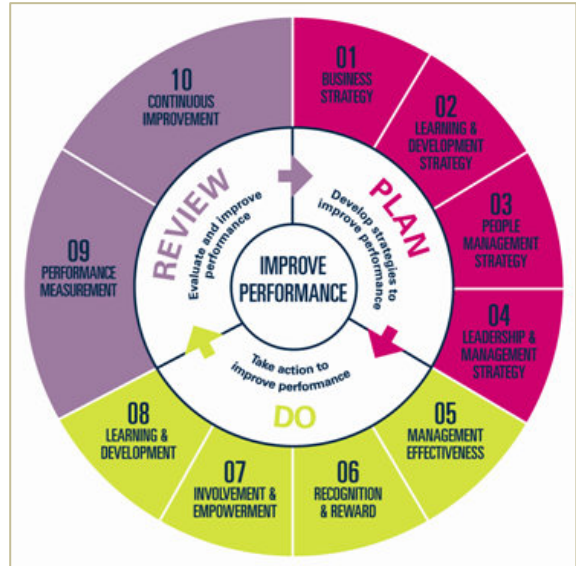


Figure 1: The Core IIP Framework

I visited the organisation on three separate occasions and interviewed more than 200 people who contribute to its success. These included Council Members, Employees and Volunteers.

I am grateful to all of them for taking the time to come and see me and for discussing their views and experiences frankly. I would also like to thank Gail Clark, Claire Coleman, Josie Okafor and all the IIP Champions who set up the schedule and made sure that everything ran smoothly for me.

My findings are set out in this report. It has been developed and updated after each of my visits.

I have used some quotations and I should warn that these may not be absolutely verbatim. This is either because of limitations in my ability to take notes or because I have made slight changes for the purposes of clarity or anonymity.

Executive Summary

LBBB has established clearer political aims and renewed its vision and values.

I found that a significant number of people were able to explain to me how they provide leadership to the community. The Council has a really good platform on which to build further.

A wide range of Key Performance Indicators (KPIs) is in place.

I found that the level of consultation at LBBB is improving and that there is much more consistency about completing appraisals.

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The Council does have a learning and development strategy. A blended learning approach is used to address the needs identified. Senior managers recognise that the way they deliver learning should reflect the current times.

They have created a culture which encourages continuous learning.

Across the Council as a whole the investment in learning and development has not been reduced in line with the 30% cuts which have taken place. An annual review of the learning and development strategy is undertaken to assess the return on expectation and investment.

Learning and development is also planned for services, teams and individuals. People at LBBD are increasingly taking on responsibility for managing their individual learning.

One of the Council's objectives is to be a well-run organisation and it does have a people strategy. It also has a well-established equality and diversity strategy.

Despite the budget cuts, people did consistently agree that the Council provides ample opportunities for everyone to develop competence in their current role. Many felt that they are also given opportunities to develop their careers.

Most people do believe that their work-life balance is valued and is a part of the culture in the Council. One issue which did cause concern was about different practices in relation to lone working.

Managers told me that they have had training to make sure that recruitment and selection is fair, efficient and effective.

LBBD has a long established 13 point checklist which sets out what is expected of managers. The expectations generally are discussed at management conferences.

A new approach to leadership and management training and development is included in the learning strategy. In addition to the internal programmes a number of people mentioned taking part in the Leaders for London programme or exploring the option of taking external management qualifications.

The consistency of how managers at LBBD lead and develop their people has long been an issue for the Authority. They have now started to measure it through taking 'temperature check' surveys.

121 meetings, appraisal and team meetings all happen more regularly now than in the past. People get useful and constructive feedback from their manager and many have noticed that the Council has become less hierarchical.

LBBD has done work on looking at the employee value proposition and produced a Staff Charter.

Despite the Council's efforts in regard to consultation people still persistently said that they are asked for their views but they do not know how they get taken into account.

People are strongly committed to the success of the Council for a variety of reasons.

Learning and development continues to take place at LBBD. Managers support people in their personal development as well as in developing their technical competence.



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Good examples were provided of the impact which learning has had on performance levels.

Participation in the staff survey has increased but the overall engagement level has not risen.

The task now is for LBBD to get real traction from all the people strategies, policies and procedures which it has put into place.

The total number of evidence requirements met from the core Standard is 39. All of the core requirements from the IIP Standard are met. In addition, LBBD met 28 of the 34 wider framework requirements which I also assessed. I have therefore accredited the Council at the Bronze level.



What is currently done very well ...

- ✓ There is clarity about the aspirations of the Council and the communication of them.
- ✓ Many people can already see how they provide leadership regardless of their place in the Council’s hierarchy.
- ✓ A good variety of learning opportunities is provided for people at all levels to access.
- ✓ People have opportunities to question the Chief Executive face to face.
- ✓ Some services are particularly good at arranging visits to see how their counterparts operate and gather ideas.
- ✓ Managers are increasingly encouraging people to access the employee welfare line.
- ✓ Support is provided to people who are being redeployed.
- ✓ Work has taken place on the employee value proposition and this resulted in the development of a Staff Charter which makes the psychological contract very clear.
- ✓ Further investment in the development of leadership capability is planned to support the Council’s aspirations.
- ✓ The Employee Assistance Programme has been extended to include counselling and the families of employees.
- ✓ The Council was the first local authority to guarantee all its lowest paid employees will be paid a minimum wage of £9 an hour. It still has one of the highest minimum wages of any council in the country and this exceeds the London Living Wage.
- ✓ There is good support for the personal development of individuals and the Council still has active Union Learner Reps.



Bright Ideas where there could be some improvement ...

- ⇒ Senior managers could clarify to people the separate purposes of the vision and values, the reasons for having them and embed them further.
- ⇒ Explicitly develop leadership skills, attitudes and behaviours at all levels in the organisation.
- ⇒ Remember that achieving goals is a major motivator of people and provide them with regular feedback about their individual and team progress in an accessible way.
- ⇒ CMT could take more ownership of using learning to drive risk management, compliance and innovation across the whole organisation more explicitly.
- ⇒ It could also consider formally adopting the 70:20:10 framework.
- ⇒ A more consistent approach to lone working across the Council could be developed and implemented.
- ⇒ More needs to be done to communicate with ‘hard to reach’ employees (who are not online) upwards as well as downwards.
- ⇒ There is still scope for streamlining the expectations of leaders and managers and aligning them with processes and development programmes to improve clarity, consistency and reinforcement.
- ⇒ Carrying out surveys in all divisions aligned to the 13 point checklist would help to indicate where additional learning is required and to evaluate the impact.
- ⇒ Encouraging managers to take personal responsibility for putting the Staff Charter into practice would help to embed it.
- ⇒ Some of the positive changes which are happening could be identified and communicated to lift morale.
- ⇒ Making some of the Star Awards explicitly about leadership would help to illustrate how people at all levels in the organisation can be leaders.

Main Findings

Business Strategy

LBBD has established clearer political aims and it has renewed the vision for the Council and the Borough. The five key priorities are on the website, every committee agenda and displayed on walls. They are the starting point for every single service strategy. I think these are now beginning to become established and work is being done to embed the vision.

“He is very clear about what he is trying to do across the Borough - especially around regeneration. He is like a breath of fresh air and it is very exciting. He has had a very positive effect on some of the people I deal with and this makes our lives easier. I have had a lot of positive feedback.”

Senior managers and Council Leaders are consciously trying to be more visible and do walkabouts visiting every floor in every building. These are good opportunities to talk to people about the vision and the values and to bring them to life.

Many people were involved and consulted about developing the values and I think it is important to continue reminding people that this was the case so that they are truly shared. These are positive and inspiring messages which can be used to counteract the narrative about ‘the cuts’ which, while critically important, have a demotivating effect rather than a motivational one. People do need to know that the pain will be worthwhile in the long run.

Senior managers recognise that the Council needs to provide leadership of place because no other body will do this across the whole agenda or the whole Borough.

Although this concept is relatively new I found that a significant number of people were able to explain to me how they provide leadership to the community regardless of their position in the Council hierarchy.

Quite a few people saw themselves as ambassadors and representatives of the Council in the community. Others felt that they provide leadership by working with vulnerable people and giving them advice or signposting options.

“I like to think I am providing leadership to the families I work with because they look to you for guidance and support once they have engaged with you. It is empowering them to feel that they can lead as well.”

One person felt that she provides leadership because she brings quite a lot of specialist knowledge to her team. She said she can lead the way by using her knowledge about the facilities for the team’s client group in the Borough. She recognised that, if members of staff have a bit more knowledge about something than others, they have the opportunity to be a leader.

“I feel a sense of leadership when I visit tenants and have to advise them on the services available to them. In that sense you are empowered to provide leadership in terms of informing people and helping them. When I go out there I own it all because I am representing the Council.”

An officer working in Regeneration felt that they provide leadership through consultation to help people to decide what would be best for their community.

A person working in the school kitchens recognised that she leads children to eat healthy meals. I think that there is scope for developing leadership skills among all staff and including this



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in the Workforce Development Strategy so that a higher proportion of people can provide these sort of examples and take pride in what they do.

However, I do think that the Council already has a really good platform on which to build further.

Senior managers are now able to confirm that the Council has a clear set of core values that supports its purpose and vision. The DRIVE mnemonic device reinforces need for change and transformation to be driven through the Council and the Borough as they move from a paternalistic culture to a more empowered environment where people are supported to change their own lives instead of having things done to them or for them.

Because the vision and values are so new, I found that people at all levels do not yet have enough knowledge of them to be able to explain consistently how they will affect the way in which they manage and work. I think it would be thought provoking if senior leaders and managers make sure that the core values are at the heart of the organisation’s strategy and govern the way it operates by asking people how they apply the values when they meet them if this is done in a way which is not threatening.

“At our level, the Council expects us to be part of forming the values, vision and plan. We are expected to contribute but also to embed them in our people through the way we carry ourselves and way we manage them.”

The examples which senior leaders and managers collect in this way can

“He made an impromptu visit to my service to talk about the values. He talked about how much he values contribution and said that anyone is free to contact him directly. I think it’s a massive change and really recognised by my staff. 1 borough and 1 community – we can’t say that often enough. Anything we can do to bring the barriers down is really welcomed.”

then be passed to others so that they, in turn, can see how they are working in accordance with the values. In this way people will not just ‘learn’ the values but use them in decision making.

It is also helpful if senior people make frequent reference to how the values have explicitly affected situations they face themselves. For example saying ‘We decided this in line with our value of responding in a prompt, positive way’ or ‘We thought this was the thing to do to engage with others.’

The clarity of priorities has helped to reinforce the ‘golden thread’ and the cascade of objectives throughout the organisation. A wide range of Key Performance Indicators (KPIs) is in place and these are generally familiar to people where they are relevant.

The KPIs were updated by Cabinet this year to reflect the new priorities more accurately.

As achieving goals and targets is one of the best motivators of people, I think there is still scope for them to be used more effectively. This can be done by giving people regular and accessible feedback about where they are in relation to targets. This is often best done in visual ways through the use of graphs and trends for example. Success needs to be recognised and celebrated and risks addressed through involving the people on the front line in finding solutions.



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According to Locke and Latham¹, the gurus of goal setting theory, there are five principles that can improve the chances of success. These are:

1. Clarity.
2. Challenge.
3. Commitment.
4. Feedback.
5. Task complexity.

Some, but not all, of the managers at LBBDD are applying the principles very effectively but others do not use KPIs as a motivational tool. I would like to see this done more consistently.

Managers told me that they have referenced the previous values in their plans and in induction, 121 and team meetings. They also underpinned the values by using the competency framework in appraisal meetings. The competency framework may need to be revised to reflect the new values more explicitly.

"I make sure that everyone in my team treats people fairly and respectfully and if I see something different I will tackle it. The values make working life much easier."

People in turn could tell me what the previous values meant for the way that

"I like to think we always put customers first. As a public servant you can't get more responsibility than that. We value people's backgrounds. Working together – we are a good team and have good links with agencies. Achieving excellence – I strive to do my very, very best in my job."

they were expected to work. They did joint working to achieve better outcomes. They valued customers and colleagues and treated them with empathy and respect. They said they were respectful when they went into people's homes. They took responsibility for managing risks.

I therefore think that, as the new values become further communicated and embedded, they will be applied to the way people are managed and work and that these evidence requirements within the IIP framework will again be met.

I found that the level of consultation at LBBDD is improving and that there is much more consistency about completing appraisals which, of course, provide people with an opportunity to have a say. I am not sure that they always receive feedback having done so.

The relationship with the recognised trades unions is quite strong and regular meetings are held with them. Union representatives believe they played a major part in getting the Housing Repairs and Maintenance service brought back into the Council. Union Learner Representatives are also active in promoting and providing opportunities to develop key skills such as English, Maths and IT to staff and to the community.

While the union representatives I spoke to felt that the Council itself is a good employer, some felt that there are still poor managers within it. They thought that an induction programme for managers (which is part of the

¹ Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation. *American Psychologist*, 57(9), 705-717.

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People Strategy) would be a good idea to help to ensure consistency. They would also like to see HR challenge managers more on disciplinary cases so that these do not proceed where there is little substance to them.

A demonstration about cuts in the time some Council drivers are paid to prepare their vehicles was held while I was onsite and senior leaders and manager went out to talk to those involved in it.

Learning & Development Strategy

The Council does have a learning and development strategy. It contains processes for identifying learning needs at service and individual levels. I think that the process for analysing learning and development needs at the corporate level is still relatively weak and suggest that these are reviewed as part of the Corporate Management Team (CMT) agenda so that the Learning and Development Strategy builds the Council’s capacity to achieve its vision.

Proposals are in place to centralise all the Learning and Development functions which I think will be helpful in contributing to the One Council and One Borough vision.

I do still think that the identification of development needs at all levels could be more robust and based on risk management, innovation, performance, leadership and compliance more clearly although this has improved over the years. The Council has plenty of feedback and management information derived from surveys, audits and inspections and reports on performance. All of these can indicate requirements for learning and development and be used to establish the desired outcomes from it.

A blended learning approach is used to address the needs which are identified and the plans reference: observations; learning from experience; attendance at training events; e-learning; conferences; coaching and

“The budget shrinking so fast means that some services have to work in partnership, be more commercial and work smarter to survive. We have been good at encouraging people to take part in national pilots. We go to conferences and bring information back.”

mentoring; secondments; and formal qualifications.

I was particularly impressed by the flexible and innovative approaches which have been identified and included in the learning and Development Strategy. These include the development of ‘Care City’ to address the shortages of care skills in both the Council and the Borough which is affecting the ability to deliver the care packages which have been agreed.

Yammer is an internal social media system used to circulate and share information and knowledge. The Learning Centre provides access to key skills making good use of government funding available for this purpose and it gives people a chance to obtain qualifications. Some of the Council’s drivers have benefitted from getting their Certificate of Professional Competence (CPC) through it for example.

Senior managers could explain how they have created a culture that encourages continuous learning and promote the development of skills and knowledge at every level. They pointed out that LBBB has subscribed to Learning Pool and taken corporate membership of the College of Social Work. Both of these provide learning resources for people to access.

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The Council takes part in an inter-Borough mentoring scheme and has encouraged its staff to become school governors.

Senior managers have also put material on i-Learn and produced a skills profile for people who are being redeployed. They are encouraging people to see that learning is not restricted to traditional training courses. There has been a campaign to make sure that everyone has an appraisal where they are given feedback to learn from and encouraged to produce a personal development plan.

In addition, it might be useful to formally adopt and promote the 70:20:10 framework (see model right) so that managers and people can see how learning is an everyday activity.

This framework is a simple concept that has developed from work carried out by various researchers. It suggests that a one-dimensional focus on structured training and development misses the opportunity to exploit learning and development where most of it happens, which is within the workflow. More information is available at www.702010forum.com

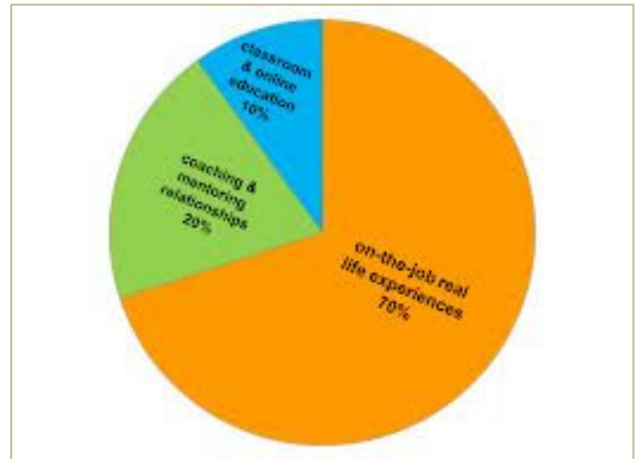


Figure 2: The 70:20:10 Framework

Senior managers recognise that the way they deliver learning and development should reflect the current times and that they can achieve as much value with a reduced budget.

Consequently, the Council has reviewed how learning and development is delivered and whether there is scope for still greater efficiency in how this is done. The investment in the corporate training programme has been reducing as LBBD is increasingly using e-learning.

However, across the Council as a whole the investment in learning and development has not been reduced in line with the 30% cuts which have taken place. The investment in social care training has been sustained. Significant sums are currently held at service level to support mandatory, service and individual learning and development, including support for qualifications.

As mentioned above, consideration is being given to centralising more of these resources.

The current priorities set out in the corporate learning and development plan are to:

- 1) Provide entry level opportunities through apprenticeships, graduate recruitment and internships;
- 2) Enable people to undertake their current roles effectively (including basic skills, safeguarding, customer service, health and safety);
- 3) And develop key professionals, leadership and management skills and introduce succession planning.

In addition, preparations are being made for the implementation of the Care Act.

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Although leadership of people is a priority in the learning and development plan what I cannot see clearly is any emphasis on using learning to drive leadership of place or customer service. There is not an emphasis on developing leadership skills throughout the organisation.

The corporate learning and development plan is due to be updated and I think that there is scope for aligning the learning and development strategy more closely with the people strategy and creating the sort of place that the Council wants to become and wants the Borough to become.

An annual review of the learning and development strategy is undertaken to assess the return on expectation and investment. The review assists in identifying any changes which need to be made to the overall approach and to inform the programme for the following year.

This year the proposed evaluation will comprise:

- ⇒ an annual survey of managers to assess overall impact
- ⇒ the inclusion of relevant questions in the Temperature Check Survey
- ⇒ an evaluation of performance data for the Council e.g. customer satisfaction data, as a means to assess impact.

The evaluation will also monitor a number of KPIs such as delivering 4 days of learning and development activity per person, reducing the number of complaints received, reducing reportable accidents and calls to the IT Help Desk.

The overall performance and delivery of Council staff will also incorporate more qualitative analysis by the Corporate Management Team (CMT), taking on board elected member views of services, particular problems during the year and the reasons for them.

Managers explained that they look for trends and the direction of travel to establish service learning and development needs. Services for children and young people are quite well resourced in this regard.

The Mental Health First Aid training programme has been running and has already trained 700 delegates, across the Council and other partners in the Borough. Outcomes will be recorded and reported to the relevant Boards.

Lots of legislative reform is being introduced in the area of adoption so the team has training planned on the new assessment process and different ideas about how to recruit adopters. Much of the content will be about what social workers are being asked to do – such as avoiding disruptions to placements. Managers will evaluate the impact by monitoring the work the team produces and, in supervision, will test whether their understanding of the new assessment framework is correct. Managers will also see this in the reports produced and eventually will see more children placed with adopters.

“Across the whole team there will be a pretty good service when they are all qualified. I have seen the difference in customer satisfaction because of the way they are dealt with. We measure this via complaints and member enquiries – that is an indication of how dissatisfied the customer might be. Plus we do surveys of different types. The trick is to get from the qualification to living it in practice via teambuilding and 121s.”

Volunteers are going to do a level 2 NVQ so that they can assist with youth work.

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In another directorate, Civil Engineers are going to do the qualifications they need for a street works management course so that they will be able to sign off street works.

Housing services are being made more professional. Officers do not have to have Chartered Institute of Housing qualification but managers decided that they should all do it. Managers said they can see the reduction of their time spent in answering questions. Legal costs have gone down because officers have the confidence to deal with things without referring them.

Individuals I spoke to also consistently told me that they have got training and development planned. Because they have been involved in identifying the needs, I found that they understand the purpose and intended outcomes.

Some people said that they have training planned on case law because that affects their day to day decisions

“I have been empowered to look at online training and book it myself. I have done building resilience because in my role it is highly pressured. My manager says just book it on the calendar and I go to one of the quieter offices. I am doing the violence and aggression one in January so I can deal with people who are violent with confidence.”

and work. Others are going to learn more about the IT systems they use to record information. Some have meetings booked with managers so that they can learn about new cases they are taking on. One person said there are plans for her to qualify as a practice assessor so that she can supervise students. Another is going to do first aid training because he works in a high risk environment.

I found that people at LBBB are increasingly taking on responsibility for managing their individual learning and leading on it. The majority told me that they have a responsibility as well as their manager’s.

A few individuals said that they are deterred by their managers who say that there is no money for training. This does not seem to be the case and I suspect that, in some cases at least time, might be the real issue.

People Management Strategy

One of the Council’s objectives is to be a well- run organisation and it does have a people strategy to deliver this aspiration. The strategy recognises that high levels of engagement are needed to sustain productivity.

The Chief Executive runs regular open forums. People are invited to attend and to put forward their concerns and suggestions. Relatively few of the people I interviewed had attended but those who did were impressed by the accessibility of the Chief Executive and felt that they were getting good information and truthful answers.

“He did not get flustered. He was straight talking and not sugar coating anything. There were a lot of angry people there and he put himself in the lion’s den. People questioned the procedures and he asked his assistant to take a note and said he would investigate. A couple of days later he sent an e-mail round so he did follow

People are also encouraged to put forward ideas to improve their services and a number had been on visits to see how their counterparts operate in other Boroughs. The Nurseries, Local Studies and Heritage departments seem to be especially good at doing these trips. I was pleased to note that volunteers are included in the visits.

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Other services have brainstorming or awayday sessions. Some encourage people to join professional bodies or specialist networks.

“We have come away from other nurseries with fantastic ideas. For example we have introduced home learning bags. They are really popular. We don’t have enough! Also a library where they could take books home. There is lots of partnership with the parents.”

People consistently told me they can discuss their ideas and views at 121, appraisal and team meetings. However, I did find that levels of staff engagement very significantly between departments. In some cases people felt that managers are just too busy to consider how ideas might be implemented.

“I wrote out bullet points of things I think are going wrong and where we are going round in circles because we keep making the same mistakes over and over. I had a meeting with a senior manager. I think he delegates to managers below him who are already snowed under and, as a result, it dies. At least I had the satisfaction of saying what I thought would be an improvement.”

The people strategy looks at skills and ways of working and the ‘deal’ for employees. The Council has developed a Staff Charter as part of its work on the employee value proposition. This document sets out explicitly what people can expect from working for the Council and what the Council expects of them. Unfortunately, I did find that awareness of the Staff Charter is still quite low.

As well as its people strategy, the Council also has a well-established equality and diversity strategy. It definitely tries to provide leadership to the Borough in this regard.

One of the strategies used by senior managers to promote equality and manage diversity in the work place is the single equalities scheme. This sets out how LBBDD will enhance its equality practices.

“Someone overheard a negative comment made about me because I am a lesbian. It was challenged and I was asked if I wanted to take it further. I was supported.”

The Council has established a learning centre at the Frizlands Depot and provided online resources to try and ensure that everyone has an equal opportunity to learn and develop. Courses and meetings are held at different times to try and ensure that those who do not work conventional hours can attend. A strategy for working with volunteers is in the process of being developed.

Despite the budget cuts, people did consistently agree that the Council provides ample opportunities for everyone to develop competence in their current role. Many felt that they are also given opportunities to develop their careers. However, several people expressed dissatisfaction in this regard. Generally they agreed that the opportunities are there but said that they may need to spend some time outside their contracted hours to take advantage of them.

“When we have service meetings and training we do not exclude locums because they represent the Council and the service just the same as permanent staff and we need to ensure that their practice is at the same standard.”

Although they are feeling the pressure of increased workloads, most people I spoke to do believe that their work-life balance and well-being are valued and are part of the culture at the Council. Flexible working is now much more the norm where it is consistent with service needs. People talked about sympathetic managers changing their hours to accommodate their travelling time, caring responsibilities or ill health.

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Managers ensure that work-life balance solutions are put into practice in a way which is appropriate. I was given examples of people working on a 'job and knock' basis, working from home or in compressed hours. The

"I used to do compressed hours. Flexible working is there. Quite often I get in a bit early and work a bit late and then if I need a couple of hours at lunchtime I can have them. My manager let me work at home for a couple of hours so I could avoid the rush hour when road works were going on."

Council promoted 'Go Home on Time Day' and offers Time Off in Lieu or flexi-time to its staff below a certain level.

In some cases, people felt that the distribution of work was not fair and this was particularly true in Refuse Collection where some people interviewed thought that rounds have become uneven over time and should be fundamentally reviewed.

I found that there was a lot more awareness of the Employee Assistance Programme (EAP) following feedback provided during my first visit. Several people said that their manager had strongly encouraged them to use the service if they were aware of difficulties in an individual's personal life. They are also encouraged to take part in healthy initiatives.

One issue which did cause me some concern was about different practices in relation to lone working. This is now much more common than was the case in the past as people now often go into homes to talk to residents rather than bringing them into council premises.

I think that all the services where this happens are conscious of the risks. Some have provided staff with 'TWIG phones'. If people are in trouble they can press a button on them. This goes through to the CCTV control room and they can use a sensitive word.

"Everyone gets times when they need supporting. I gave one staff member a 9 day fortnight to give him time to see to his family. It is about having personal chats in 121s and finding out how they are. Staff wanted time for case work so we provided quiet desks to do it. We have a half day closure on Wednesday morning for team meetings and casework. Also, on the last Friday of the month we open at 11. It is well established now. Since we changed things sickness went down so that meant we have more time."

However, other services rely on people phoning in after meetings or do joint visits where people are known to have a history of violence or aggression.

"When I raised to our manager that we did not have the TWIG phones he was concerned and arranged it straight away."

Obviously this is a risk if the history is not known (e.g. if a family has just moved in to the Borough) or if there is no history but individuals become psychotic.

Senior managers explained that they have various strategies for making sure that recruitment and selection meets the needs of the organisation and is fair, efficient and effective. There are national shortages of some skills (e.g. social work and town planning). The Council has worked in partnership with Barking and Dagenham College to expand places available for level 2 care assistants. It is promoting its regeneration work to make the Borough attractive to those who work in Capital Delivery.

Technology has been incorporated into the recruitment process and applications are made online. Staff who are eligible for redeployment are encouraged to produce skills profiles to help them to transfer to another area of work. Support is also offered to young people through apprenticeship and the graduate training scheme to attract them into careers in the Council.

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Managers told me that they have had training to make sure that recruitment and selection is fair, efficient and effective. The job description and person specification are drafted and sent for evaluation. All posts are advertised to redeployed people first and then internally and then externally.

A panel used for shortlisting and for interview. There are at least 3 people on the interview panel. Questions are drafted by chair who will share them with the others. Operational managers may be involved in developing the type of questions to be asked.

A template is used to record the questions in relation to different elements of the specification. Afterwards managers sometimes share feedback with the candidates. Feedback is also provided during the probationary period for new recruits.

If the post needs to be filled urgently managers can, exceptionally, get exemption from Data Barring Service requirement and obtain a waiver while the application is being processed. The process for this includes a risk assessment. It has to be seen and signed off by the relevant Director.

There is then a full induction process and training for new recruits to go on. This may include health and safety or child protection. I did find that a significant number of people who have joined in the last year had not attended the corporate induction and this is something which could, perhaps, be checked.

Support is also provided to people who are being redeployed to help them to present themselves to their best effect bearing in mind that it may be a number of years since they last prepared a CV or had a job interview.

Leadership & Management Strategy

Given the importance of leadership to the Council and the Borough, the definition of what it means in terms of knowledge, skills and behaviours is quite clearly critical.

“I think there has been a big emphasis over a long period about trying to create leaders of people rather than service managers. There are internal and external leadership courses. The managers I manage are motivated people who take a pride in their service areas and want their teams to do well. I lead by example. I am rarely off sick. I give praise and I set expectations. We need to be creative about mentoring and shadowing. I had some coaching through Leaders for London. There was 360° feedback. I think that is a really useful tool and I think it should be a part of our appraisal process.”

LBBB has a long established 13 point checklist which sets out what is expected of managers. This is published throughout the Council. In addition, the expectations of leaders and managers are set out in the competency framework and job descriptions.

Again, the idea of leadership is not yet fully integrated into the competency framework although work is being done in this regard. I think it would be useful to relate this to the new values.

Managers are regularly reviewed against the competencies in appraisal meetings and expected to provide evidence in relation to them. However, several managers said that to

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do this properly feels like a chore. They felt that the capabilities do not fit very well with the appraisal template and that they did not get regularly reviewed against them.

The expectations set out in the Staff Charter generally are discussed at management conferences. Again, there is scope for managers to feel that they have a personal responsibility for ensuring that the expectations are delivered and met.

I think there is still scope for streamlining the expectations, values and competencies to improve clarity and consistency and for integrating them into processes and development programmes. Regular repetition will help to reinforce them.

“The competencies use lots of words and phrases which are generic and meaningless but they also expect specific things of you that do not relate back to the job I am doing. We do look for examples based in my day to day work. Then we look for training where I am lacking. There are lots of things that repeat and repeat and there is nothing very inspiring.”

A new approach to leadership and management training and development is included in the learning strategy and plans referred to above. As well as task based training modules (such as managing recruitment and appraisals) there are new elements being introduced which are more forward focused.

These include maximising productivity, having courageous conversations, encouraging innovation, partnership and collaboration.

In addition to the internal programmes a number of people mentioned taking part in the Leaders for London programme or exploring the option of taking external management qualifications. All of this should help to develop LBBDD’s capacity to deliver leadership of place and leadership of people.

Management Effectiveness

The consistency of how managers at LBBDD lead and develop their people has long been an issue for the Authority. They have now started to measure it through taking ‘temperature check’ surveys. The one in

“I think it is about understanding front line workers and the challenges they face. I like leading a team rather than being authoritarian. I think you need to show you are able to do what they are doing and willing to do what they are doing. Decisions I make will be taken in consultation with the team to help me see what needs to be done. And I let them see that because transparency is very important. Selling the vision to them and motivating them. Taking responsibility and being willing to challenge on their behalf. For example, our workload is currently quite high and I have said these concerns will be shared with senior management so the team knows I am feeding information up and down.”

Children’s Services was specifically aligned to the 13 point checklist. There are plans for other Directorates to do the same which is something I would encourage as it reinforces the capabilities required.

I found that practices also varied with regard to reviewing managers individually against the people elements of the competency framework and providing them with feedback. Some senior managers do this diligently while others will only have a general conversation about the team.

One, quite senior manager I interviewed informed me that the 121 system was designed for social workers and not appropriate for use with his team. As he did not see the point he had unilaterally decided not to

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use the system. This manager was quite surprised when I said that it was a Council requirement.

I think that the diversity of management styles and practices generally stems largely from the diversity of services and the people employed by the Council to deliver them. Some of them are highly articulate and professionally qualified while others do more physical work and may have literacy challenges.

However, there are common factors which drive all employees. Everyone wants to be treated fairly, to have their views listened to and respected. We all want to have explanations and to have the contribution we make to be recognised. Failure to lead people in line with these basic needs can cause them to become demotivated or uncooperative.

Managers at LBBD have certainly become more consistent about using the processes such as 121 meetings, appraisal and team meetings. All of these happen more regularly now than in the past. Many managers now sit with their teams and this has opened up more informal communications. Many of those I spoke to emphasised that people do not need to wait for a formal meeting before raising issues. The majority of managers who are still in offices have an open door policy.

“I have managed for quite a long time. My style has changed over the years. The way I manage now is more informal. I sit with m team so people can talk to me at any time. They don’t have to save it up for their 121. I hope I try to develop people and spot talent and explore skills. I try and manage so people can play to their key strengths but at the same time work on under developed areas. They still have to do that end of the job. I do lead from the front. I do not send people out to do something I would not do myself. I take the lead when we have difficult situations. Hopefully my team learns from that.”

It is now much more common, though still not universal, for managers to make changes in consultation with the team and to recognise that the time spent doing this leads to much higher levels of acceptance of the changes being made.

“Sometimes it is quite hard when you put the leader’s hat on. I am a great believer in having time for people because, long term, there are benefits. In the current climate it is quite hard to inspire and motivate people. Recently there has been too much dialogue about cuts. That is not inspiring if it happens every meeting. In ASC we are having interesting discussions about adult and community care. That is inspiring – to have conversations about new ways of doing things.”

People within teams tend to have the most respect for managers who have risen up ‘from the tools.’ The perception is that they have the best understanding of the difficulties and problems encountered by front line staff. However, I noted that no one claimed that they have the best solutions.

Many managers spoke to me about the importance of leadership vision. They said that talking constantly about the financial cuts is demoralising.

They said that providing a clear vision of the future of their service and talking about innovations and improvements for the users of it is much more inspiring to people. Many consciously try to do this.

I also found that many managers have become braver about giving people feedback and having difficult conversations. I heard some very positive comments about the ‘Courageous Conversations’ workshop.



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Managers are now more robust about tackling sickness absence which has an increasing impact as staffing numbers are diminished.

Some managers are aware of the Staff Charter and have already integrated this into the leadership of their teams. However, the Charter is relatively new and it is still the exception rather than the norm for managers to take personal responsibility for putting it into practice. This is something that still requires further reinforcement.

“In a perverse way I enjoy the pressure because there is more variety. I really enjoy taking on new roles. Because of the cutbacks and restructuring I have had to take on new things. So that is something positive to take from all the changes.”

Most of the people I spoke to said that their managers are providing effective leadership and support. A small minority stated that their manager simply did not know how to talk to people. A few said that their appraisal and 121 meetings were quite cursory and ineffective. For example, some were confined merely to a discussion of cases. Some have raised these issues but a number have not because they have to continue working with the manager concerned.

However, on a more positive note, people did consistently say that they appreciated being told the truth about the implications of the budget rather than having a rosy picture painted.

“Our service is trialling lots of ideas to keep it going. We have lost a lot of libraries – we understand why. I don’t think it would be right to shut an old people’s home to keep a library open. But the service we give is very good. Our managers remind us that we may not be top of the list but we do have a part to play and the Borough does need libraries as well as everything else.”

Some of the people I spoke to even said that the changes have not been all bad. For example, some have got more interesting or varied jobs because of them. Some feel that service users are more empowered and able to do things for themselves. These ‘good news’ stories were in a minority but, clearly, different people are at different places on the change curve. I think it would be very motivating if some of the positive consequences of change could be identified and communicated.

The majority of people said that they get useful and constructive feedback from their manager and many had noticed that the Council

has become less hierarchical in its culture as well as in structure. If their immediate manager is not available they can now take urgent issues further up the line. Senior managers are more approachable and people said that they would not be questioned if they referred a difficult case or sought advice about a problem.

As well as being given feedback more regularly, most people are now asked to provide it. This is done through the surveys which now happen regularly, through exercises which are done at the staff briefing and through focus groups and working parties which are established. The task and finish group set up to review the values was one example of this feedback process.

“A lot of the people higher up don’t know that we exist or what we actually do. People higher up should come and spend a week or a couple of days with us and then they would not even think about cutting the service. I would like them to see how we cope and how we handle the situation.”

Although senior leaders and managers are working hard to be more visible, a number of people I spoke to still feel that they are invisible to top managers. In some cases they do not know who they have met.



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Part of the difficulty is that the sheer number of services makes it impractical for top managers to visit all of them regularly for substantial periods of time. I think it would be helpful for senior people to continue visiting services, make sure that they always introduced and that they stress how important it is for people to come to them and to the staff briefings as well.

Recognition & Reward

Managers in the Council are limited in how they can use public money to reward and celebrate individual and team achievements. Organisationally, LBBDD has done work on looking at the employee value proposition and the state of the deal that people think they receive. A survey specifically on this issue was carried out. Traditional elements of the psychological contract (e.g. job security) have been undermined.

The Staff Charter emerged from the work on the employee value proposition. It includes a commitment from the Council to do everything it can to make pay stretch further. For instance, it changed from one discount provider to the 'Wider Wallet' because this offered a better deal to staff.

The provider of the EAP was also changed. The new one offers counselling sessions and extends the service to the partners and family members of employees.

The Borough has one of the highest minimum wages of any council in the country. It is above the London Living Wage. Senior managers are currently reviewing health benefits, which is beneficial in terms of cost and wellbeing on the work-life balance agenda.

"We support work-life balance and different lifestyles because of the benefit it gives us in productivity and in attracting a diverse workforce."

Other strategies which top managers have put in place to support people in balancing their lives while still maintaining service delivery include a range of flexible working patterns. Senior managers aim to develop an agile workforce and are planning around developing flexible skills and being able to move people between different priorities.

"In the public sector we can not celebrate with bonuses so it is important that the line manager is aware. If people on other teams do good things to support us I make time to ring their line manager and say they need to pass my thanks on. I try and make sure that people get some nice things to do. For example, when we have events or an opening. There is nothing like that to make people see this is what we do it for."

Some staff work on part time or annualised hours. Some in Environmental Services complete the job and then leave. This encourages crews to work without a break and it may be worth asking whether any crews want to form and agree that they will take a break rather than assuming that they all want to work through.

Flexible leave is available to support people at different times in their lives. The policies are applied by managers depending on the circumstances they face. However, if a worker feels that there is greater opportunity for flexibility, there is an appeal process and LBBDD has regular discussions with Trade Union representatives about how flexible policies can best be applied. This is to ensure fairness and equity across the organisation.

The Council's technical resources are set up so that people can, theoretically, log on to the phone and IT systems from anywhere including their home. I did find quite a high

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level of complaints about the technology and a number of people felt that shortcomings in it hinder flexible working. This was particularly the case in Children’s Services where Chrome Books were being trialled but towards the end of the assessment process I found far more acceptance of them.

Concerns about data security mean that getting access to systems can be a slow and cumbersome process which people find frustrating as it affects their productivity.

I was pleased to note that senior managers have recognised problems with IT and are working in partnership with Elevate to address them.

To recognise and reward successes the Council introduced ‘Star Awards’ two years ago. This year there were over 160 entries. Managers and Trade Union representatives are on the decision making panel as well as councillors. Making some of these awards explicitly about leadership would help to illustrate how people at all levels in the organisation can be leaders.

“My line manager has really acknowledged every little thing I have done. It made me feel really valued.”

Awards to recognise long service are being introduced again.

One enterprising manager went to the Pound Shop and bought some little trophies. These are given to the employee of the month in the service. This can be anyone who goes above and beyond. Other managers will buy lunch or chocolate biscuits for their team to celebrate success. Some have entered their team or service in national awards.

Managers consistently told me that achievements are brought up in team meetings or project updates. Those in Adult and Community Services keep a note of good news stories and send them to the Director for inclusion in the bulletin. Managers also pass on results and feedback from clients.

“We are appreciated - more so now due to the level of staffing. The respect is more for the staff now and we are in demand more than ever before. In the past, when we had lots of staff, some were given jobs depending on what they could do. But now, because of the training, everyone is treated equally. We are all multi skilled now which is a good thing. If you phone another colleague you know he can carry out the task. It makes the job more interesting too. We get more respect from the public because they see you doing different things. They can see you are professionals.”

Most people do feel that they are valued and appreciated for their contribution within their teams. Many are not sure if they are valued beyond that. Some feel that they are now operating within very tight parameters which make it more difficult than in the past to use their discretion and to go out of their way to help people.

Many people said they get more satisfaction when appreciation is expressed by users of their service than by managers but this is, of course, outside the Council’s control other than by passing on compliments when they are given.

I noticed that there was very little mention by people of feeling appreciated when they hit targets or achieved excellent and outstanding ratings on inspections. This leads me to believe that there is substantially more scope for celebrating these achievements and crediting the people concerned.



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Involvement & Empowerment

Giving people autonomy to provide leadership of the place and the organisation is a key part of the Council’s approach to its people. Managers involve people in decision making by consulting them about service plans, restructures and systems or processes.

They take part in Joint Consultative Committees with union representatives.

A major consultation exercise on whether the values of the organisation should be changed was held. All staff were encouraged to attend a briefing on this and to participate in exercises. About 1,000 did so. The output was then given to a ‘task and finish’ group to complete.

In 2012/13 people were also involved in the Budget Challenge.

“They definitely want to hear our views. I don’t know if our views make a difference. In the centres they rely on front line staff and ask about their plans. Our feedback is asked for often by the Council in regard to different aspects ... We have personal alarms when we go on visits. I know that was from staff feedback about how we feel being out on visits. It makes me feel a lot safer. All staff are fully trained on the taqs. It was really well done.”

Despite the Council’s efforts in regard to consultation people still persistently said that they are asked for their views but they do not know how they get taken into account.

‘You said ... We did’ responses are made but these are not always getting through to people.

Communication takes place through the intranet and email. The Corporate Management Team produces a regular update and the Chief Executive writes a blog. There is, in addition, a Managers Update and a Legal Update.

A Yammer Group has also been established. This is a private social network that helps employees to collaborate across departments and locations. It is still in its infancy at LBBD and I know that other organisations have found having a designated community manager helpful

Not everyone has access to electronic communication so newsletters, posters and notice boards are also used to

“I want the Council to progress and do well. A) I still want a job in 20 years’ time and B) my family still lives in the Borough and I don’t want it to end up derelict. I want my grandchildren to be proud to live in Dagenham.”

communicate with people. There are regular team briefings which should be delivered by managers and some of the Directors hold coffee mornings.

I found that people are strongly and committed to the success of the Council. In some cases this is due to personal factors such as their job security. But, LBBD has a high proportion of people working for it who either live in the Borough themselves or who have family members living locally.

This is a major driver for many people in wanting the Council to do well. However, people are also very driven by genuinely wanting to do a good job, to provide good services and to take pride in their work.



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In the staff survey, 71% of respondents agreed that they did feel proud to work for the Council. Many of the people I spoke to said that this is because they are able to make a difference to lives.

Managers are becoming increasingly accomplished and confident at managing people through the outcomes they achieve rather than their inputs.

Targets and timescales are set and monitored in appraisal and 121 meetings. Managers give people opportunities to work independently. For instance, one manager gives her team a report writing day so they have them time to do care plans with worrying about phone calls coming in.

"I am proud to work for LBBDD. Most of the time I am here I am helping people with their problems. By the end of every day you manage to help at least one person or situation. So, when you go home, you have achieved something. I am proud because I live in the borough so I am helping my borough."

"I trust my team. I set out their targets in the 121. I am not hounding them. I trust them to get the work done and so far they have not let me down. When they come to me for guidance I try not to give them solutions but let them come up with ideas. I never undermine their authority."

However, people are still getting used to being empowered. Managers said that in some cases people are reluctant to use the authority which is given to them. Some of the people I spoke to felt that, because their team is not based in a specific building, they are self-managing a lot of the time and said they would like more support.

In Environmental Services tachographs are used to ensure compliance with driving standards although

they are not a legal requirement. Other services use file audits, databases and supervision to ensure that people are adhering to process.

"Taking aside the formal hierarchy of delegated authority, how you empower people is interesting. I have had to say to people I am giving you the power to make decisions. If you get it wrong – don't worry because I run the service and I am accountable. If you get it right it is down to you. Even then I find it hard to get people to take decisions."

People said that teams meet to discuss priorities. They get the information they need to do their jobs. They deliver projects and manage cases. Most people I spoke to do feel that they own their work and use their knowledge and expertise to make decisions but can refer to their manager when necessary.

"If I run something past my line manager he will generally say what do you think – you know the cases better than me?"

Learning & Development

I found good evidence that learning and development continues to take place at LBBDD. Induction programmes run regularly and people find the effective when they join the Council or, as is happening more frequently, when they change their role. I did find that there is better induction into the role than into the Council when people join the organisation as mentioned above.

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The idea that learning does not necessarily involve attending training courses is permeating throughout the organisation and people increasingly recognise that they learn from taking on new tasks or cases, from their manager and other colleagues and from reading or research.

“They showed me quite a few courses. Most of them are around personal development because the actual training for the job itself – we have done that.”

Managers support people in their personal development as well as in developing their technical competence. One reminds people that they stood up and did a clear and confident presentation on a training course and that they can do so in other circumstances. She also lets a less senior manager

practice what she wants to say to a challenging team member using key words she learned on the Courageous Conversations workshop.

Managers in Environmental Services encourage people to use the Learning Centre to acquire key skills and people are also encouraged to use the Learning Catalogue and i-Learn site.

Some staff are encouraged to do first aid qualifications. Where there jobs are at risk people are offered training in interview skills and CV writing.

I was able to establish how people use their learning and put it into practice.

For example, one person explained that they get a lot of ‘no recourse to public funds’ cases and have had relevant training to deal with them. The team uses what was learned to interview the families and make decisions about whether the Council needs to provide support. If the clients are not happy they can go to their solicitors and there is a judicial review.

None of this person’s cases have gone to judicial review and they believe that the training worked. As well as having the course, a solicitor coming in to brief the team and colleagues who are experienced in this area run surgeries. There are management instructions and supervision and case consultations. Once the team member has interviewed families they have to feed back to their manager through these mechanisms. The assessments are signed off by the Group Manager who has to oversee them.

A social worker explained that their qualification helps their knowledge base and understanding of the world from a theoretical point of view and that they put some of it into practice. In supervision they and their manager might look at 1 or 2 children who are particularly vulnerable and at what was learned on sexual exploitation.

They do reflective practice in supervision and team meetings. They talk about cases and practice such as over identifying with foster carers. So the team makes a point of making sure the child is seen on their own. This has become a more conscious part of their practice.

A Food Assistant also explained that their training is useful. Everything that they learn is applied in the kitchen and, without the training, things would be dangerous. The team all read the manuals covering how the oven works, fire safety etc. Then the Cook makes the team apply everything. She wants members of it to be ‘hands on’ so they can do all the tasks if others are off sick. Certain things which have been learned are applied at home.

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Performance Management

The amount of time and money invested in learning and development is reported to the Corporate Management Team annually. This is broken down by Directorate. Senior managers recognise that there are additional costs such as professional memberships and specialists within the HR Department.

Managers at all levels have become more adept at identifying the impact which learning has on performance and outcomes and I was given a number of good examples:

- ⇒ The Council has spent a lot of time and effort improving the sickness management tool kit available to managers and training them in the 'firm but fair approach.' This has had an impact on sickness absence and the level of it has come down. LBBD was in the bottom quartile of London councils on this indicator and introduced a 'Firm but Fair' approach. The Council achieved its target of 8 days average sickness absence in June 2014. New targets have now been set.
- ⇒ The CPC training delivered by the Learning Centre has saved the cost of recruiting people qualified to drive vehicles. They also train on the use of dangerous equipment and very low levels of accidents are reported. The number of slips and trips has reduced.
- ⇒ The Ofsted inspectors commented that court training provided to social workers was excellent and leading to better timeliness.
- ⇒ In School Catering, there is a system where cooks are released to train cooks in other settings and a chef has been brought in to work with them. Nearly all the schools use the Council's service. It has won a Silver food catering award and been sold to 2 Academies outside the borough.
- ⇒ School attainment at every stage is now all at national levels except for Key Stage 2 in reading. Senior managers attribute this to data training and analysis done for governing bodies and the training for School Improvement Team which has now taken on the role of supporting leadership in schools.
- ⇒ LBBD has the highest level of 'good' and 'outstanding' children centres in the country and is one of 50 boroughs able to go through to the next phase of Payment By Results because of its success.
- ⇒ Recruitment of people to the Housing Advice Service had been based in housing law when what was needed were management and customer service skills. Managers and Team Leaders now have those skills and are being mentored in housing law. There has been a huge shift. They work collaboratively and involve team members in managing cases and reception. Performance management is transparent. Team targets are seen now so that everyone can see where they are and that there is a fair distribution of work. All the data is put up on a wall for everyone to see. 121s are structured around both case work and professional development. Two years ago, the Borough had 116 families in Bed & Breakfasts for more than 6 weeks and most of those cases had not been decided. Now all cases are decided and LBBD is in single figures for families in over 6 weeks. This is purely due to the supply of property and not to incomplete case work.
- ⇒ The Adult College has also done lots of Continuing Professional Development to meet Ofsted requirements. There was a big push on e-learning to improve prospects for residents and value for

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money. The College has been upskilling staff with maths and English which is another high government priority. It retained Grade 2 in its Ofsted inspection a year ago and the report commented on how much work goes into supporting and training staff. Recruitment has gone up this year and success went up last year. The College had extremely high success rates. In the apprentice programme, results went from 58% to 90% overall in 9 months.

I was also given some good evidence that senior managers refine their strategies in the light of their evaluation. For example, the Adult College changed its approach to the apprentice programme.

Recording was identified as an area of improvement in an Ofsted social care inspection which identified that improvement was required. This finding was accepted and a template and guidance on recording has now been developed. Social workers have to give child's views so there is an understanding of their voice.

"I was in a different area and just moved to this one. In my previous area I was not hitting my targets. In this area there have been different cases and the training is helping me deal with the cases... Most months I am hitting over 90% which is very difficult to do."

Team members could also explain how learning and development has benefitted the organisation, the team and themselves. Learning is reviewed in 121 and appraisal meetings.

People said it has led to greater productivity, flexibility and efficiency. They said that their training gives them confidence in dealing with challenging situations, protects their health and safety and helps them to comply with processes and legal requirements. It enables them to take on new roles or

responsibilities which increase their job security and their future prospects.

Continuous Improvement

Senior leaders and managers are driving continuous improvement in terms of both organisational effectiveness (i.e. doing the right things) and organisational efficiency (i.e. doing things right). This is monitored in part through a set of people KPIs which are monitored regularly.

Good use is made of internal and external reviews which include the staff survey, IIP temperature checks and pulse surveys plus the previous IIP assessments to drive continuous improvement. In addition, the Council has used benchmarking, Ofsted inspections and a peer review commissioned from the Local Government Association to identify what is done well and where there is scope for improvement.

Strategic changes to the way in which people are managed, led and developed include the introduction of the Corporate Management Team (CMT) Briefing and the work done on the values. The decision of the Council to revert to having a full time Chief Executive was influenced by the comments made during the peer review.

The response to previous IIP assessments has included more focus on management development, better evaluation of the impact of learning and greater promotion of the EAP. The actions taken by senior leaders and managers to improve their visibility are a consequence of the staff survey feedback.

The various staff surveys are followed up by focus groups which are used to shed more light in the issues they have identified.

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Managers could explain how they personally have improved in terms of their people practices. For example, one said that their course made them look at the duty of care for their staff and they now do it much more openly. This was not something they had previously practiced regularly in the team. Consequently, this manager will deal with things for other managers if they are absent.

Another manager said they are much more understanding towards staff now and that following the Council sickness procedures has brought absence levels right down in the team.

A third manager has learned that they need to be clear on why they make certain decisions and that they need to be reliable and accessible.

Most people could see how there have been improvements to the way in which they are managed and developed such as the introduction of i-Learn, flexible working and new communication channels. However, for some people these do not compensate them for negative changes and reductions in staff numbers and service levels where they have taken place.

"It has always been known that the Council are the best people to work for. People always say get a job in the Council – they are best paid, have the best pension and better work conditions. Even now our conditions are definitely a lot better than the private sector... There is a lot more variety of training to go on... Also we are working along with other professionals now and that is a very good thing ... They want us to do our observations on iPads ... It will cut down the paperwork time."

Because of this, top managers are not able to demonstrate that an improvement in people's view of how they are managed and developed has taken place across the organisation. The overall staff engagement score has not increased between surveys although the level of participation is considerably improved.

While this is not especially surprising in the current climate I think the task now is for LBBB to get real traction from all the people strategies, policies and procedures which it has put into place.

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Recommendation and Next Steps

Having carried out the assessment process in accordance with the guidelines provided for Investors in People Specialists by Investors in People – United Kingdom Commission for Employment and Skills, the Investors in People Specialist is totally satisfied that **Barking & Dagenham Council** meets the requirements of the Investors in People National Standard at the Bronze level.

Investors in People accreditation is granted indefinitely, with a proviso that an interaction is undertaken within 18 months of accreditation and a full assessment takes place no greater than 3 years apart. Assessments can be undertaken at any time and more frequent assessments are recommended to maintain levels of good practice and continuous improvement.

The organisation should discuss the timing of the next assessment with their Investors in People Specialist, using the Improvement Planning Meeting to agree the best strategy for future use of the Investors in People framework.

Customer Satisfaction Questionnaire

Both the Investors in People Specialist and Investors in People South of England would welcome your feedback on this assessment and you will shortly be supplied with a Client Satisfaction Questionnaire from Investors in People to complete. Particular importance is placed on the feedback given by client organisations on Specialists, therefore we would very much appreciate it if you would complete the questionnaire.

Promoting Continuous Improvement

We support organisations at every stage of the Investors in People journey, helping them to realise the power of their people, optimise their performance and achieve their full potential. We see Investors in People as the People Partner for sustainable people solutions.

Please contact your Account Manager, David Dennett, on 020 7728 3088 or email david.dennett@iipsouth.investorsinpeople.co.uk to find out more about Investors in People and how we can help your organisation.

Details of the support available to you can be accessed by contacting Investors in People South of England via: -

T: 020 7728 3456

E: enquiries@IIPsouth.investorsinpeople.co.uk

W: <http://IIPsouth.investorsinpeople.co.uk>



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Outcomes Table - evidence requirements framework matrix

Core Standard										
Total number of core evidence requirements assessed = 39										
Total number of core evidence requirements met = 39										
	Indicators									
ERs	01	02	03	04	05	06	07	08	09	10
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	✓	✓	✓		✓				✓	
5	✓		✓						✓	
6	✓									

Wider Framework										
Total number of additional evidence requirements assessed = 34										
Total number of additional evidence requirements met = 28										
	Indicators									
ERs	01	02	03	04	05	06	07	08	09	10
4	Core	Core	Core		Core		✓		Core	✓
5	Core	x	Core	✓			✓	✓	Core	✓
6	Core	✓	✓							✓
7	✓	✓	✓			✓				✓
8			✓							
9	✓									x
10				x						
11	x					✓				
12								✓		
13	x		✓							
14			✓							
15	✓									
16		✓	✓				✓			
17										
18										
19	x						✓	✓		
20										
21										
22										
23										
24			✓							
25										
26										
27										
28										
29			✓							

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CABINET**18 November 2014**

Title: School Funding Formula 2015/16	
Report of the Cabinet Member for Education and Schools	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Patricia Harvey, Interim Group Manager (Children's Finance)	Contact Details: Tel: 020 8227 5086 E-mail: patricia.harvey@lbbd.gov.uk
Accountable Divisional Director: Jane Hargreaves, Divisional Director of Education, Youth and Childcare	
Accountable Director: Helen Jenner, Corporate Director of Children's Services	
<p>Summary:</p> <p>The purpose of this report is to update Cabinet on the progress the Local Authority is making in implementing the Department for Education (DfE) changes to schools' funding arrangements as proposed in their document 'School Funding Reform: Next steps towards a fairer system'. The report focuses on the direction of travel from 2013/14 and the changes to the school funding formula for 2015/16.</p> <p>In accordance with the regulations, the Local Authority has consulted with its Schools Forum on items relating to schools funding. Their views are detailed in this report.</p> <p>Cabinet is asked to approve the Barking and Dagenham Schools proposed model for allocating school funding in 2015/16.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Note the result of the School Funding Formula briefing sessions at the Schools' Forum, as referred to in paragraphs 2.5 to 2.6 of the report; (ii) Agree to adopt Model B as the method for allocating school funding in 2015/16, as set out in section 2 of the report; and (iii) Delegate authority to Corporate Director of Children Services, in consultation with the Cabinet Member for Education and Schools, to approve the final submission to the Education Funding Agency following the review by the Schools' Forum working group as referred to in paragraph 2.9 of the report. 	
<p>Reason(s)</p> <p>To implement DfE required changes to the arrangements for the allocation of funding to schools and to approve the school funding formula for 2015/16.</p>	

1. Introduction and Background

- 1.1 In March 2012 the Department for Education (DfE) started the process to reform the school funding system towards a fairer, more consistent and transparent approach with regards to the document 'School Funding Reform: Next steps towards a fairer system'. The DfE is proposing to move towards a national funding formula for schools in the next spending review i.e. 2015. In order to support movement towards a national funding formula, from 2013/14 the DfE started the process of a simpler and more consistent arrangement for distributing funding to schools and other providers.
- 1.2 The Local Authority (LA) worked with the Schools' Forum and developed a new local formula for 2013/14, and subsequent years using the simplified and consistent factors that were allowed and the small number of exceptional factors which were in place for 2013/14.
- 1.3 The DfE undertook a review of the 2013/14 formula and 2014/15 formula across the country to understand and to move further towards a national funding formula.
- 1.4 The overall ratio between Primary and Secondary schools nationally across all local authorities is 1: 1.27, the same as under the 2013/14 formula. The median local authority ratio is 1: 1.29, again the same as in 2013/14. The median London local authority ratio for 2014/15 is 1: 1.31.
- 1.5 The unprecedented demographic growth within the London Borough of Barking & Dagenham is leading to significant funding pressures to support high needs education provision. The forecast pressure is anticipated to be £4.3m for 2015/16, £5.1m for 2016/17 and £5.5m for 2017/18. Historically high needs pressures have been funded using Dedicated Schools Grant (DSG) carry forward; for example £0.6m for 2013/14 and £2.5m in 2014/15. This will no longer be possible from 2015/16 owing to increasing pressures within the DSG as a whole.
- 1.6 This report provides an update on the Local Authority's progress in moving towards a national funding formula and its proposed funding model for 2015/16.

2. Proposal and Issues

School Funding Formula – Update

- 2.1 Since the publication of 'School Funding Reform: Next Steps towards a fairer system' and formal submissions there has been regular consultation with key stakeholders locally and there has been further consultation nationally.
- 2.2 During the consultation with School Forum members at the meetings in October 2014 a number of funding formulae were modelled for 2015/16 for Barking and Dagenham schools based upon the following requirements:
 - To move further in the 'direction of travel' to narrow the gap between primary and secondary funding towards the national average ratio of funding.

- To ensure the new model is affordable and cost neutral within the overall funding envelope for 2015/16. This will minimise the cost of the Minimum Funding Guarantee (MFG) as directed by Government because the cost of the MFG must be top sliced from the Schools Block, thereby reducing the funding available for distribution to Schools.
- To ensure the DSG remains a balanced budget from 2015/16 onwards and sound financial planning arrangements are in place for future years.

2.3 The modelling work was carried out in accordance with DfE guidance using their modelling tools and data sets. The result of this work was the development of four proposed funding models which the Council took to consultation with key stakeholders. A summary of the key points from these models are shown in **Table 1** below. Further details on the four funding models and the indicative impact on schools can be viewed at <http://www.lbbd.gov.uk/Education/SchoolsForum/Pages/SchoolsForum.aspx>.

2.4 The numbers used in the appendices are indicative and based on October 2013 census data (pupil numbers and data sets). The actual funding for 2015/16 will be based on the October 2014 pupil census data. The numbers exclude funding for pupil premium, early years and sixth form pupils which are allocated under a different methodology.

2.5 Briefing sessions were held at Schools' Forum meetings and their views and comments were sought on the four models (Model A, B, C and D) presented.

2.6 The Schools' Forum was consulted on the funding model options at its meetings on 7 October 2014 and 22 October 2014. Model B was proposed by the Local Authority formula for 2015/16 for the allocation of schools' funding, for the following reasons:

- Model B continues to makes a shift towards the national funding ratio and achieves the London ratio at a time when the primary sector is facing greater challenges of growth and demographic turbulence ;
- It moves the LBBD local formula further in the direction of the pupil led national formula;
- The pre-16 Minimum Funding Guarantee (MFG) for mainstream schools at -1.5% is affordable within this formula;
- The formula maintains a reduced provision of £250k for schools facing financial difficulty;
- £3m has been topsliced as earmarked as a reasonable amount to support growth in pupil numbers within schools;
- It retains £1.4m of the DSG Schools Block towards managing the pressures within high needs and achieving a balanced budget for subsequent years;
- A 5% reduction (£1.4m) has also been into the high needs expenditure in future years.

2.7 The key factors of Model B are shown in table 1 below, in comparison to the same key factors in Models A, C and D.

Table 1: Key Factors – Model A, B, C and D

	Model A	Model B	Model C	Model D
AWPU KS 1 & 2	£3,868	£3,843	£3,878	£3,843
AWPU KS3	£4,609	£4,609	£4,609	£4,609
AWPU KS4	£5,721	£5,446	£5,496	£5,271
Cap	3.11%	3.11%	3.11%	5%
MFG / (CAP)	£109,979	£2,110,536	£929,994	£475,262
Lump sum	£150,000	£120,000	£150,000	£120,000
Additional lump sum for schools amalgamation	£60,000	£48,000	£60,000	£48,000
Primary split site	£100,000	£100,000	£100,000	£100,000
Secondary split site	£216,000	£216,000	£216,000	£216,000
Pre MFG primary: secondary ratio	1:1.31	1:1.31	1:1.29	1:1.29
Post MFG primary: secondary ratio	1:1.33	1:1.34	1:1.32	1:1.34
Net primary gain / (loss)	£1,255,595	£47,932	£1,423,582	£47,932
Net secondary gain / (loss)	(£746,378)	(£859,727)	(£849,428)	(£859,727)
Primary 'winners'	40	17	40	17
Primary 'losers'	3	26	3	26
Secondary 'winners'	1	1	1	1
Secondary 'losers'	9	9	9	9
Provision for schools facing financial difficulty	£250,000	£250,000	£250,000	£250,000

Key:

MFG = Minimum Funding Guarantee

AWPU KS1 & 2 = Average Weight Pupil Unit at Key Stage 1 and 2

AWPU KS3 = Average Weight Pupil Unit at Key Stage 3

AWPU KS4 = Average Weight Pupil Unit at Key Stage 4

Cap = Capping factor (%) of any gains in the formula

- 2.8 The Council asked the Barking and Dagenham Schools' Forum on 7 October 2014 and 22 October 2014 for its views on the models and to endorse the Local Authority proposals. The final four models discussed by the Forum in the meeting of 22 October were model A to D as set out in 2.3 of the report. Schools' Forum provisionally agreed Model B. A major concern was the growing cost of the High Needs Block and the reduction within the Schools Block in order to support these pressures.
- 2.9 Further analysis work on the DSG block is planned. A Schools' Forum working group meeting is scheduled for 10 November 2014 to begin to review the high needs block. Schools' Forum has agreed to fund an external review to support this piece of work.

Result: Model B was carried as a recommended provisional funding model for 2015/16 by Schools' Forum subject to further work on the DSG funding blocks.

- 2.10 In terms of timelines the Council has submitted its proposal for the funding formula (Model B) for 2015/16 to the EFA by the deadline of 31 October. Any final changes must be submitted by mid January 2015 (current EFA timescale).

3. Options Appraisal

- 3.1 A range of funding formulae were modelled in order to identify Models 1 to 4 and Model A to D.

4. Consultation

- 4.1 School head teachers, School Governors, Members, Trade Union representatives and a representative from the early years' private, voluntary and independent sector have been consulted on the development of school funding formula applicable for 2015/16.

5. Financial Implications

Implications completed by: Patricia Harvey, Interim Group Manager, Children's Finance

- 5.1 The School Funding Formula is contained within the Dedicated Schools Grant. The anticipated allocation for 2015/16 is £225m; however this will be finalised once October 2014 pupil census data is finalised.

6. Legal Implications

Implications completed by: Lucinda Bell, Education Solicitor.

- 6.1 The Forum is a decision making and consultative body in relation to matters concerning schools' budgets as defined in the School Finance (England) Regulations 2012 and the Schools Forums (England) Regulations 2012 (the Regulations).
- 6.2 In accordance with the Regulations, the Local Authority must submit to Schools Forum **for consultation** the Budget formula, for comments on any proposed changes to the funding formula for maintained schools (before the funding period starts) (Regulations 8 and 9);
- 6.3 This report requires that Cabinet decides which Funding Model will be adopted.

7. Other Implications

- 7.1 **Risk Management** – There are two major risks. The first is that if the funding shift is not put in place Primary Schools will continue to be under-funded in relation to their peers nationally. This could lead to under-performance and further scrutiny and challenge by Ofsted and DfE. The second is that any reduction in funding to secondary schools could lead to a reduction in their performance. Given the growth and volatile demography, alongside higher outcomes in the secondary sector as a whole than in primary, the greater risk is still within the primary sector. However, this may change as the growth moves through into the secondary phase. We are already seeing increasing numbers of mid term admissions in the older age group.

The performance risks in the secondary sector should be closely monitored by the School Improvement Team.

The DSG modelling for future years assumes High Needs Block demographic pressures including the new special free school. It requires a 5% reduction for 2015/16 in expenditure to be identified by the Schools' Forum working party. The LA with the support of the Schools Forum has submitted a case for exceptional circumstances to the EFA.

- 7.2 **Staffing Issues** – The MFG limits the formula reduction to -1.5%. This allows any reductions in staff to be managed in a phased way. Many schools continue to see growth in pupil numbers. In most cases schools should be able to manage through the usual staff turnover processes.
- 7.3 **Customer Impact** – Schools will continue to take steps to minimise any adverse impact on outcomes for children. Schools Forum has noted that should there be particular financial pressure on a school there are sufficient funds in the Schools in Challenging Circumstances Fund to address this.
- 7.4 **Safeguarding Children** – Increases in the pupil premium provide targeted support for looked after children and those entitled to free school meals.
- 7.5 **Health Issues** – The health and well being board and Joint Strategic Needs Assessment (JSNA) highlight the importance of investing in early intervention to support children's long term well being. The evidence and analysis set out in Fair Society, Healthy Lives (Marmot Review) has been developed and strengthened by the report of the Independent Review on Poverty and Life Chances. The reports draw attention to the impact of family background, parental education, good parenting, primary education and the opportunities for learning and development in the crucial first five years of life, and identified what matters most in preventing poor children becoming poor adults.

Background Papers Used in the Preparation of the Report:

- Summary of Models A, B, C and D, 2014/15 Funding Model and school by school analysis by Model B
<http://www.lbbd.gov.uk/Education/SchoolImprovementService/Documents/Appendix%20G%20-%20Model%20B.XLSX>

List of appendices: None

CABINET

18 November 2014

Title: Growth Boroughs Joint Committee	
Report of the Leader of the Council	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Eldred Taylor-Camara, Legal Group Manager	Contact Details: Tel: 020 8227 3344 E-mail: eldred.taylor-camara@bdtlegal.org.uk
Accountable Divisional Director: Fiona Taylor, Head of Legal and Democratic Services	
Accountable Director: Graham Farrant, Chief Executive	
<p>Summary:</p> <p>In 2006, an Agreement (the Inter Authority Agreement), was entered into between the five original Host Boroughs for the 2012 Olympic and Paralympic Games (the London Boroughs of Hackney, Greenwich, Newham, Tower Hamlets and Waltham Forest) to foster and develop co-operative joint working and secure local benefits and a sustainable legacy from the Olympic Games.</p> <p>To strengthen the partnership working, in June/July 2009 the respective Executives of the original five Host Boroughs each gave their approval to the establishment of a Joint Committee to facilitate the discharge of executive functions regarding joint arrangements in respect of the Games and legacy, as set out in an agreed Memorandum of Understanding and Terms of Reference.</p> <p>In 2011, the five original Host Boroughs agreed to admit the London Borough of Barking and Dagenham as a sixth Host Borough and the Council became a member of the current Olympic Host Boroughs Joint Committee.</p> <p>Following the successful delivery of the Olympic and Paralympic Games and the discharge of all outstanding items of business by the existing Joint Committee, and in order to provide a suitable legal and governance framework for matters relating to legacy and convergence in a post-Olympics environment, the Host Boroughs have expressed the desire to update the existing arrangements for the re-branded six Growth Boroughs and make provision for a new Joint Committee with revised Terms of Reference to reflect the scope of the tasks ahead for those Boroughs.</p> <p>This report sets out the proposed arrangements and seeks Cabinet approval of the recommendations below to enable the London Borough of Barking and Dagenham to formally become a member of the new Six Growth Boroughs Joint Committee.</p>	

Recommendation(s)

The Cabinet is recommended to:

- (i) Approve the disestablishment of the existing Joint Committee of the London 2012 Olympic and Paralympic Host Boroughs and the establishment with immediate effect of a new Growth Boroughs Joint Committee.
- (ii) Agree that the London Borough of Barking and Dagenham joins and participates as a member of the Growth Boroughs Joint Committee.
- (iii) Agree that the London Borough of Barking and Dagenham:
 - (a) enters into and signs up to the revised Inter-Authority Agreement and the revised Memorandum of Understanding (Annex A to this report) and any other necessary documents to be entered into by or between the six Growth Boroughs, and
 - (b) delegate power to the Chief Executive to do everything and give effect to any matter necessary to achieve the Joint Committee's objectives.
- (iv) Agree the Terms of Reference of the Joint Committee as specified in Appendix 1 to the Inter-Authority Agreement and Memorandum of Understanding;
- (v) Agree that all executive powers, duties and functions required to be executed by the London Borough of Barking and Dagenham to facilitate the objectives of the Growth Boroughs Joint Committee are delegated to and be discharged by the Joint Committee; and
- (vi) Appoint two (Cabinet) Members to be the Council's representatives on the new Growth Boroughs Joint Committee.

Reason(s)

To enable the London Borough of Barking & Dagenham to formally become a member of the new Growth Boroughs Joint Committee and thereby work in partnership with nearby London authorities and partners. Joining the Joint Committee is consonant with the Council's priority of Growing the Borough as set out in the Council's Vision and Priorities and Corporate Development Plan.

1. Background

- 1.1 On 31 August 2006, the London Boroughs of Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest entered into an Inter-Authority Agreement to work together to develop and implement a co-ordinated programme of activities and issues that arose as a result of the 2012 Olympic and Paralympic Games, for the purposes of securing local benefits and a sustainable legacy for the geographical areas of the five Boroughs.
- 1.2 The Agreement sought to facilitate strategic and operational coherence to the collaborative work of the Boroughs in relation to the Games and to aid that, a

Central Joint Borough Unit was established and the pooling and sharing of costs was agreed whereby each Borough would pay an agreed annual contribution for the currency of the Agreement.

- 1.3 As envisaged in the Agreement, the Chief Executives of each of the five original member Boroughs met regularly, as did the Leaders and Mayors, and matters of mutual and collective interest were considered. As these arrangements became established within the Boroughs and with external organisations, the Boroughs formalised their arrangements and established a Joint Committee to exercise specific executive functions in relation to the Games.
- 1.4 A Memorandum of Understanding and Inter-Authority Agreement were entered into covering the proposed arrangements, structure and Terms of Reference of the Joint Committee.
- 1.5 In 2011, convinced that the inclusion of the London Borough Barking and Dagenham as a sixth Host Borough would reflect the Host Boroughs' same broad base in terms of socio economic need and the convergence targets as set out in the Host Boroughs Olympic and Paralympic Legacy Strategic Regeneration Framework, the five original Host Boroughs agreed to admit the London Borough Barking and Dagenham as a sixth Host Borough on the Joint Committee.
- 1.6 Following the successful delivery of the Olympic and Paralympic Games and the discharge of all outstanding items of business by the existing Joint Committee, and in order to provide a suitable legal and governance framework for matters relating to legacy and convergence in a post-Olympics environment, the Host Boroughs have expressed the desire to update the existing arrangements for the re-branded six Growth Boroughs and provision for a new Joint Committee with revised Terms of Reference to reflect the scope of the tasks ahead for those Boroughs.

2. Proposal

- 2.1 Proposals are being submitted before the Executives of each of the six Growth Boroughs to make amendments to the current Joint Committee arrangements to establish the new Joint Committee. The Executives of the Host Boroughs are being asked to approve the disestablishment of the existing Joint Committee of the six Host Boroughs and to make the necessary amendments to the existing Joint Committee arrangements to establish a new Joint Committee of six Growth Boroughs. It is proposed that a revised Inter-Authority Agreement and revised Memorandum of Understanding be agreed and entered into by each of the Growth Boroughs. The Inter-Authority Agreement sets out the general objectives of the Growth Boroughs Joint Committee and establishes the Growth Boroughs Partnership Unit whilst the related Memorandum of Understanding outlines the underlying principles leading to the establishment of the Joint Committee. Copies of the proposed Inter-Authority Agreement and the revised Memorandum of Understanding incorporating Terms of Reference are attached to this report as Annex A.
- 2.2 This report is being submitted to Cabinet to approve the recommendations set out above, to enable the London Borough of Barking and Dagenham to formally participate in the arrangements and become a member of the new Joint Committee.

3. The Joint Committee

It is proposed that Barking and Dagenham joins as a member of the new re-established Growth Borough Joint Committee. Key features of the existing Joint Committee are set out below.

3.1 Membership

3.1.1 The current Joint Committee comprises 12 members, two nominated by the executive of each Host Borough, one of whom is the Borough's Leader/Mayor. The current Chair is the Mayor of Newham. . It is proposed that the same arrangements continue for the new Growth Boroughs Joint Committee

3.1.2 Given that only executive functions are exercised by the Joint Committee, it is proposed that all the current second members should be executive (Cabinet) members, although the law does enable the appointment of non- Executive members when the Joint Committee comprises five or more authorities.

3.1.3 The maximum term of office for any nomination may not exceed a Member's remaining term in office.

3.2 Sub-Committees

3.2.1 The Joint Committee can establish decision making sub-committees to discharge specific functions and any sub-committee established by the Joint Committee comprises one Member from each Borough.

3.3 Quorum and Voting

3.3.1 The requirement for a quorum for meetings of the Joint Committee is at least one Member from each Borough to ensure that decisions affecting any particular Borough are not taken without that Borough being represented at the meeting.

3.3.2 Pursuant to Schedule 12 to the Local Government Act 1972, the determination of questions before the Joint Committee must be made by a majority of those present and voting.

3.3.3 All prospective items of business for the Joint Committee will initially be considered by the Chief Executive's Board and only included on the agenda with the agreement of all of the Borough Chief Executives.

3.3.4 The Chair of the Joint Committee has the capacity to assess the feeling of the meeting and if it appears to him that unanimity of voting will not be achieved he may propose that the matter be referred back to the Chief Executive's Board for further consideration.

3.3.5 Where a decision of the Joint Committee does not apply to all the Growth Boroughs, the delegation of functions to the Joint Committee will be limited to those Boroughs to which the decision applies so that any Borough to which the decision does not apply retains the capacity to opt out of any decision that it does not wish to participate in or to determine the issue(s) in accordance with its own procedural requirements.

3.4 Delegation to Officers

3.4.1 The Joint Committee or any sub-committee established by it can delegate specific functions to an officer of one of the Host Boroughs, which may be subject to prior consultation and agreement with one or more officers of one or more of the other Boroughs, or subject to prior consultation with the Chair of the Joint Committee or sub-committee as appropriate.

3.5 Constitution and Procedures

3.5.1 As a Joint Committee exercising executive functions of the local authorities, the legal requirements in relation to meetings of executives apply. Meetings are held in public unless the Joint Committee resolves to exclude the public to prevent the disclosure of confidential or exempt material.

3.5.2 The Joint Committee will adopt a Constitution and procedure rules to cover all areas of process and conduct.

3.6 Overview and Scrutiny

3.6.1 The Joint Committee is subject to overview and scrutiny requirements. Accordingly, decisions of the Joint Committee are subject to scrutiny and 'call in' by any of the Growth Boroughs.

3.6.2 In the event that a decision of the Joint Committee is 'called in' the Chief Executive (or an officer designated by the Chief Executive) for the relevant Growth Borough will attend the relevant Overview and Scrutiny Committee, together with one or both of the Members nominated by that Borough to the Joint Committee.

3.7 Functions

3.7.1 The executive functions to be discharged by the Joint Committee are set out in Appendix 1 to the Memorandum of Understanding.

3.8 Administration

3.8.1 Under the Inter-Authority Agreement the London Borough of Hackney has been and continues to be the Lead Borough for the employment and management of staff in the Growth Borough Partnership Unit (formerly Joint Borough Central Unit). The Unit will be led by its Director who is responsible for day to day management and direction of the Unit, reporting to the Joint Committee through the Chief Executive's Board.

3.8.2 Hackney is also Lead Borough responsible for the budget which the Joint Committee will manage, with power to propose variations to the level of contribution by each Borough.

3.8.3 Administrative support to the Joint Committee is also provided by Hackney. The Chief Executive of Hackney is the Clerk to the Joint Committee.

4. Financial Implications

Implications prepared by: Carl Tomlinson, Group Finance Manager

- 4.1 Barking and Dagenham will be required to make an annual financial contribution towards the joint committee's annual budget of £60,000. This is consistent with contributions required under the previous joint committee arrangement and is within existing budgets.
- 4.2 The Inter Authority Agreement will designate the London Borough of Hackney as lead borough for discharging the annual budget and the joint committee will be responsible for managing the annual budget. As part of this function, the joint committee may also make proposals for any revision in the level of contribution made by each of the six boroughs to the annual budget for consideration as part of each of the six boroughs annual budget allocation process.
- 4.3 Most of the budget will continue to be spent on staffing and accommodation for the Growth Boroughs Partnership Unit. The Inter Authority Agreement provides a framework for engaging and managing staff, and reporting on revisions to staffing structures. The Inter Authority Agreement also provides arrangements for establishing and controlling a balanced annual budget funded by equal contributions from the six Growth Boroughs and grants/contributions secured from other sources.

5. Legal Implications

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

- 5.1 In order to establish a body with the power to discharge functions of the individual Boroughs each must agree to such arrangements in accordance with the provisions of the Local Government Acts 1972 and 2000 and subsequent regulations.
- 5.2 Section 101(5) of the Local Government Act 1972 provides that two or more local authorities may discharge any of their functions jointly and that where joint arrangements are in force in respect of any functions, those functions may be discharged through a joint committee established by the authorities.
- 5.3 Section 101(2) of the Local Government Act 1972 provides that unless the joint arrangements specify otherwise, a joint committee can also establish a sub-committee to discharge any of its functions or delegate functions to an officer and unless the joint arrangements or joint committee specify otherwise, a sub-committee established by a joint committee may delegate functions to an officer.
- 5.4 Appointments to a joint committee are made under Section 102(1)(b) of the Local Government Act 1972 and the establishment of a joint committee is governed by The Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012, issued under sections 9EA, 9EB and 105 of the Local Government Act 2000. The relevant Regulations provide.
 - (a) Regulation 11(2) – where a joint committee is established to discharge more than one function by the same authorities at the same time and at least one of those functions is an executive function in at least one authority, the joint

arrangements may provide for one joint committee to discharge all the functions on behalf of all the authorities.

(b) Regulation 12(3) – the decision on appointment to a joint committee should be taken by either the elected mayor, the executive leader, the executive, a member of the executive or a committee of the executive (dependant on the detailed executive arrangements that are being operated by the authority), where the joint committee is to discharge only executive functions on behalf of the executive of the authority.

(c) Regulation 12(3) – where a joint committee is discharging a function in relation to five or more local authorities and the executive is responsible for deciding on the appointment of Members, both executive and non-executive members may be appointed to the joint committee by the executive and the political balance requirements do not apply.

5.5 It is proposed that the Joint Committee should exercise only executive functions and thus approval of the arrangements, delegation of functions to be discharged by the Joint Committee and the appointment of Members to the Joint Committee should be effected by the Executive of each authority. It is therefore appropriate that the decision to join the Joint Committee should be made by the Cabinet.

5.6 At present the law does not permit local authorities to discharge their functions through non local authority bodies or through mixed bodies. Therefore, stakeholders and other partners will be involved in the operation of the joint committee as observers and in an advisory capacity only.

5.7 A joint committee is subject to overview and scrutiny requirements under section 9(F) of the Local Government Act 2000 which provides that executive arrangements by a local authority must ensure their overview and scrutiny committee (or their overview and scrutiny committees between them) have power to scrutinise decisions made, or other actions taken, in connection with the discharge of any functions which are the responsibility of the executive.

6 Options considered

6.1 The Council is currently a member of the Olympic Host Boroughs Joint Committee and has enjoyed the benefits of being such member. The proposal is for each Borough to agree to the disestablishment of the current Joint Committee to be replaced with the new one. It is open to the Council to withdraw from the Joint Committee upon its disestablishment and refrain from participating in the new one.

6.2 The Council has recently agreed its new Vision and Priorities. The Borough sees itself as “London’s growth Opportunity”. One priority identified in its Corporate Plan is that of Growing the Borough. This will involve the Council working with London partners to deliver homes and jobs across our growth hubs and enhancing the borough's image to attract investment and business growth. The Joint Committee is seen as a good opportunity of advancing and fulfilling these objectives. Accordingly withdrawal and non-participation is not seen as an acceptable option.

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

List of Appendices:

- **Annex A** -Inter Authority Agreement incorporating the Memorandum of Understanding between the Growth Boroughs including the Terms of Reference (appended thereto as Appendix 1)

DATED 2014

**LONDON BOROUGH OF HACKNEY
ROYAL BOROUGH OF GREENWICH
LONDON BOROUGH OF NEWHAM
LONDON BOROUGH OF TOWER HAMLETS
LONDON BOROUGH OF WALTHAM FOREST
LONDON BOROUGH OF BARKING & DAGENHAM**

**SIX GROWTH BOROUGHES
INTER AUTHORITY AGREEMENT**

THIS AGREEMENT is made the 2014 between

1. The Mayor and Burgesses of the London Borough of Hackney, Town Hall, Mare Street, London E8 1EA (“Hackney”)
2. The Mayor and Burgesses of the Royal Borough of Greenwich, Town Hall, Wellington Street, Woolwich, London SE18 6PW (“Greenwich”)
3. The Mayor and Burgesses of the London Borough of Newham, Town Hall, Barking Road, East Ham, London E6 2RP (“Newham”)
4. The Mayor and Burgesses of the London Borough of Tower Hamlets, Town Hall, Mulberry Place, 5 Clove Crescent, London E14 2BG (“Tower Hamlets”)
5. The Mayor and Burgesses of the London Borough of Waltham Forest, Town Hall, Forest Road, Walthamstow, London E17 4JF (“Waltham Forest “)
6. The Mayor and Burgesses of the London Borough of Barking & Dagenham, Civic Centre, Dagenham, RM10 7BN (“Barking & Dagenham “)

(hereinafter jointly referred to as “the six Boroughs”)

BACKGROUND

- (a) The Parties are desirous to ensure that they work together to secure local benefits and a sustainable legacy from the Olympic and Paralympic Games held in London in 2012.
- (b) The Parties are the six London Boroughs which have joined together to develop and implement a coordinated convergence and legacy programme (hereinafter referred to as the Growth Boroughs Partnership Programme (GBPP) which shall secure the desired local benefits and sustainable legacy for the geographical areas comprising the six Boroughs.
- (c) The Parties wish to establish a Growth Boroughs Partnership Unit (GBPU) which shall deliver the GBPP including all matters associated therewith.
- (d) The Parties have established a Joint Committee on the basis of the Memorandum of Understanding (MOU) attached to this Agreement as Appendix A. The Joint Committee’s Terms of Reference are set out as Appendix One to the MOU.

IT IS HEREBY AGREED as follows:-

1. DEFINITIONS AND INTERPRETATION

- 1.1 Words importing the singular shall include the plural and vice versa. Words importing any gender shall include all genders and words importing persons shall include bodies incorporate, unincorporated associations and partnerships.
- 1.2 Clause headings are inserted for reference only and shall not affect the interpretation or construction of this Agreement.
- 1.3 In this Agreement, the following words and expressions have the following meanings

Annual budget	Shall mean the aggregate of all sums paid each Financial Year by each of the Parties
Annual Contribution	Shall mean the sum paid each Financial Year by each of the Parties in accordance with paragraph 9.2
Chief Executive	Shall mean the Chief Executive and/or Head of Paid Service of each of the Six Boroughs (or any successor to such position)
Chief Executives' Board	Shall mean the meetings of the Chief Executives of each of the Parties or their nominees in accordance with paragraph 10.1
Executive Mayor	Shall mean a Mayor elected in accordance with the Mayor and Cabinet model of executive functions set out in Section 9C(2) of the Local Government Act 2000
Financial Year	Shall mean 1 April – 31 March
Growth Boroughs Partnership Programme (GBPP)	Shall mean the programme agreed by the Parties to deliver sustainable benefits for the Parties in accordance with this Agreement
Growth Boroughs Partnership Unit (GBPU)	Shall mean the staff required to deliver the GBPP as shall be agreed by the Parties
Joint Committee	Shall mean the Joint Committee established by the Boroughs in accordance with the MOU attached as Appendix A to this Agreement
Lead Borough	Shall mean one of the Parties to this Agreement which shall take on the lead responsibility for delivering particular activities as from time to time is identified, defined and agreed under the Agreement

MOU	Shall mean the Memorandum of Understanding attached to this Agreement at Appendix A.
Olympic and Paralympic Games	Shall mean the Games organised by the International Olympic Committee in conjunction with the London Organising Committee for the Olympic Games in 2012
Six Boroughs	Shall mean the London Boroughs of Hackney, Newham, Tower Hamlets, Waltham Forest and Barking & Dagenham and the Royal Borough of Greenwich
The Parties	Shall mean the Mayor and Burgesses of the London Boroughs of Hackney, Newham, Tower Hamlets, Waltham Forest and Barking & Dagenham and the Royal Borough of Greenwich

2. **CONSIDERATION**

- 2.1 In consideration of the mutual agreements set out herein the Parties have granted the rights and accepted the obligations set out herein.

3. **ENABLING POWERS**

- 3.1 This Agreement is made pursuant to Sections 101(5), and 113(1) of the Local Government Act 1972, Section 1(1)(b) of the Local Authorities (Goods and Services) Act 1970 and Section 1 of the Localism Act 2011 (and all the other enabling powers).
- 3.2 It shall be the responsibility of each Party to ensure they have the necessary delegations and decisions in place to give effect to this Agreement and by the act of entering into this Agreement have confirmed each of the Six Boroughs has met the requirements of this Clause 3.2.
- 3.3 The general terms of the MOU were considered and approved by the Executive of each of the six Boroughs on the dates specified in Appendix A. The Chief Executive for each of the six Boroughs acting under delegated authority signed and agreed the MOU including Appendix One to the MOU on the dates specified in Appendix A.

4. **COMMENCEMENT**

- 4.1 This Agreement shall commence from the date hereof and shall continue until terminated in accordance with paragraph 11.1 or 11.4.

5. **OBJECTIVES**

- 5.1 The main purpose of establishing the arrangements set out in this Agreement is for the six Boroughs to collaborate on and coordinate a range of activities

and opportunities that arise as a result of the economic growth that was stimulated by the Olympic and Paralympic Games for the purposes of:

- 5.1.1 Securing local benefits and sustainable legacy for the geographical areas of the six Boroughs.
 - 5.1.2 Securing the long-term benefits for the functions carried out and services provided by the six Boroughs howsoever provided including collectively, individually or in partnership with others.
 - 5.1.3 Giving strategic and operational coherence to the collaborative work of the six Boroughs in relation to convergence and legacy.
 - 5.1.4 Establishing and facilitating the implementation of a programme for the six Boroughs which ensures local benefit and sustainable legacy.
 - 5.1.5 Pooling and sharing costs arising out of this Agreement equally amongst the six Boroughs in order for a collaborative programme to be developed and implemented and
 - 5.1.6 Such other objectives as the six Boroughs jointly agree are conducive to the joint working arrangements under this Agreement.
- 5.2 Such objectives as set out in accordance with paragraphs 5.1.1 to 5.1.6 above shall collectively be referred to as the Growth Boroughs Partnership Programme (GBPP) and may be amended and varied from time to time as agreed in accordance with paragraph 7.2 of this Agreement.

6. **GROWTH BOROUGHES PARTNERSHIP UNIT**

- 6.1 The Parties shall establish a Growth Boroughs Partnership Unit the purpose of which shall be to develop and manage the GBPP.
- 6.2 The GBPU shall be accountable to the six Boroughs for the GBPP and shall on request provide reports to and/or attend meetings of each or any of the six Boroughs including but not limited to their respective scrutiny commissions.

7. **POWERS**

- 7.1 The GBPU shall not have any delegated powers other than those expressly set out in this Agreement or as may be agreed between the Parties in accordance with the procedure for agreement set out in paragraph 7.2 below. Anything undertaken by the GBPU which cannot be delivered directly by the GBPU or which shall require contractual or other arrangements to be entered into to deliver the GBPP shall be undertaken through one of the Parties who shall be identified in accordance with the procedure for agreement as set out in paragraph 7.2 below, to act as the Lead Borough on that particular activity, or as may be delegated to it by the Joint Committee.
- 7.2 Unless otherwise specified in the Agreement the procedure for agreement shall require the consensus of all Parties through the Chief Executives of the six Boroughs who shall either reach agreement at the Chief Executives' Board or

in writing. Once consensus has been reached by the Chief Executives' Board or in writing if necessary, the decision shall, if required, be referred to the next available Joint Committee meeting which shall confirm the decision. In the event of non-confirmation by the Joint Committee, the matter shall be referred back to the Chief Executives' Board for reconsideration.

- 7.3 The Parties shall agree in accordance with the procedure for agreement in paragraph 7.2 what activities shall be undertaken, which of those activities can be delivered directly by the GBPU and which shall be delivered by one of the Parties acting as Lead Borough. Where delivery shall be by a Lead Borough the Parties shall agree which of them shall take the Lead Borough role and what resources (if any) need to be sourced and the estimated costs to be met in accordance with Clause 9 of the Agreement for that activity.
- 7.4 The Parties have agreed that the following areas of activity shall be the initial activities to be undertaken:-
- 7.4.1 To recruit, appoint and determine the engagement or secondment of staff and advisers who shall be the GBPU upon such terms and conditions of service as the Parties consider necessary or desirable for the purpose of implementing the objectives.
- 7.4.2 To manage the Annual Budget, receive income, pay out expenses and reimburse costs of agreed activities in accordance with an agreed programme of activity and cost.
- 7.4.3 To recruit a Director to lead and manage the GBPU.
- 7.4.4 To line manage the Director and staff and advisors who shall make up the GBPU.
- 7.5 Additional activities to those set out in paragraphs 7.4.1 – 7.4.4 above shall be agreed between the Parties in accordance with the procedure for agreement set out in paragraph 7.2 above. All additional activities agreed by the six Boroughs shall be evidenced in writing against this Agreement.

8. LEAD BOROUGH ARRANGEMENTS

- 8.1 Where necessary a Lead Borough shall be identified from amongst the Parties to implement any necessary activities under this Agreement.
- 8.2 It is agreed that the initial activities in relation to paragraph 7.4.1 (appointment of staff) should be undertaken by Hackney. For the purposes of paragraph 7.4.1 Hackney will be the lead borough and employer and will subject to the provisions contained in this Agreement be responsible for the terms and conditions and day to day management of staff engaged in accordance with this Agreement.
- 8.2.1 In discharging its Lead Borough role, Hackney shall ensure that any and all staff engaged except for seconded staff will be paid and employed by Hackney in accordance with Hackney standard terms and conditions of employment and appropriate Local Government Remuneration for such positions, subject to the

parties obligations towards Hackney in respect of such appointments as set out in this Agreement.

- 8.2.2 In discharging its role as employer of staff engaged in relation to paragraph 7.4.1 it is agreed that Hackney will provide and manage staff in accordance with an appropriate job description the contents of which will be agreed between the Parties. It is further agreed that whilst Hackney will consult with the other parties to this Agreement (at such times agreed between them) as to performance of staff engaged pursuant to paragraph 7.4.1 against any agreed targets and the ongoing performance of such staff it will be for Hackney acting as employer to supervise and take any appropriate actions as employer in relation to staff concerned.
- 8.2.3 Hackney will submit an account of the costs of all staff engaged in accordance with paragraph 7.4.1. Such account must be agreed by at least two of the Parties (not including Hackney) to this Agreement within at least 30 days of Hackney submitting the account for the account to fall due. Reimbursement shall be made to Hackney from the Annual Budget within 30 days of the account being agreed in accordance with this paragraph.
- 8.2.4 Hackney will only be reimbursed in accordance with a schedule of posts and salaries that have previously been agreed, by all the Parties, through the procedure for agreement set out in paragraph 7.2 above.
- 8.2.5 Hackney shall be reimbursed the cost of employer's pension contributions, ill health retirements, early retirements, redundancies or buy out costs falling on it as employing Authority in accordance with this Agreement in the event that any of the staff engaged in accordance with paragraph 7.4.1 become so entitled. Such sums shall be met in equal parts by each of the Parties insofar as they are not provided for in the Annual Budget. However, no such payment shall be due in the event that liability for the payment is over and above that which each of the Parties is required to contribute and such extra cost is as a result of any avoidable negligent act or omission (determined at law) by Hackney.
- 8.3 In discharging the Annual Budget as outlined in paragraph 7.4.2 it is agreed that the Lead Borough shall be Hackney.
- 8.3.1 In discharging the Annual Budget activity Hackney will adopt standard Local Government financial control practices and principles as shall apply from time to time.
- 8.3.2 For each Financial Year Hackney will produce an Annual Budget for agreement at a Chief Executives' Board and for consideration by the Joint Committee in advance of the Financial Year start and by no later than 1 March in any year which shall cover all aspects of the agreed activity to meet the GBPP and a cash flow statement.
- 8.3.3 Hackney will produce where practicable a statement of expenditure and income and financial commitments for every Chief Executives' Board or where not practicable at a minimum frequency of every three months from the commencement of this Agreement.

- 8.3.4 Hackney will reimburse agreed and approved items of expenditure as submitted in accordance with paragraph 8.5
- 8.4 NOT USED.
- 8.5 Subject to the inclusion of sufficient funds in the Annual Budget or under any alternative funding arrangements made under paragraph 7.2 above Hackney will reimburse costs for any Lead Borough activity carried out under this Agreement within 30 days of submission of a statement of expenditure provided that the said statement of expenditure is agreed as reasonable by at least two of the six Boroughs (not including the Party submitting the said statement) such agreement to be provided within 30 days of submission of the statement of expenditure. Such statements of expenditure shall include all relevant proofs and details of expenditure as would ordinarily be expected by an authority acting reasonably.
- 8.6 In the event that additional Lead Boroughs are identified for certain activities under this Agreement they shall submit statements of expenditure as required in paragraph 8.5. Payments shall be made in accordance with the procedure set out in paragraph 8.5.
9. **THE ANNUAL BUDGET**
- 9.1 Hackney shall be the Lead Borough responsible for administering the Annual Budget.
- 9.2 Subject to the provisions of paragraph 9.3 each Party will pay an Annual Contribution, the sum of which shall be agreed in accordance with paragraph 7.2 until termination of this Agreement such payments to be made on or before the 30 April in each year until termination of this Agreement.
- 9.3 The first Annual Contribution shall be payable within 30 days of the commencement of this Agreement. Such payment shall be the contribution payable to [.....] 20[....]. Thereafter the payments particularised in paragraph 9.2 shall fall due.
- 9.4 All agreed costs will be shared equally and be met from the Annual Budget.
- 9.5 Any underspends in any Financial Year will be carried forward unless all Parties agree to be reimbursed. Such agreement to be reached in accordance with paragraph 7.2 above.
- 9.6 Any overspends will be shared in equal parts and further equal contributions made by each of the parties within 30 days of the overspend being determined by the out-turn report provided that such overspend has not arisen due to negligence, breach of this Agreement or authority being exceeded by any of the Parties.
- 9.7 In the event of any overspend or element of overspend caused by negligence, breach of this Agreement or authority being exceeded by any Party to this Agreement, that Party shall be solely responsible for the costs arising.

9.8 The Annual Contribution made under paragraph 9.2 may be increased in line with the rate of inflation in accordance with the annual percentage increase in the Consumer Price Index (CPI) provided a majority of the Parties agree. Any increase in excess of percentage increase in CPI shall require the written unanimous agreement of all Parties and approval in accordance with paragraph 7.2 above.

10. **CHIEF EXECUTIVES' BOARD**

10.1 The Chief Executives for the six Boroughs shall meet on a regular basis as the Chief Executives' Board and in any event not less than quarterly to review the operation of this Agreement and deal with any matters requiring their attention or approval in accordance with the provisions of this Agreement. The Chief Executives shall be entitled to send a nominee to such meetings to represent them in their absence. Such nominee shall have the same powers as the Chief Executive would have had, had they attended.

11. **TERMINATION AND DISSOLUTION**

11.1 This agreement shall terminate on such date as shall be agreed by all the Parties.

11.2 In the event of termination a final account will be drawn up detailing the costs and liabilities arising from such termination. Such costs and liabilities shall include any staffing costs, redundancies and the cost of terminating any formal arrangements entered into.

11.3 Any net costs after deduction of any income or Annual Contributions remaining will be shared equally between the Six Boroughs.

11.4 In the event of one or more of the six Boroughs wishing to withdraw from this Agreement, but where the GBPP effectively continues then the withdrawing Borough[s] will contribute equally between themselves the net cost of their withdrawal. This will include any resultant redundancy costs, any costs of terminating formal agreements and costs that fall on the remaining Boroughs not able to be defrayed by other action. Any Borough wishing to withdraw shall be required to give 12 months notice of the withdrawal. Such notice period may only be reduced with the written agreement of all non-withdrawing Boroughs.

12. **ENTIRE AGREEMENT**

12.1 This Agreement together with any appendices to it constitutes the entire agreement between the Parties with respect to the matters dealt with therein and supersedes the Inter Authority Agreement dated 31 October 2011 between Hackney, Greenwich, Newham, Tower Hamlets, Waltham Forest and Barking and Dagenham.

12.2 For the avoidance of doubt the terms of the MOU and Appendix One thereto shall be incorporated as part of this Agreement.

13. **NO PARTNERSHIP**

13.1 Nothing in this Agreement shall constitute or be deemed to constitute a partnership between any of the Parties and except as expressly provided herein none of the six Boroughs shall have any authority to bind the others in any way save as permitted by this Agreement.

14. **INSURANCE**

14.1 The Lead Borough for the purposes of employing the staff under paragraph 8.2 above shall, unless the Parties agree otherwise in accordance with the procedure for agreement set out in paragraph 7.2, be the Lead Borough on insurance and insurable risks and shall, if one or more of the Parties are satisfied their current insurance cover is not sufficient, effect either jointly for the benefit of the parties or for the relevant Lead Borough Employers, Public, Professional, Motor Contingency liability insurance and other such insurances the Parties agree to be appropriate and necessary in order to protect the liabilities and assets of the six Boroughs.

14.2 The Lead Borough in accordance with paragraph 14.1 shall on request by one or more of the other parties provide evidence of effecting such insurance including premiums together with advise and guidance to the six Boroughs and the GBPU on insurance and related matters insomuch as they are pertinent and relevant to the obligations and liabilities contained in this Agreement.

15 **INDEMNITIES**

15.1 The Parties hereto agree to indemnify the Lead Boroughs against any costs, losses, liabilities and proceedings which the Lead Boroughs may suffer as a result of or in connection with its obligations hereunder provided and to the extent that such costs, losses, liabilities and proceedings over and above that which each borough to this Agreement is required to contribute and such extra costs are not due to any avoidable negligent act or omission (determined at law) of the Lead Borough or breach by the Lead Borough of its obligations hereunder. Any payments made to the Lead Borough under this paragraph 15.1 shall be met from the Annual Budget or in equal parts by each of the parties insofar as they are not provided for in the Annual Budget.

15.2 Any Lead Borough appointed hereunder shall indemnify the other Parties against any costs, losses, liabilities and proceedings over and above that which each borough to this Agreement is required to contribute and such costs which the other Party or Parties may suffer as a result of or in connection with any breach of the Lead Borough's obligations hereunder and/or any avoidable negligent act or omission (determined at law) in relation thereto.

15.3 Each borough to this Agreement shall inform the other boroughs at the earliest opportunity of any issue or matter or legal process or proceedings which may affect the six Boroughs obligations under this Agreement.

16. **WAIVER**

- 16.1 No failure to exercise and no delay in exercising on the part of any of the Parties any right power or privilege hereunder shall operate as a waiver thereof nor shall any single or partial exercise of any right power or privilege preclude any other or further exercise thereof or the exercise of any other right power or privilege.

17. **EXECUTION**

- 17.1 This Agreement is executed by each Party by executing as a Deed the annexed Memorandum of Participation on behalf of that Party and such Memorandum of Participation shall be evidence of execution by that Party when Memoranda executed by all the Parties are incorporated into this Agreement.

18. **DISPUTE RESOLUTION**

- 18.1 Any dispute or difference arising out of or connected with this Agreement shall be identified by written notice from one Party to the other Party or Parties in dispute who shall within 7 working days (or such date agreed by all six Boroughs to this Agreement) of the notice meet to attempt in good faith to resolve the dispute amicably on a full and final basis.

- 18.2 If the Parties are not able to conduct such meeting within the 7 working day period (or other agreed period) or such meeting has taken place but the dispute or difference remains unresolved then it shall be referred to mediation if the Parties in dispute so agree (such mediation to be conducted as agreed between the Parties in dispute) or in the event that one or more of the Parties in dispute does not agree mediation it shall be referred to an agreed independent expert and the Parties agree to abide by the expert's decision without prejudice to the Parties' rights in law. In the absence of agreement a mediator or expert (whichever is the preferred route) shall be appointed by the President of the Law Society such appointment to be binding on the six Boroughs. An appointed mediator or expert shall in addition to determination of the dispute or difference set the process, procedure and timetable for determination of the dispute or difference.

All costs relating to resolving the dispute or difference shall be met equally by the Parties to this Agreement or apportioned as appropriate by the mediator/expert on the basis that resolution under this paragraph 18 was necessary.

- 18.3 Nothing in this paragraph 18 or the Agreement as a whole shall prejudice the six Boroughs legal right to apply to the English Courts for emergency relief or for determination of a point of law.

19. **NOTICES**

- 19.1 All notices or decisions which are required to be given under this Agreement shall be in writing and shall be sent to the address of the recipient set out in this Agreement or such other address as the recipient may designate by notice

given in accordance with the provisions of this paragraph. Any such notice may be delivered personally or by first class prepaid letter shall be deemed to have been served if by personal delivery when delivered if by first class post 48 hours after posting.

20. **DATA PROTECTION**

- 20.1 The Parties shall ensure full compliance with the Data Protection Act 1998 (hereinafter called the “1998 Act”) and all other legislation relating to the collection and use of information as applies from time to time in respect of the control and processing of any information required under this Agreement. All Parties shall ensure their notifications under Section 18 and 19 of the 1998 Act are up to date and where necessary include the activities of this Agreement where the Party acts as data controller for the purposes of the information.
- 20.2 Any information provided by a Party to this Agreement who is a data controller of the said information to another Party shall be provided to that Party as Data Processor (as defined by the 1998 Act) only and nothing in this Agreement shall allow the receiving Party to treat the information as though they were the data controller.

All processing by the Parties of any information under this Agreement shall be carried out in accordance with the Data Protection Principles (as defined by the 1998 Act).

- 20.3 Where any Party receives a subject access request for information held as a result of the activities carried out in accordance with this Agreement the Parties shall fully cooperate in complying with the obligations under the 1998 Act in relation to that data.

21. **FREEDOM OF INFORMATION**

- 21.1 The Parties recognise that they are subject to legal duties which may require the disclosure of information under the Freedom of Information Act 2000 or the Environmental Information Regulations 2002 or any other applicable legislation or codes governing access to information and that the Parties may be under an obligation to provide information on request. Such information may include matters relating to, arising out of or under this Agreement in any way.
- 21.2 The Parties recognise that in order to facilitate openness and accountability the general view is that all relevant information concerning its arrangements should be subject to disclosure unless the information is exempt in accordance with the provisions of the legislation and where applicable the public interest in withholding the information outweighs the public interest in disclosing it.
- 21.3 Where any Party receives a request for information held the Parties shall fully cooperate in complying with the obligations under the Freedom of Information Act and all other relevant legislation in relation to that data.

22. **SUCCESSORS BOUND**

22.1 This Agreement shall be binding on and shall endure for the benefit of the successors and assigns (as the case may be) of each of the Parties.

23. **ASSIGNMENT**

23.1 None of the Parties may assign its rights and obligations in whole or in part hereunder without the prior written consent of the other Parties.

24. **CONTINUING AGREEMENT**

24.1 All provisions of this Agreement shall so far as they are capable of being performed and observed continue in full force and effect notwithstanding termination except in respect of those matters then already performed.

25. **GOOD FAITH**

25.1 Each of the Parties undertakes with each of the others to do all things reasonably within its power which are necessary or desirable to give effect to the spirit and intent of this Agreement.

26. **SEVERABILITY**

26.1 Notwithstanding that any provision of this Agreement may prove to be illegal or unenforceable the remaining provisions of this Agreement shall remain in full force and effect.

27. **CONTRACTS (RIGHTS OF THIRD PARTIES) ACT 1999**

27.1 Nothing contained in this Agreement confers or purports to confer any rights to enforce any of its terms pursuant to the Contracts (Rights of Third Parties) Act 1999 on any person who is not a party hereto.

28. **VARIATION**

28.1 This Agreement may be varied by agreement in writing of the Parties such agreement to be reached in accordance with the procedure for agreement set out in paragraph 7.2 above.

MEMORANDUM OF PARTICIPATION

**THE COMMON SEAL OF THE MAYOR
AND BURGESSES OF THE ROYAL
BOROUGH OF GREENWICH** was
hereunto affixed in the presence of:

Authorised Signatory:

**THE COMMON SEAL OF THE MAYOR
AND BURGESSES OF THE LONDON
BOROUGH OF HACKNEY** was hereunto
affixed in the presence of:

Authorised Signatory:

**THE COMMON SEAL OF THE MAYOR
AND BURGESSES OF THE LONDON
BOROUGH OF NEWHAM** was hereunto
affixed in the presence of:

Authorised Signatory:

**THE COMMON SEAL OF THE MAYOR
AND BURGESSES OF THE LONDON
BOROUGH OF TOWER HAMLETS** was hereunto
affixed in the presence of:

Authorised Signatory:

**THE COMMON SEAL OF THE MAYOR
AND BURGESSES OF THE LONDON
BOROUGH OF WALTHAM FOREST** was

Hereunto affixed in the presence of:

Authorised Signatory:

**THE COMMON SEAL of THE MAYOR
AND BURGESSES OF THE LONDON
BOROUGH OF BARKING AND
DAGENHAM** was hereunto affixed in the
presence of:

Being an Officer of the Council of the said
Borough authorised to attest the Common
Seal

Seal Register Number

MEMORANDUM OF UNDERSTANDING

JOINT COMMITTEE OF THE SIX GROWTH BOROUGHES

Introduction

1. The London Boroughs of Hackney, Newham, Tower Hamlets, Waltham Forest and Barking and Dagenham and the Royal Borough of Greenwich (the six boroughs) have decided to establish a joint committee to discharge executive functions on behalf of the six boroughs in so far as they relate to joint activities or areas of common concern in relation to convergence and legacy as referenced by the Convergence Annual Report and Action Plan.

2. This Memorandum of Understanding sets out the basis for operating the joint committee and associated activities as agreed between the six boroughs. The Memorandum and the terms of reference for the joint committee (which are attached as Appendix One) will be approved by the Executive for each of the six boroughs.

Legal Framework

3. Section 101 (5) of the Local Government Act 1972 provides that two or more local authorities may discharge any of their functions jointly and that where joint arrangements are in force in respect of any functions, those functions may be discharged through a joint committee established by the authorities.

4. Section 101 (2) of the Local Government Act 1972 provides that unless the joint arrangements specify otherwise, a joint committee can also establish a sub-committee to discharge any of its functions or delegate functions to an officer and unless the joint arrangements or joint committee specify otherwise, a sub-committee established by a joint committee may delegate functions to an officer.

5. Appointments to a joint committee are made under section 102(1)(b) of the Local Government Act 1972 and the establishment of a joint committee is governed by The Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012, issued under sections 9EA, 9EB and 105 of the Local Government Act 2000. The relevant Regulations provide:

a) Regulation 11 (2) - where a joint committee is established to discharge more than one function by the same authorities at the same time and at least one of those functions is an executive function in at least one authority, the joint arrangements may provide for one joint committee to discharge all the functions on behalf of all the authorities.

b) Regulation 12(3) – the decision on appointment to a joint committee should be taken by either the elected mayor, the executive leader, the executive, a member of the executive or a committee of the executive (dependant on the detailed executive arrangements that are being operated by the authority), where the joint committee is to discharge only executive functions on behalf of the executive of the authority.

c) Regulation 12 (3) - where a joint committee is discharging a function in relation to five or more local authorities and the executive is responsible for deciding on the appointment of Members, both executive and non-executive

Members may be appointed to the joint committee by the executive and the political balance requirements do not apply.

6. At present the law does not permit local authorities to discharge their functions through non local authority bodies or through mixed bodies. Therefore, stakeholders and other partners will be involved in the operation of the joint committee in an advisory capacity only.

7. A joint committee is subject to overview and scrutiny requirements under section 9(F) of the Local Government Act 2000 which provides that executive arrangements by a local authority must ensure their overview and scrutiny committee (or their overview and scrutiny committees between them) have power to scrutinise decisions made, or other action taken, in connection with the discharge of any functions which are the responsibility of the executive.

8. The 'call in' provisions also apply to a joint committee under section 9(F) of the Local Government Act 2000 which provides that the above power of an overview and scrutiny committee to review or scrutinise a decision made but not implemented, includes power to recommend that the decision be reconsidered by the person who made it.

8A. The provisions relating to executive decisions contained in the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 do not apply to the operation of this joint committee because under Regulation 2(c) of such Regulations this joint committee is not a decision maker or decision making body under Regulation 2(b) to which such Regulations refer.

9. The joint committee is not a separate legal entity and existing arrangements for lead boroughs to take on responsibility for particular activities will be made and/or continue to operate in accordance with the Inter Authority Agreement made between the six boroughs dated [.....].

Inter Authority Agreement (IAA)

10. The existing IAA will be amended to give effect to all new matters covered by this Memorandum of Understanding.

11. Under the terms of the IAA any variation must be agreed by each of the six borough Chief Executives and for the avoidance of doubt the Executive of each of the six boroughs will also specifically delegate responsibility for agreement of the revised IAA to their respective Chief Executives.

Employment of Staff

12. The new IAA will designate the London Borough of Hackney as lead borough for the employment and management of staff in the new Growth Boroughs Partnership Unit. The Director of the Unit will be responsible for day to day management/direction of the unit, reporting to the joint committee through the Chief Executive's Board (see 14 below).

Annual Budget

13. The IAA will designate the London Borough of Hackney as lead borough for discharging the annual budget and the joint committee will be responsible for managing the annual budget. As part of this function, the joint committee may also make proposals for any revision in the level of contribution made by each of the six boroughs to the annual budget for consideration as part of each of the six boroughs

annual budget allocation process. Most of the budget will continue to be spent on staffing and accommodation for the Growth Boroughs Partnership Unit. The IAA provides a framework for engaging and managing staff, and reporting on revisions to staffing structures. The IAA also provides arrangements for establishing and controlling a balanced annual budget funded by equal contributions from the six Growth Boroughs and grants/contributions secured from other sources.

Chief Executives' Board

14. The IAA will provide for regular meetings of the six borough Chief Executives meeting formally as the Chief Executives' Board.

Administration

15. Administrative support for the meetings of the six borough Chief Executives and the joint committee will be provided by the London Borough of Hackney on a lead borough basis and the Chief Executive of Hackney Council will be formally designated as clerk to the joint committee with responsibility for the provision of administrative support.

Overview and Scrutiny

16. Decisions of the joint committee are subject to scrutiny and 'call in' by the six boroughs. Each of the six boroughs has established overview and scrutiny arrangements for the joint committee (and any sub-committee(s)) to include uniform time limits for the 'call in' process in each of the six boroughs

17. In the event that a decision of the joint committee or any sub-committee is 'called in' the Chief Executive (or an officer designated by the Chief Executive) for the relevant borough will attend the relevant scrutiny committee together with one or both of the Members nominated by that borough to the joint committee or any Member of a sub-committee.

Procedure Rules

18. The joint committee will adopt revised Procedure Rules to cover all matters relevant to its governance arrangements.

Functions

19. The executive functions discharged by the joint committee shall be as specified in the terms of reference attached as Appendix One to this memorandum. The joint committee does not have power to exercise non executive functions on behalf of the six boroughs.

20. The functions of the joint committee will not be limited by area, but it will only discharge executive functions that relate to joint activities or areas of common concern in relation to convergence and legacy.

Membership and Chair

21. The Executive for each of the six boroughs will nominate two Members to the joint committee. The maximum term of office for any nomination may not exceed a Member's remaining term in office and should be made by each of the Boroughs for each new municipal year.

22. The joint committee will be responsible for electing a Chair and it has been agreed by the six boroughs that this Memorandum should record that the intention of the six boroughs is that the Chair of the joint committee should be the Mayor of Newham.

Agenda Management

23. The rules of procedure adopted by the joint committee as part of a Constitution shall include the following provisions relating to agenda management.

24. All prospective items of business for the joint committee established by it shall in the first instance be considered at a meeting of the Chief Executives' Board. An item shall only be included on the agenda for a joint committee meeting with the agreement of each of the six borough Chief Executives.

25. Where an item of business has been included in the agenda for a joint committee meeting in accordance with paragraph 24 above but it appears to the Chair of the joint committee that unanimity of voting may not be achieved, the Chair may propose that the agenda item be referred back to the Chief Executives' Board for further consideration.

26. Where a decision of the joint committee does not apply to all six boroughs, the delegation of functions to the joint committee is limited to those boroughs to which the decision applies so that any borough to which the decision does not apply retains the capacity to determine the issue(s) in accordance with its own procedural requirements.

Quorum and Voting

27. The quorum for meetings of the joint committee will be at least one Member from each borough.

28. Each Member of the joint committee will have one vote and all questions coming or arising before the joint committee shall be decided by a majority of the members of the joint committee present and voting (paragraph 39 of Schedule 12 to the Local Government Act 1972).

Delegation to Officers

29. The joint committee may delegate specific functions to an officer of one of the six boroughs. Any such delegation may be subject to the requirement for the officer to consult with or obtain the prior agreement of an officer (or officers) of one or more of the other four boroughs or subject to the requirement for the officer with delegated authority to consult with the Chair of the joint committee before exercising their delegated authority.

Partner and Stakeholder Representation

30. Partners and stakeholders will be invited to send observers to meetings of the joint committee as appropriate.

Commencement

31. The joint committee will be established when this Memorandum of Understanding and the terms of reference for the joint committee (attached as Appendix One) have been approved by the executives of each of the six boroughs.

JOINT COMMITTEE OF THE SIX GROWTH BOROUGHES

TERMS OF REFERENCE

To act as a joint committee of the London Boroughs of Hackney, Newham, Tower Hamlets, Waltham Forest and Barking and Dagenham and the Royal Borough of Greenwich (the six boroughs) for joint collaboration in relation to convergence and legacy.

1. Functions:

To discharge on behalf of the boroughs the executive functions listed below in so far as they relate to joint activities or areas of common concern in relation to convergence and legacy, as agreed in the business plan:

1. Management and expenditure of the annual budget as defined by the Inter Authority Agreement made between the six boroughs dated [.....]
2. Management and expenditure of external funding and all other financial resources allocated to the joint committee, including any funding allocated to the joint committee by any or all of the six boroughs in addition to the annual budget.
3. Approval of an annual business plan.
4. Joint promotion of the Growth Boroughs area and its unique portfolio of assets including the Olympic afterglow.
5. Consistent approach to enforcing through planning and procurement requirements the promotion of convergence by developers and contractors.
6. Collective promotion of transport and other infrastructure investment including its prioritisation over other parts of London.
7. Joint bidding for funding, training and employment programmes, e.g. funding from the European Union and Regional Growth Fund (RGF) where bids from one Borough will not be entertained.
8. Convergence and the prioritising of the social and economic needs of the Growth Boroughs area.
9. Collective action in respect of the National and Regional allocation of local government housing, health, policing and transport resources based on need and population.
10. Working together to protect Growth Boroughs' interests in respect of National and Regional policy and action.
11. Collective working with employers on jobs and skills.
12. Contextual recognition of the varying economic, housing and investment opportunities related to the character and resources of each of the Growth Boroughs.

Any other executive functions relating to joint activities or areas of common concern in relation to convergence and legacy in relation to which funding is allocated through the annual budget or in respect of which external funding or any other financial resources are allocated to the joint committee.

The governance arrangements provide flexibility so that one or more but less than six boroughs can opt out of certain projects insofar as they relate to joint activities or areas of concern. It is within the capacity of the Joint Committee to agree that one or more but less than six boroughs may participate in work with other authorities outside the growth borough arrangements. The Joint Committee will agree any particular

project will be undertaken by one or more boroughs outside the responsibilities of the Joint Committee.

2. Membership:

Twelve Members, comprising two Members nominated by the Executive from each of the six boroughs for a maximum period not extending beyond any Member's remaining terms of office as a councillor.

3. Quorum:

At least one Member from each of the six boroughs.

4. Voting Requirements:

Each Member of the joint committee will have one vote and all questions coming or arising before the joint committee shall be decided by a majority of the members of the joint committee present and voting.

APPROVALS:

The general terms of the Memorandum of Understanding (including Appendix One) were considered and approved at a meeting of the executive of each the six boroughs on the following dates:

Royal Borough of Greenwich:

London Borough of Hackney:

London Borough of Newham:

London Borough of Tower Hamlets:

London Borough of Waltham Forest:

London Borough of Barking and Dagenham

The Chief Executive for each of the six boroughs acting under delegated authority signed and agreed this Memorandum of Understanding (including Appendix One) on the following dates:

Mary Ney
Chief Executive – Royal Borough of Greenwich

Signed.....Date.....

Tim Shields
Chief Executive – London Borough of Hackney

Signed.....Date.....

Kim Bromley-Derry
Chief Executive – London Borough of Newham

Signed.....Date.....

Stephen Halsey
Head of Paid Service – London Borough of Tower Hamlets

Signed.....Date.....

Martin Esom
Chief Executive – London Borough of Waltham Forest

Signed.....Date.....

Graham Farrant
Chief Executive – London Borough of Barking and Dagenham

Signed.....Date.....

CABINET**18 November, 2014**

Title: Procurement of a Framework for Lower Value Construction Projects	
Report of the Cabinet Member for Regeneration	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Ian Saxby, Group Manager Capital Commissioning and Delivery	Contact Details: Tel: 020 8227 3496 E-mail: ian.saxby@lbbd.gov.uk
Accountable Divisional Director: Jeremy Grint, Divisional Director of Regeneration	
Accountable Director: Steve Cox, Director of Growth	
<p>Summary:</p> <p>The Capital Commissioning and Delivery section uses two frameworks for the delivery of its Education and General Construction projects. Changes in the economy and particularly the construction sector, has meant that it has become increasingly difficult to attract firms within those Frameworks to bid for lower value construction works. As a consequence, it is proposed that a new arrangement be procured with a separate Framework Agreement for Lower Value Construction Contracts.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Agree that the Council proceeds with the procurement of a Framework Agreement for Lower Value Construction Projects for the provision of the services in accordance with the strategy set out in this report; (ii) Indicate whether Cabinet wishes to be further informed or consulted on the progress of the procurement and/or award of the contract, and (iii) Delegate authority to the Divisional Director of Regeneration, in consultation with the Chief Finance Officer and the Head of Legal and Democratic Services, to conduct the procurement and award the contract to the successful bidders in accordance with the strategy set out in this report. 	
<p>Reason(s)</p> <p>The reasons this recommendation should be accepted are as follows :</p> <ul style="list-style-type: none"> a) The procurement of this arrangement will give the Council an appropriate vehicle for the delivery of small value contracts and in particular, those for small school 	

expansion projects.

- b) It will lead to greater efficiencies, and value for money through market-competitive pricing, and provide opportunities for smaller locally based firms.
- c) The proposal will support the Community Strategy in the following areas :
 - (i) Ensure that every child is valued so that they can succeed by ensuring that necessary low value school improvement works are carried out in accordance with occupancy deadlines and maximising post-16 training through apprenticeships and other initiatives.
 - (ii) Maximise growth opportunities and increase the household income of the Borough residents through aspiring to engage local suppliers

1. Introduction and Background

- 1.1 The Capital Commissioning and Delivery section uses two frameworks for the delivery of its Education projects. The Education and Other Services Framework was set up for the delivery of projects above £1.5 million and the General Construction (Lower Value) for projects between £50,000 and £1.5 million. Both had an overlap that meant that contractors on the lower value framework could bid for jobs up to £2 million and those on the Education and Other Services Framework could bid for jobs down to £1.5 million.
- 1.2 These values were agreed in 2010 during the height of the recession and firms on the General Construction Framework were content to bid for jobs at the lower end of the contract range. However, during the latter half of 2013 and into 2014 there has been a sharp increase in construction activity (in the London and the South East at least) that has meant that many contractors on the General Construction Framework are now reluctant to bid for jobs below £500,000. This is at least partially down to the industry coming out of recession, where firms have downsized their internal estimating and surveying teams, sub-contractors have similarly downsized and people have moved out of the industry. Gearing up means that there is not the capacity to bid and deliver all of the projects being tendered, so firms tend to concentrate on the larger and more profitable jobs as bidding opportunities. This is not unusual and has happened previously when the construction industry comes out of recession. It also affects the price and availability of both components and labour, which is now having an impact on projects. Recent industry reports have found that during May 2014 sub-contractor availability fell at its greatest rate since August 1997 which has meant a sharp increase in costs.
- 1.3 There has been a noticeable decrease in interest from firms on the lower value framework to carry out jobs in the £50,000 to £200,000 cost range. Two or three of the six contractors will submit tenders towards the higher end of this range simply because they have signed up to the Framework; however, the other contractors have made it clear that their preference is for contracts over £500,000. In theory, the council could insist that they tender but in practice it is likely to result in bids that present questionable value and if a tender was successful, it is unclear whether or not that they have the resources to actually manage such jobs properly or sub-contractors of quality to deliver projects. In the judgment of staff within Capital Commissioning and Delivery team there would be no advantage to the council in insisting that all contractors bid. This has meant that it is increasingly difficult to get reasonable tender lists from the Framework for lower value jobs. This situation is

not unusual and in discussions with Councils elsewhere, similar difficulties are being experienced with lower value projects.

- 1.4 The alternative means of procuring such projects has been to advertise those above £50,000 on the Council's website (to comply with the public procurement requirements to advertise contracts "sufficiently") and invite expressions of interest from builders. In effect, this means a pre-qualification process that enables four to six firms (depending upon the construction procurement route) to be selected to tender from those expressing an interest. The nature of capital projects being such that an open tender is not practical either from the councils point of view (given the time taken to analyse each bid) or the contractors point of view; tendering a specified job for a builder is expensive and if the chances of being awarded are low then many would be contractors will not bid. This process is lengthy and can mean that a relatively small job can easily take two to three months to tender; and the number of jobs affected is increasing. An improving construction economy means that those jobs that would have been delivered for under £50,000 six months ago will now cost more.
- 1.5 This is particularly an issue around small school projects. These jobs although of low value are often crucial and time critical for meeting the increasing need for school places. If they are procured as described (an advert, evaluation of expressions, followed by tender) then there is an increasing likelihood that deadlines will be missed. This situation is not unusual and it is likely that the capital programme will for the foreseeable future, contain a number of lower value projects that are affected by the problems outlined in this section.

2. Proposed Procurement Strategy

2.1 Outline specification of the works, goods or services being procured.

- 2.1.1 As a consequence, a proposal compliant with public procurement rules that would provide an efficient method of delivering such low value jobs needs to be considered. Ideally, this would provide increased competition and improve on the slower procurement times experienced on the current alternative to the existing Frameworks. It is proposed that a Framework arrangement for smaller construction projects should be used to procure general construction projects (with an emphasis on education schemes) whose projected construction costs lie between £50,000 and £500,000. Although none of these projects will be above the EU threshold the obligation of transparency and fairness means that the arrangement will comply with the requirement to have a sufficient degree of advertisement and will allow projects to be let speedily. This value range has been set to meet the demand for low value projects and also the capacity of the firms that are likely to be attracted to the Framework.
- 2.1.2 These issues are not unique to the London Borough of Barking and Dagenham and it is proposed that the Framework will be made available for use by the Councils that are part of the East London Solutions (ELS) group (the London Boroughs of Havering, Newham, Redbridge, Tower Hamlets and Waltham Forest); a levy will be charged for the use of this Framework in line with present arrangements for the use of the council's other construction frameworks.

2.2 Estimated Contract Value, including the value of any uplift or extension period.

2.2.1 It has been estimated that the value of construction works commissioned by the Council and passing through this Framework could be £6 million pounds over the duration of the arrangement. This estimate is based upon the value of similar works that have been procured over the last two years and extrapolated over Framework term. In particular, given pressures on the school estate it is not unreasonable to suggest that the levels of expenditure in recent years will diminish over this term. The Framework does not commit the Council to any contractual obligation to purchase or deliver construction works. It is a mechanism by which specific contracts can be let to a selected group of contractors at the Council's discretion.

2.3 Duration of the contract, including any options for extension.

2.3.1 The proposed duration is four years; the maximum allowed by the Public Contracts Regulations 2006.

2.4 Is the contract subject to the (EU) Public Contracts Regulations 2006? If Yes, and contract is for services, are they Part A or Part B Services.

2.4.1 Yes it is subject to the Public Contracts Regulations 2006.

2.5 Recommended procurement procedure and reasons for the recommendation.

2.5.1 It is recommended that the Framework be procured through the Restricted procedure (Regulation 16 of the Public Contracts Regulations 2006). This will ensure that only those firms that have the required safety, environmental, financial and technical abilities will be invited to tender. It is particularly important to ensure that firms that can work safely and efficiently in occupied schools are selected for this Framework.

2.6 The contract delivery methodology and documentation to be adopted.

2.6.1 Specific contracts will be awarded as and when required through mini competition between the contractors on the Framework. The specific contracts will be let on construction industry standard construction contracts (generally JCT 2011 suite of contracts and PPC2000); the overall Framework will utilise the Council's own bespoke Framework Agreement that has been employed on its other Framework arrangements.

2.7 Outcomes, savings and efficiencies expected as a consequence of awarding the proposed contract.

2.7.1 As described above at 1.4 the process for procuring individual contracts is time consuming; the use of a framework will negate the need to advertise individual contracts and, significantly reduce the officer time and expense involved. Typically a small contract can be procured in four to six weeks; which in turn means that projects required to meet tight deadlines can be developed over a shorter time period than at present. There will also be efficiencies working with a panel of

contractors that are familiar with the council's requirements and specifications. The Framework will be offered to other members of the ELS Procurement Group; these councils have already indicated that they are interested in using this Framework and as with the other construction frameworks operated by the Council on behalf of ELS, a levy will be charged to those contractors that are awarded contracts under the arrangement and paid to LBBB.

2.8 Criteria against which the tenderers are to be selected and contract is to be awarded

2.8.1 Tenderers will be evaluated on the most economically advantageous methodology balancing their submitted prices against the quality of their proposals. The tender list will be determined by the experience and technical ability of the firms, and their tenders on proposals for working with the council on schools and other projects over the four year term of the Framework. Specific contracts under the arrangement will be let through mini-competition between the contractors; again on the basis of price and the quality of their bids.

2.9 How the procurement will address and implement the Council's Social Value policies.

2.9.1 All of the Construction Frameworks let by the council oblige contractors to cooperate with council on the provision of employment and skills initiatives covering such things as training and apprenticeships. On the current Frameworks an Employment and Skills Plan (meeting Construction Industry Board standards) is a contractual obligation on all projects. The contractors have also signed a memorandum of understanding with Barking College to engage students on shorter term arrangements. This approach will also apply to the contractors on this proposed Framework and in particular, given the value and shorter duration of projects, a similar arrangement with the college will be applied. As with the other Frameworks, Contractors will be requested to work with the Council's Employment and Skills section to make vacancies available to local people.

3. Options Appraisal

3.1 There are a number of possible options that could be considered for the longer term.

3.2 The first would be to do nothing, batch projects together to increase their value and offer them to the Framework contractors on the current General Construction Framework. However, that depends upon the jobs being run in parallel and the selected Framework Contractors ability to run a number of jobs on different sites with one site management team. It is unlikely that this approach would encompass all lower value projects since individual jobs often have a particular content and programme that makes them difficult to align. It is probably the only way that the majority of the contractors would consider bidding for these jobs but there are risks attached to having part-time site supervision, particularly in school premises that could be in occupation during at least some of the works.

- 3.3 Alternatively, the council could consider an arrangement that specifically targets smaller projects and utilises smaller contractors to deliver them. There are several firms already used by schools in Barking and Dagenham that have a track record of carrying out small works in occupied school buildings where the safety and security of pupils is paramount. There are a number of alternatives that might be considered, although all need to comply with the Council's obligation to be fair and transparent in its dealings; therefore, all would need to be advertised appropriately.
- 3.4 During the current financial year, eight education projects have been identified that fit into this category of works with an approximate total value of £1.5 million; and although the problem predominantly affects schools projects there are a number of other small value schemes in other areas (e.g. libraries) that have proven difficult to procure. The total value of these was a further £500,000. Regulation 8 of the Public Contracts Regulations says that where an authority has consecutive requirements over a period of time for several contracts with similar characteristics, the value should be aggregated. On this basis, the current EU threshold of £4,322,012 could be reached within two years. This means that any option would need to be advertised appropriately and be EU compliant.
- 3.5 One option investigated was the possible use of a Dynamic Purchasing System (DPS). This is a completely electronic system that can be established for up to four years. It is open to any firm that is compliant, meets the selection criteria and submits an indicative tender. In previous guidance issued by the Office of Government Commerce it is recommended for regular "off the shelf" purchases such as the purchase of gas and electricity. It is not an option recommended in this instance. Whilst the system does have the potential to continually introduce new players, that needs to be balanced against the requirement to have contractors that have the experience and skills to work in occupied school premises, and the benefits that collaborative working over a number of projects can bring. The Council may also wish to offer the use of its solution to neighbouring councils as it currently does on its Framework arrangements. The rules on a DPS specifically prevent this.
- 3.6 The alternative option would be a Framework. Again this would be in place for four years with a number of firms that would bid via mini-competition for each specific contract let under the Framework. It would allow the council to select contractors on the basis of their experience and skill in carrying out work in schools. The limited upper value of individual projects should attract smaller and more local firms that could have a beneficial impact on the local economy. The tender and evaluation process can be carried out relatively quickly, and the process is easy to administer. It allows for detailed specifications to be priced and with a limited number of firms tendering should result in realistic and competitive bids. The ability to work with a select group of contractors also means that they become familiar with the council's requirements and the council becomes a significant source of work. For many smaller contractors this is important and can ensure that the council is treated as a special client. A longer term relationship also means that those commitments already incorporated into the other frameworks such as Employment and Skills initiatives could be included in this Framework. If utilised by adjacent boroughs the levy system can also be applied. Additionally, schools within the Borough could use the Framework to deliver projects procured from their own resources. It is recommended that this option be adopted.

4 Equalities and other Customer Impact

4.1 Firms will be examined for their record on and attitudes to Equalities issues as part of the Framework tender process and will be expected to comply with necessary legislation and best practice.

5. Other Considerations and Implications

5.1 **Risk and Risk Management** - The main risks are those linked to this proposal are as set out in the table below:

Challenges and Risks	Opportunities and Mitigating Factors
Uncompetitive / Unsustainable bids by large suppliers	The value of the individual contracts are not likely to be of interest to larger contractors and letting such an arrangement “out of sequence” with a framework for a higher value works should prove unattractive to larger firms because of the lack of opportunity to share resources across value bands.
Does not attract sufficient firms with the necessary expertise	There are already a number of small firms that have carried out works in the Borough’s schools and who should be attracted by the Council’s reputation as a reliable employer.
Does not attract smaller or local firms	The pre-qualification and tender process will be simplified as far as possible to make access for such firms easier. Engagement with firms to explain the process will also be considered if required. The value band has been selected to attract smaller firms but also offer a sufficient number of projects to make tendering for the Framework worthwhile.
Challenge from Unsuccessful Supplier	The Capital Commissioning and Delivery Section has carried out a number of large procurement exercises over recent years and will ensure that a compliant process is put in place to mitigate risk.
Reduction in the number of low value projects	Although future resources are difficult to predict, the number of low value projects has not diminished over recent years and given the effect of inflation on building costs together with pressures to provide improved facilities it is unlikely that the programme will decrease to the point where such a framework is not worthwhile.

5.2 **TUPE, other staffing and trade union implications** - There are no TUPE issues.

- 5.3 **Safeguarding Children** - This proposal has no direct impact on safeguarding children although there may be an indirect effect through the efficient investment in new or replacement of facilities within the Children's Services estate.
- 5.4 **Health Issues** - This proposal may have a positive impact upon Health Issues ; for example, in bringing existing properties up to modern standards, such that risks of asbestos and / or other detrimental health issues such as damp and condensation will be reduced.
- 5.5 **Crime and Disorder Issues** - This proposal will have no direct impact on Crime and Disorder issues.
- 5.6 **Property / Asset Issues** - The proposal will have a positive impact upon the property or assets, raising the standard and value of the properties, particularly those in the school estate where projects represent investment through the updating of existing or the installation of new facilities. Council assets will be protected from dilapidation and degradation and all brought to modern standards, protecting the property assets functionality and value.

6. Consultation

- 6.1 The Council's Procurement Board has endorsed the proposals in this report.

7. Corporate Procurement

Implications completed by Martin Storrs, Head of Procurement

- 7.1 The proposed framework for the Procurement of Smaller Construction Contracts is projected to be worth approximately £6m over the life of the contract and therefore in line with the Council Rules a "Formal Invitation to Tender" is required to be completed.
- 7.2 The proposed option will also be subject to the Public Contracts regulations 2006 and is for Part A Services.
- 7.3 Is it strongly recommended that Capital Delivery team adopt Electronic Tendering for this project as many of the Suppliers who will bid for this will have utilized this method with LBBB whilst bidding for current DLO tender package. It should also be noted that manual type tendering will be prohibited when the UK government adopts the new EU regulations in 2015.
- 7.4 The recommendation in this report details is compliant with UK Law, EU Law, the Council's Constitution and the Contract Rules and therefore minimises the risk of future challenge in this area.

8. Financial Implications

Implications completed by: Carl Tomlinson, Group Finance Manager

- 8.1 The Frameworks themselves do not commit the Council to any contractual obligation to purchase or deliver construction works. They are a mechanism by

which specific contracts can be let to a selected group of contractors at the Council's discretion.

- 8.2 The cost of procuring services under this framework will be met through either capital budgets or operational revenue budgets in accordance with the Council's budgetary controls and financial regulations.
- 8.3 The likely spend over the four year contract period has been estimated at £6.0m. The majority of this expenditure is likely to be charged to the Authority's capital programme, and particularly to school projects. There will also be some expenditure charged to revenue budgets and directly to school resources. Given the less predictable nature of lower value works, it is difficult to predict the exact amount of spend that will be incurred.
- 8.4 It is proposed that the Framework will be made available for use by the Councils that are part of the East London Solutions group and a levy will be charged for the use of this Framework in line with present arrangements for the use of the council's other construction frameworks. This arrangement currently generates income for the Authority based on 0.25% of the value of each contract let. However, without knowing the likely uptake of this new framework by these neighbouring Councils it is not possible to estimate exactly how much income this arrangement is likely to generate.

9. Legal Implications

Implications completed by: Daniel Toohey, Principal Corporate Solicitor

- 9.1 The Council has power to enter into contracts for construction services under section 1 of the Local Government (Contracts) Act 1997 on the basis that such services are properly required for the discharge of the Council's duties.
- 9.2 It is anticipated that the estimated value of the framework agreements will be in excess of the current threshold works (currently £4,322,012) under the Public Contracts Regulations 2006 (the Regulations) and therefore a competitive tendering process will be required, which will be subject to the full application of the Regulations. The anticipated figure over the life of the framework should be set out in the requisite notices.
- 9.3 Legal Services note that it is the intention of the responsible directorate to permit this contract to be utilised by other local authorities. Legal Services would advise that the OJEU Contract Notice must be specific as to the potential local authorities (or group of local authorities) who may use this contract. Potential spend must also be forecast for the Council and other potential users of the contract so as not to fall foul of the Public Contract Regulations 2006.
- 9.4 When undertaking construction related projects the Council has legal obligations that must be met such as the appointment of CDM Coordination services for reporting notifiable projects to the Health and Safety Executive (HSE).
- 9.5 Contract Rule 28.8 of the Council's Contract Rules requires that all procurements of contracts above £500,000 in value must be submitted to Cabinet for approval.

- 9.6 In line with Contract Rule 47.15, Cabinet can indicate whether it is content for the Chief Officer to award the contract following the procurement process with the approval of Corporate Finance.
- 9.7 The procurement procedure anticipated by this report would appear to be following a compliant tender exercise and Legal Services will be available to assist and advise upon further instruction.
- 9.8 The report author and responsible directorate are advised to keep Legal Services fully informed at every stage of the proposed tender exercise. Legal Services are on hand and available to assist and answer any questions that may arise.

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

List of appendices: None.

CABINET**18 November 2014**

Title: Disaggregation of Barking and Dagenham and Havering Youth Offending Services	
Report of the Cabinet Member for Crime and Enforcement	
Open Report	For Information
Wards Affected: All	Key Decision: No
Report Author: Dan Hales, Group Manager Community Safety and Offender Management	Contact Details: Tel: 0208 227 3723 E-mail: dan.hales@lbbd.gov.uk
Accountable Divisional Director: Glynis Rogers, Divisional Director Commissioning and Partnerships	
Accountable Director: Anne Bristow, Corporate Director Adult and Community Services	
<p>Summary</p> <p>During 2012, an integration of Youth Offending Services (YOSs) in the London Boroughs of Barking and Dagenham and Havering was initiated on the basis that: 'Barking and Dagenham YOS had a very good thematic inspection in 2011/12 and the integration will allow opportunities for building practice and resilience in both Boroughs' Youth Offending Services' (Barking and Dagenham Cabinet Report, 13 November 2012).</p> <p>In July this year, the London Borough of Havering Cabinet opted to disaggregate the services as, 'changes to the structure in Children's Services in Havering, together with the implementation of the Troubled Families programme have created the opportunity to bring the service management fully back into the borough and achieve a budget saving' (Havering Cabinet Report, 30 July 2014).</p> <p>Although the joint service provided opportunities for increased resilience and to develop and share good practice, there are no significant adverse implications anticipated from disaggregation. However, it is important to note that the London Borough of Havering will cease to contribute to YOS management costs, therefore the YOS will have to continue to utilise reducing resources during a period when the Borough's youth population is expected to increase.</p> <p>This report has been written to inform the Cabinet of the disaggregation.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Acknowledge the improvements made to Havering Council's Youth Offending Services (YOS) by the joint service, which has created a high performing YOS; and (ii) Note the strategic and operational direction of Barking and Dagenham YOS. 	

1. Introduction and Background

- 1.1 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. The Council's duty is to co-ordinate the provision of youth justice services, formulate a Youth Justice Plan each year and to take reasonable steps to prevent children and young people from committing offences.
- 1.2 Youth Offending Services are multi-agency operations comprising of staff from the Police, Probation, the Council, and the NHS. They work closely with young offenders and their parents or carers as well as other organisations involved in supporting young people. The Ministry of Justice expects that Youth Offending Services prevent offending by children and young people, deliver interventions into young people's lives which enhance their opportunities and improve victim satisfaction. Youth Offending Services focus on safeguarding, for both the community and the young person, to ensure the best outcome for the future.
- 1.3 In October 2012 a merger between the Youth Offending Services in the London Borough of Barking and Dagenham (LBBD) and the London Borough of Havering (LBH) commenced in order to enhance the services offered by both YOS. This merger was perceived to have the potential to create a robust and high performing YOS by combining resources and building in resilience.
- 1.4 A paper was presented to Cabinet on 13 November 2012 to inform Members of interim arrangements for the joint management of the two services. This paper stated the anticipated benefits of joint management, which included:
- realising cost savings whilst maintaining services which meet statutory obligations;
 - improving the joint working with the three-borough youth court;
 - improving resilience of the service; and
 - creating further opportunities for staff development and learning.

Havering paid an annual management fee to LBBD of £108,000. Cabinet agreed to note this report and to receive a further report on the potential to enter a longer term arrangement.

- 1.5 A second paper on the joint Youth Offending Service was presented to Cabinet on 19 March 2013. Cabinet agreed to develop the joint working arrangements further with a view to a formal merger of the two Youth Offending Services by March 2014. The paper noted the YOS Integration Board's praise for 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".
- 1.6 A paper was also presented to the Havering Cabinet on 13 February 2013, which informed Havering Members of the interim arrangements for the management of the YOS. It was agreed by Havering Members to "continue the direction of travel to merge Youth Offending Services with London Borough of Barking and Dagenham over time" (minutes of London Borough of Havering Cabinet Meeting, 13 February 2013).

Disaggregation

- 1.7 Following a review of Children's Services and a restructure of young people's services, Havering Cabinet agreed to bring the management of their Youth Offending Service back 'in house'. LBH were clear that this decision was due to a wider restructure and their financial situation rather than the performance of the joint YOS. The report noted that the joint YOS "has worked very well" and:

has been very successful in improving the Havering YOS services in a relatively short space of time. The Havering YOS has been restructured to enable a more flexible approach where previously there were many individual job descriptions. A recent case audit confirmed that there have been considerable improvements in the case work since the changes have all taken place (London Borough of Havering Cabinet Report, 30 July 2014).

- 1.8 Following LBB management, Havering is recognised as "emerging as a high performing YOT" in data released by the Youth Justice Board (YJB) in the 2013-14 Quarter 4 Quarterly Reporting Period (QRP).
- 1.9 It has been agreed that disaggregation should take place as soon as practical to allow both Boroughs to move forward with their own arrangements and the joint arrangement ended on 31st October. LBB provided a comprehensive handover to ensure that Havering are able to continue to deliver the service and meet statutory requirements.

Moving Forward After Disaggregation

- 1.10 At the LBB YOS Chief Officers Group (COG) meeting on 29 September 2014 members of the Group analysed the integration process and assessed the viability of future opportunities for shared services. This involved drawing out the positive and negative elements of integration to identify learning, which has fed into the drafting of a full lessons learnt paper to be presented to the 15 December YOS COG.
- 1.11 The YOS (COG) are of the view that there are benefits to sharing Youth Offending Services across boroughs. Lessons learnt included the identification of components of service delivery that could be shared with other boroughs across the region and nationally, such as parenting and reparation services.
- 1.12 It is not anticipated that there will be any significant impact on service delivery locally, as the Barking and Dagenham YOS will continue to deliver against its performance targets and work is ongoing to ensure the service adapts to a changing cohort and continues to improve.
- 1.13 Between 2007 and 2013 Barking and Dagenham achieved a larger reduction in first time entrants (FTEs) to the criminal justice system (86.1%) than the London (74.15%) and national (76.21%) averages. In LBB there were 2,517 FTEs in 2007, which had reduced to 463 in 2013 – over 2,000 fewer young people per year.
- 1.14 However, the youth population in LBB is growing. The Office for National Statistics (2012) predicts a significant increase in the 10-19 year old population in Barking and Dagenham. The table below presents the predicted changes between 2014 and

2030. In particular, Barking and Dagenham are predicted to have a much greater increase in these age groups compared to England and London. Therefore, LBBD will have to continue to use its resources effectively to address the population growth and the potential increase in offenders aged 10-17 that may emerge as a result.

Predicted percentage change in population between 2014-2030			
Age group	LBBD	London	England
10-14 year olds	53.80%	30.80%	19.60%
15-19 year olds	38.50%	22.10%	10.40%

- 1.15 The disaggregation has been used as a chance for the YOS to reshape the way it delivers services. Several other factors have contributed to this, including the Parliamentarians' Review into the Effectiveness of the Youth Court (June 2014) and feedback from the Sector Led Youth Justice Peer Review into the delivery of youth crime prevention services across the joint YOS, which took place in April 2014.
- 1.16 The Tailoring Youth Justice programme was initiated in August 2014 to explore the above factors and develop a programme for change and improvement. The programme involves staff from across the YOS working via a number of work-streams to develop areas including: policy, interventions and approach, restorative justice and victim work, community engagement and scrutiny.

3. Financial Implications

Implications completed by: Roger Hampson, Group Manager Adult and Community Services Finance

- 3.1 The cost of the annual management fee of £108,000 has already been netted off against savings proposal ACS/SAV/19 to produce a net saving of £92,000 – Youth Offending Service reduction in Out of Court work, considered by Cabinet at meeting on 7 October 2014.

4. Legal Implications

Implications completed by: Paul Field, Senior Governance Lawyer

- 4.1 As observed in the main body of this report, the Crime and Disorder Act 1998 puts local authorities under a duty to establish a Youth Offending Team for their area. They may if they see fit, under the said Act establish a team with another borough. Equally once a joint arrangement is established it can be broken up again if the parties choose to do so.
- 4.2 The arrangements set up with Havering appear to be fluid in nature and do not appear to have any specific legal implications as the Council will still retain a Youth Offending Team and the management team are Barking and Dagenham staff.

5. Other Implications

5.1 **Risk Management** – The disaggregation will have no impact on service delivery for Barking and Dagenham YOS and it will continue to operate as usual. The only risk identified for LBBD is the potential negative impact on the reputation of the Youth Offending Service and the Borough. This is mitigated through maintaining awareness of any press lines on the disaggregation and, with Havering, jointly providing response as required. Furthermore, positive case studies that highlight the success of the integration are being prepared for submission to trade and industry publications.

5.2 **Corporate Policy and Customer Impact** - There is no change to the service provided, so there will be no customer impact resulting from disaggregation. However, the work of the YOS in reducing crime committed by young people and managing young offenders has strong links to the Council's Vision and Priorities and will continue to support these. The crime reduction work of the YOS supports the priority of "encouraging civic pride" by making the local community safer and more resilient and helps young people who have committed offences to raise and achieve their aspirations from life. The YOS supports the priority of "enabling social responsibility" by helping to keep adults and children safe from becoming victims of crimes committed by young people and by bringing offenders into education, training and employment to improve their attainment and realise their potential. The YOS works also helps to grow the Borough by enhancing its image as a place where there are low levels of offending.

The YOS also works to address the Council's Corporate Delivery Plan by helping to "promote a welcoming, safe, and resilient community" through reducing the amount of crime in the Borough committed by young people and stopping young people from re-offending.

The YOS works with young people, aged up to 18. The cohort the YOS works with is entirely made up of young people who have committed offences and staff strive to treat all young people in the same way. Because of this and the disaggregation not altering the delivery of service, this change is not expected to impact unequally on any ethnic group.

5.3 **Safeguarding Children** – The Youth Offending Service has a duty to assess all young people it works with and take any appropriate safeguarding action. As young people are often the victims of youth crime, the YOS also has a duty to safeguard children against offences committed by young offenders. Disaggregation will have no impact on safeguarding children as robust and effective child safeguarding processes will continue to be adhered to.

5.4 **Health Issues** - Youth Offending Services, in assessing young people, consider their physical, mental and emotional health. It is also recognised that young people known to the YOS are often victims, as witnesses to domestic violence.

The mental health of young people who offend is a critical issue in their involvement with the youth justice system. There are known to be very high levels of mental health problems among young offenders. Some mental health problems may increase the risks of both offending and reoffending. Mental health problems can also lead to the misuse of drugs and alcohol, increased risk taking, and self-harm or

suicide. The link between substance misuse and offending behaviour is long established.

The mental health of victims and the perception of residents of feeling safe is a key outcome for an effective YOS service.

The assessment and provision of services, in terms of health and wellbeing, to young offenders will not be affected by service disaggregation.

- 5.5 **Crime and Disorder Issues** – As outlined in 1.1, the YOS has a statutory duty to prevent children and young people from committing offences. The YOS will continue to do so with no anticipated changes to service delivery or impact on the level of crime and disorder in the Borough. The YOS continues to strive towards its targets of reducing offending and reoffending in a period of reducing resources and an increase in the youth population of the Borough.
- 5.6 **Property / Asset Issues** – There were no joint assets between LBH and LBBD, therefore there are no property or asset implications arising from this report..

Public Background Papers Used in the Preparation of the Report:

- [Havering Cabinet Report, Youth Offending Service and Early Help, 30 July 2014.](#)
- Youth Justice Board Quarterly Review Process

List of appendices: None

CABINET**18 November 2014**

Title: Children's Social Care Annual Report 2013/14	
Report of the Cabinet Member for Children's Social Care	
Open Report	For Information
Wards Affected: All	Key Decision: No
Report Author: Vikki Rix, Performance and Strategy Manager, Strategic Commissioning and Safeguarding, Children's Services	Contact Details: Tel: 0208 227 2564 E-mail: Vikki.Rix@lbbd.gov.uk
Accountable Divisional Director: Ann Graham, Divisional Director Complex Needs and Social Care	
Accountable Corporate Director: Helen Jenner, Corporate Director, Children's Services	
<p>Summary:</p> <p>This report provides Cabinet with a review of operational service developments and inspections over the 2013/14 financial year within the Complex Needs and Social Care Division within Children's Services, as well as an overview of the local demand pressures and sets out the outcomes of the Ofsted inspection of services for children in need of help and protection, children looked after and care leavers, which took place in May 2014. The report also provides the outcomes of the LSCB review undertaken by Ofsted at the same time as the inspection of services for children in need of help and protection; children looked after and care leavers. The areas for improvement are highlighted and the Barking and Dagenham Local Authority action plan and the LSCB action plan in response to the Ofsted inspection are attached in Appendix 1.</p> <p>The reports provides an update on the successful launch of the Multi Agency Safeguarding Hub (MASH) on 1 April 2014 based in Barking, including the police service, health partners, housing, youth offending service and probation, education and social care.</p> <p>The report also sets out the work of the Barking and Dagenham Safeguarding Children Board in 2013/14.</p> <p>An analysis and more specific details regarding the Council's looked after children's population, including some key areas of performance which has resulted in a period of increased stability is provided and the report also discusses pressures and priorities for the future.</p> <p>In particular, the report shares with Councillors the increased focus upon a) the findings of the BAAF Adoption Diagnostic and Ofsted inspection outcomes on adoption and b) the timeliness of the adoption process. An update on our current corporate parenting arrangements is also provided framed within the area for improvement in the OFSTED inspection.</p>	

Recommendation(s)

The Cabinet is asked to note:

- (i) The service improvements contained within this review report and action taken in response to local demand pressures; and
- (ii) The content and outcomes of the Ofsted inspection of services for children in need, looked after children, care leavers and the Local Authority Children's Services' Improvement Plan.

Reason(s)

To assist the Council in achieving its Vision and priorities, particularly in relation to "Enabling social responsibility".

1. Introduction and Background

- 1.1 The Complex Needs and Social Care Division comprises of four integrated service areas each with a Group Manager lead, namely:
 - MASH and Assessment Service;
 - Care Management Service;
 - Looked After Children Service, and
 - Disabled Children and Special Educational Needs Service.
- 1.2 The Division has operational responsibility for all Child Protection and Looked after Children services. Responsibility also includes Special Educational Needs (SEN) services in response to the government's Children & Families Bill and in particular the need for local authorities to plan and implement a more integrated assessment and support process for families who care for children with disabilities from the 1st September 2014.
- 1.3 In February 2014, a new permanent Divisional Director of Complex Needs and Social Care joined the borough and both she and the Division are committed to:
 - Improving services and outcomes for vulnerable children, young people and their families.
 - Earlier intervention and prevention through our own Prevention Service and via close operational relationships with colleagues providing targeted and universal support.
 - Reducing the numbers of children in care.
 - 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 Demand

2.1 This section of the report provides a high level summary of the key data trends in 2013/14, as well as providing some historical data to demonstrate increased year on year demand.

2.2 Alongside rapid children population growth, the borough has experienced an increase in safeguarding and looked after children numbers. 2013/14 was another very busy year in social care with the number of contacts made to statutory social care increasing to 8,856 compared to 8,363 in the previous year. The number of contacts progressing to a referral has also increased rising to 3,126 in 2013/14 compared with 2,586 in 2012/13 and 1,812 in 2011/12, a real term increase of 73% in two years (figure 1.0). Barking and Dagenham's referral rate per 10,000 children aged 0-17 has consequently risen to 568 compared to 470 in 2011/12, in line with the national rate, but still below similar areas (693).

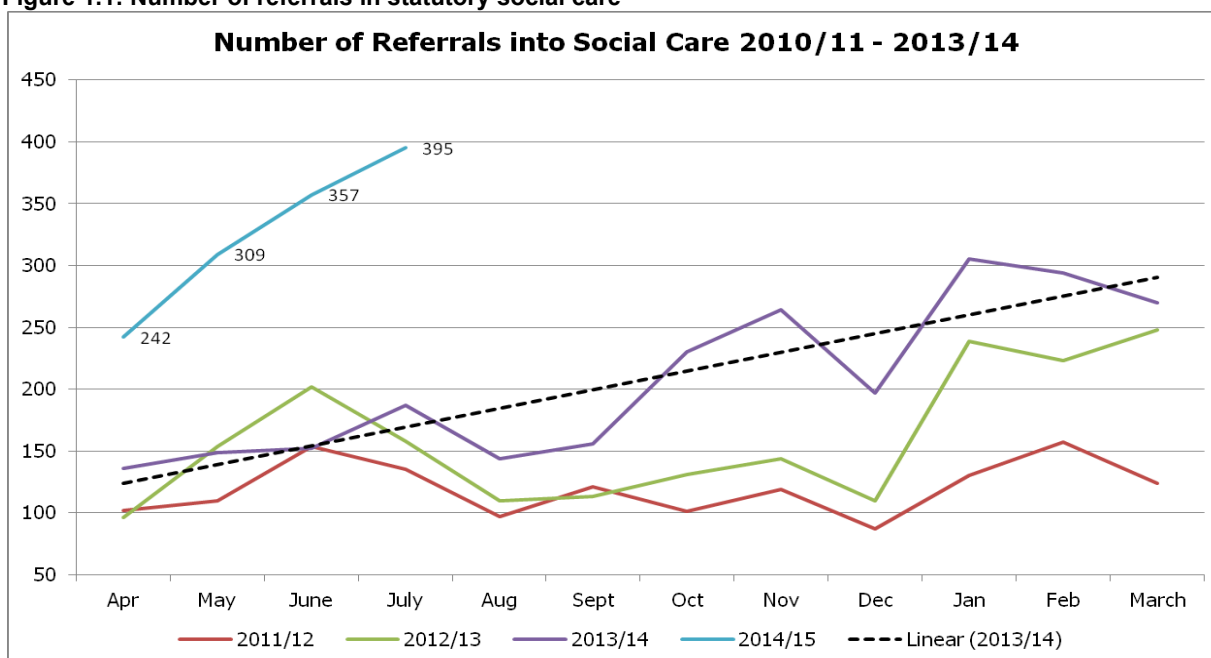
Figure 1.0: Contacts and referrals to statutory social care

	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Number of contacts received (including multiple contacts on a child)	6,913	9,953	14,833	9,765	8,683	8,363	8,856
Number of referrals	1,091	3,000	3,043	2,704	1,812	2,586	3,126
Referral Rate per 10,000	225	650	632	546	337	470	568

Source: ICS, London Borough of Barking and Dagenham

2.3 Between January and March 2014, as was the case in 2013, referrals to statutory social care were very high and above average; 305, 294 and 270 respectively compared to a monthly average of 207 over the year. Figure 1.1 shows the monthly referral trends in the last three years, including up to July 2014. Over 50% of all contacts made to statutory social care with regards to children progressed to a statutory referral in May and June 2014 – nearly 60% in July, which is way above the borough's average conversion rate of around 29%.

Figure 1.1: Number of referrals in statutory social care



- 2.4 This trend is continuing in this financial year as the number of referrals has significantly increased in May – July 2014 to 309, 357 and 395 respectively, again way above the local average, adding to the demand and pressure experienced by the social care service.
- 2.5 As a consequence of population growth and increased demand in the contact, referral and assessment service, the total number of children receiving a statutory social care service has also increased significantly. In 2013/14, 2,183 children and young people were open to social care compared to 1,482 in 2009/10, representing a real term increase of 48% over a 5 year period. This growth is higher than the overall growth in the children population of around 30%. The rate of open social care cases per 10,000 has risen to 397 but despite the increase still remains lower than that found in similar areas (486) although higher than national and London.

Figure 1.2 Number of open social care cases and rate per 10,000

	LBBB 2009/10	LBBB 2010/11	LBBB 2011/12	LBBB 2012/13	LBBB 2013/14	% change over 1 year	% change over 5 years	SN Average 12/13	London Average 12/13	National Average 12/13
Number of open social care cases	1482	1545	1714	2161	2184	1%	48%	n/a	n/a	n/a
Open cases rate per 10,000	320	342	344	393	397	1%	24%	486	314	332

- 2.6 The overall increase in referral activity has created pressures within our Triage and Assessment Service and has also impacted upon caseloads within our longer-term Care Management Teams. The increase in activity and caseloads is also illustrated by the number of more detailed assessments completed within the service (the majority within the Triage and Assessment Team). At the end of March 2014, **2,817** statutory social care assessments had been undertaken, compared to **2,016 in 2012/13. This represents an increase of 40%**. This increase in activity is also illustrated in the number of Section 47 Child Protection investigations initiated across the year; **1,231** for the year 2013/14 compared to **689** for the previous year – **which is an increase of 79%**.

Children on child protection plans, 2013/14

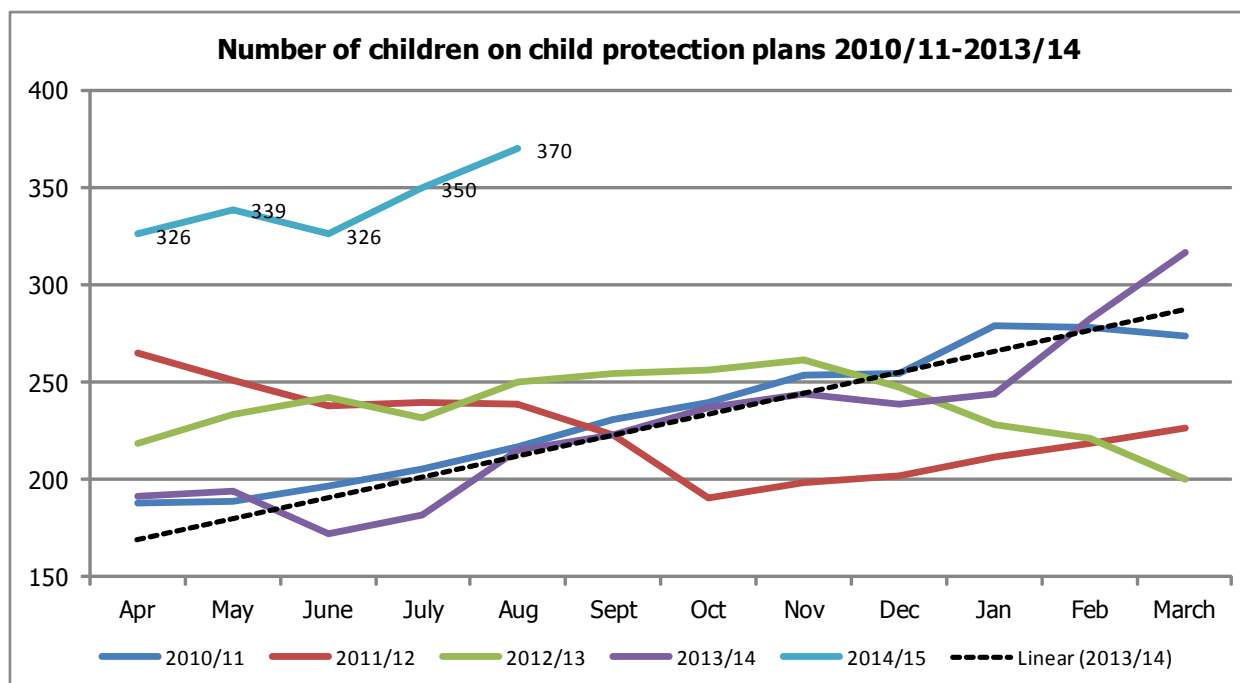
- 2.7 In 2013/14, the number of children subject to child protection plans (CPPs) has increased considerably to 318 compared to 200 in 2012/13, a real term increase of 59%. The rate per 10,000 has increased to 58 and is now more in line with our statistical neighbours but higher than national and London rates. In total, 433 new child protection plans were initiated with 314 child protection plans ceasing in 2013/14, a higher number compared to previous years. This increase reflects the population growth and increasing demand and complexity of social care cases in the borough (Figure 1.3 and 1.4). The number of children on child protection plans is continuing to rise and increased to 326 in Q1 2014/15.

Figure 1.3: Number of children and young people with a child protection plan (CPP)

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Number of children subject to a child protection plan	167	199	274	227	200	318
Total number of new CPP	226	205	249	226	276	433
Total number of ceased CPP	226	173	174	274	302	314
Number of children subject to a CPP per 10,000 children	39	43	55	42	36	58

Source: London Borough of Barking and Dagenham

Figure 1.4



2.8 The majority of referrals relate to younger children aged 0 – 5 and this reflects the rapid demographic change within the Borough, as well as the pressures experienced in more universal settings such as schools, primary health care services etc. There is also a change in the ethnicity of children requiring support which again is a reflection of the demographic change within the borough. In the main, the predominant child protection issues the service is currently managing relate to emotional abuse and the impact upon children where domestic violence is a factor within the household. In 2013/14, the proportion of children subject to child protection plans due to emotional abuse considerably increased to 69% compared to 55% in 2012/13.

2.9 The numbers demonstrate that the service has continued to experience high demand in 2013/14 as was the case in 2012/13, indicating the increase in activity appears to be more of a trend than a 'blip'. The rapid child population growth, and increases in numbers of vulnerable families, is placing unprecedented pressure on children's social care teams. In response to this, the Corporate Director of Children's Services commissioned a detailed review of Children's Social Care provision, produced in December 2013 and presented to the Leader of the Council, the Chief Executive and Cabinet. The review set out new models for the Assessment and Care Management Service, the Disabled Children's Team (DCT),

the Child Protection Reviewing Service (CPRS) and the Fostering and Adoption Service designed to address the increased population and need and aimed at establishing a permanent structure, which has the capacity to grow as the population grows.

- 2.10 The new model and the required growth in budgets were agreed by the Council and an extra £2.7million has been invested to children's social care. A social care redesign project group was set up in March 2014 and a detailed project plan monitored by the CS transformation board (see section for details) to implement the new model and to recruit permanent social workers across the service. A schedule of recruitment drives have been planned across the year with a view to the recruitment of a) valued locum staff currently working within the division and b) experienced staff to assist with the current pressures.
- 2.11 A main priority is to reduce the use of agency staff across the service as our numbers are still very high (46% as at the end of March 2014) impacting negatively on the budget. This is because additional resources above establishment have been agreed to assist with the increase in workload within the Assessment and Care Management teams in the last two years. This has assisted the Assessment and Care Management Teams and caseloads have become more manageable but still remain too high (above the agreed 20 in all teams apart CMT C (19) as at the end of March 2014) due to the demand not abating.

3. Multi Agency Safeguarding Hub (MASH)

- 3.1 Over the past year, plans have progressed well for our own local multi agency safeguarding hub (MASH). On the 1st April 2014, Barking and Dagenham successfully launched its MASH. This saw partners from Metropolitan Police, Social Care, Health, Education, Targeted Support, Housing, Youth Offending, Adult Mental Health, CAMHS and Probation come together to form a multi agency safeguarding hub. MASH is the borough's front door into Social Care and ensures that comprehensive risk assessments, with agency relevant input, result in families accessing the right level of support at the right time. Through co-locating partners from Early Help into our MASH and newly introduced case management systems, we are able to provide a seamless and timely interface for children and families with additional needs. Being able to draw upon the information and intelligence held by partner agencies within a secure information sharing environment, ensures that onward support provided by professionals is both suitable and well informed.
- 3.2 The approach has been strongly endorsed by OFSTED and 'The Munro Review of Child Protection'. The development of a local MASH has been encouraged across London and the service has contributed to the London-wide steering group charged with MASH implementation across the capital.
- 3.3 Whilst it is very early days for our MASH, initial performance at the front door and feedback from partner agencies has been positive. More information is being made available to ensure cases are safely stepped across to Early Help provision, or stepped up for onward statutory assessment. In the first quarter of MASH going live, 314 cases received a MASH investigation out of all contacts received into the front door. Of those, 80 cases were safely deescalated to Early Help provision that would have previously resulted in a statutory assessment.

3.4 An official launch of MASH involving the Local Authority and all partner agencies is planned for November 2014.

4. OFSTED inspection of services for children in need of help and protection, children looked after and care leavers (May 2014)

4.1 This section of the report provides a summary of the key findings and outcomes of the Ofsted inspection of services for children in need, looked after children, care leavers. The inspection took place between 29 April to 22 May 2014 and the report was published on the 7 July 2014. Although this annual report related to the financial year of 2013/14, it is important to present Cabinet with the outcomes of the Ofsted inspection as this will drive the work and priorities of the Division in 2014/15 and beyond.

4.2 The inspection resulted in a 'requires improvement' grading for all judgements, as set out below from the Ofsted published report.

The overall judgement is requires improvement	
There are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of looked after children is safeguarded and promoted. However, the authority is not yet delivering good protection and help and care for children, young people and families.	
1. Children who need help and protection	requires improvement
2. Children looked after and achieving permanence	requires improvement
2.1 Adoption performance	requires improvement
2.2 Experiences and progress of care leavers	requires improvement
3. Leadership, management and governance	requires improvement
The effectiveness of the Local Safeguarding Children Board (LSCB) is requires improvement The LSCB is not yet demonstrating the characteristics of good.	

4.3 The inspection focused on children who need help and protection, the experiences and progress of children looked after, including adoption, fostering, the use of residential care, and children who return home, the experiences and progress of care leavers and leadership and management of services. Although the overall judgement was requires improvement, a number of strengths were identified during the inspection as follows:

Strengths

- Early help services support large numbers of children and their families. Purposeful work with vulnerable families leads to improvements for most children, such as increasing school attendance and the early provision of support for very young children with additional needs.

- Social workers appropriately challenge parents of children who are the subject of a child protection plan if they do not engage with services. When families are not making the progress needed, decisive action is taken to protect the child, including escalation into public law and transition to a safe and settled future.
- Help and protection services are responsive to families' diverse needs. Inspectors saw examples of proactive, skilled social work sensitive to children's needs, giving parents a clear understanding of what is expected of them. Social workers are creative in the ways in which they engage and communicate with children. These include observations and other work with pre- or non-verbal children.
- The range of services targeted at children who are on the edge of care are effective and make a positive difference in many individual cases. Family group conferencing supports children and families well.
- When needed, legal and social care services work constructively and effectively together at all stages. The average duration of care proceedings within the family court is improving, despite an increase in the number of proceedings.
- Assessment and support for carers is of a high quality, meaning that children can be placed safely with skilled and well supported carers. Placements are well supported by the local authority, resulting in positive attachments and high levels of stability. The use of special guardianship has increased and there is a low rate of placement disruption.
- Case conferences and other formal meetings are effective in ensuring the engagement and participation of families. Parents' attendance at conferences is good and their feedback is routinely collected. Almost all parents told inspectors that they had been helped to understand the concerns for their child.
- Agencies share information quickly and effectively to make sure those children at risk of child sexual exploitation and those who go missing from home, care or education get a well-co-ordinated response.
- The Adoption Panel is well managed and chaired, supported by a stable and experienced adoption team. Post-adoption support is also strength and is valued by those who have used the service.
- Care Leavers feel well supported and prepared for independence by their allocated workers. Young people report that training programmes are valued and the service overall is very accessible and welcoming.
- Leaders have a clear picture of the current pressures faced by front-line practitioners. Strategic bodies, such as the Children's Trust and the Health and Wellbeing Board, have a shared understanding of these pressures. Extra staffing has been recently agreed to help children's social care meet its responsibilities.
- The Local Safeguarding Children's Board learning and improvement framework has developed good communication from front line practitioners across the key agencies. This is an effective approach to understanding what is happening on the ground.

4.4 Ofsted also identified the following **13 areas for improvement**:

- Ensure that sufficient checks and enquiries are undertaken before any unplanned removal of children from their families. This concerns the

exercise of police powers of protection. This was an area for improvement in the last inspection.

- Improve the quality of referrals to children's social care by partner agencies to ensure that timely and appropriate decisions are based on all relevant information.
- Ensure that child protection strategy discussions are focused on all children in families, are clearly recorded, have engagement from all relevant agencies and identify clear and achievable outcomes.
- Ensure that all key information is shared and considered at initial and subsequent child protection conferences through regular attendance by all key agencies.
- Ensure that assessments include children's wishes and feelings; provide a thorough consideration of parenting difficulties, their impact on the child, and a full analysis of risk.
- Ensure that all children are seen in a timely manner, assessments are timely and thorough, and written plans consider all areas of need and identify the outcomes sought.
- Introduce a permanency policy that emphasises parallel planning from the earliest point when children become looked after, as well as tracking of the timescales for individual children with a plan for adoption.
- Further develop consultation arrangements for children in care, including through increased representation of looked after children in the children in care group.
- Improve the quality of planning towards adulthood for those leaving care, with a greater focus on those not in education, employment or training, or with other vulnerabilities.
- Continue to improve the opportunities for young adults leaving care to continue living with their carers as part of 'staying put' arrangements.
- Develop and implement medium and long-term strategic service plans that fully take account of known and estimated increases in amount and type of demand for the whole range of services for vulnerable children.
- Strengthen management oversight, including oversight of plans by conference chairs and independent reviewing officers, as well as formal social worker supervision, to reduce drift or delay in assessments.
- Ensure that corporate parenting responsibilities are fully understood by elected members to achieve greater awareness and accountability across the local authority.

4.5 The areas for improvement have been incorporated into a detailed Local Authority improvement plan, which is set out in Appendix 1 for Cabinet review. The Local Authority is required to submit this improvement plan to Ofsted within 70 working days of the inspection report publication, which is the 10th October 2014. The Ofsted action plan will be monitored and evaluated by the Children's Services Inspection Board, which has representation from the LA and partner agencies i.e. Health and Police. Quarterly progress reports will be delivered to the LSCB with six monthly reports to Cabinet, Health and Wellbeing Board, Children's Trust and Corporate Parenting Group.

5. Barking and Dagenham Safeguarding Board

- 5.1 The Barking and Dagenham Safeguarding Board produced its 8th Annual Report covering activity for the year 2013/14. The report reflects the changes in Working Together 2013, which requires all LSCBs to:
- Appoint an independent chair which is accountable to the CEO;
 - Publish an annual report, which reports on the effectiveness of child safeguarding and promoting the welfare of children in the local area;
 - Share learning from Serious Case Reviews; and
 - Share the annual report with the Chief Executive, Leader of the Council, the Local Police and Crime Commissioner and Chair of the Health and Wellbeing Board.
- 5.2 The LSCB governance arrangements were reviewed in 2013/14 and the Board is compliant as required by Working Together 2013. The Safeguarding Board's Annual Report provides an overview of the Board's work in 2013/14 and priorities for 2014/15. The report continues to comment on the pressures experienced by all services as a consequence of the significant demographic growth in the children under 5 population, an issue which is also compounded by national welfare reforms. The national profile of the sexual exploitation of children missing / missing from care remains a particular priority for the Board and is an issue of heightened vigilance for all partners.
- 5.3 In May 2014, Ofsted undertook a review of the effectiveness of the local safeguarding children board as part of the inspection of services for children in need of help and protection; children looked after and care leavers. The LSCB was graded as "Requires Improvement". Areas of strength and areas for improvement were identified and an action has been developed in response to those areas for improvement (refer to Appendix 1). The areas for improvement are:
- Ensure the LSCB Chair strengthens the coordination, focus and impact of the boards work in the Health and Wellbeing Board;
 - Undertake an evaluation of the full impact of training on the performance of practitioners to ensure it targets improvements in outcomes for children;
 - Sustain and extend the positive and constructive role of the practitioners forums in promoting multi-agency working through improving the attendance of social workers;
 - Strengthen oversight of private fostering by the board, supporting efforts to ensure all such children are identified; and
 - Ensure the annual report and business plan are focused on understanding and addressing local needs and on evaluating progress made in achieving improved outcomes for children.

The inspection identified a number of strengths including:

- The LSCB operates in line with its statutory responsibilities. The Chair is suitably independent and uses this independence well to hold partners to account, for example through direct communication with the metropolitan police and crime commissioner, and with NHS England over a range of issues which have a potentially adverse impact on local safeguarding work.

- The Board's recent use of a structured development session between member agencies is a positive approach to tackling shared concerns. This is aimed at enabling agencies to work together to identify issues under a range of previously agreed themes (for example, 'pressures in the system') encouraging a more robust approach to problem-solving and forward planning. These discussions lead to an agreed action plan, and while it is too early to see impact from this, or how it will link with other existing priorities of the Board and other strategic planning arrangements, this is a positive approach that is being taken.
- The LSCB Chair promotes links between partnerships through membership of the Children's Trust, attending regularly, and feeding back on the work of the Board.
- However, the LSCB Chair is not a member of the Health and Wellbeing Board. This weakens the LSCB's link with and influence on the work of this body.
- The LSCB risk register provides a helpful and coordinated approach through collating and monitoring progress of the priority risk issues for each partner agency as well as shared ones. Detailed consideration of the issues facilitates a sustained focus on those issues most important to partners as well as in the identification of areas where partners should take action to support one another to improve outcomes. Key issues at the time of the inspection include the impact of health service changes, workforce difficulties and limits to commissioning capacity across several agencies. While the difficulties around the extent of exercise of police powers of protection and dwindling attendance at conferences have been escalated there remains no satisfactory outcome to these issues.
- The LSCB offers a wide range of relevant training for practitioners across the partnership. It also monitors training applications and attendance, identifying any trends in non-attendance. Immediate feedback from attendees is collated and reported to the board. This provides a picture of attendees' views on the value of training, facilitating the further development and tailoring of courses. There is, however, no evaluation of the longer-term impact of training on the practice of front line professionals and managers or on outcomes for children.
- The LSCB has established two multi-agency practitioners forums, that are well planned and offer front line practitioners a constructive opportunity for discussion and debate of current professional challenges. The results of these are feedback to the Board giving it a direct view of current practice and practitioners' views on improvement. However, the attendance of social workers at the forums has declined, reducing the effectiveness of this positive initiative

5.4 The LSCB recognises the need to have a more developed approach to how it measures the impact of learning and development across its multiagency training programme and will be working with the London Safeguarding Board to further develop this. As a partnership, the LSCB needs to strengthen how it demonstrates the impact of work with families and have more confidence in reporting this through the LSCB Annual Report. Following the inspection, the LSCB has developed an action plan to address the areas for improvement and will also be working alongside Children's Social Care to support and oversee the action plan from the single agency inspection

5.5 Priorities for 2014/15 include:-

- Implement and monitor progress against the OFSTED LSCB action plan;
- Embedding our strategic approach and the operational delivery of CSE and other forms of sexual abuse;
- LSCB partners to maintain a review of demographics and pressures within LBBB impacting on safeguarding children and work with strategic partners including HWBB, CSH and Children's Trust to influence commissioning and provision of services;
- Further develop the LSCB quality programme to gain greater assurance of practice across the LSCB partnership;
- Develop the practitioner forum to facilitate engagement of practitioners across the partnership with specific focus on social care practitioners;
- Work in partnership with the Adult Safeguarding Board to maximise opportunities to address agendas that impact on families and safeguarding children; and
- Strengthen community cohesion to safeguard children through working with voluntary and faith communities.

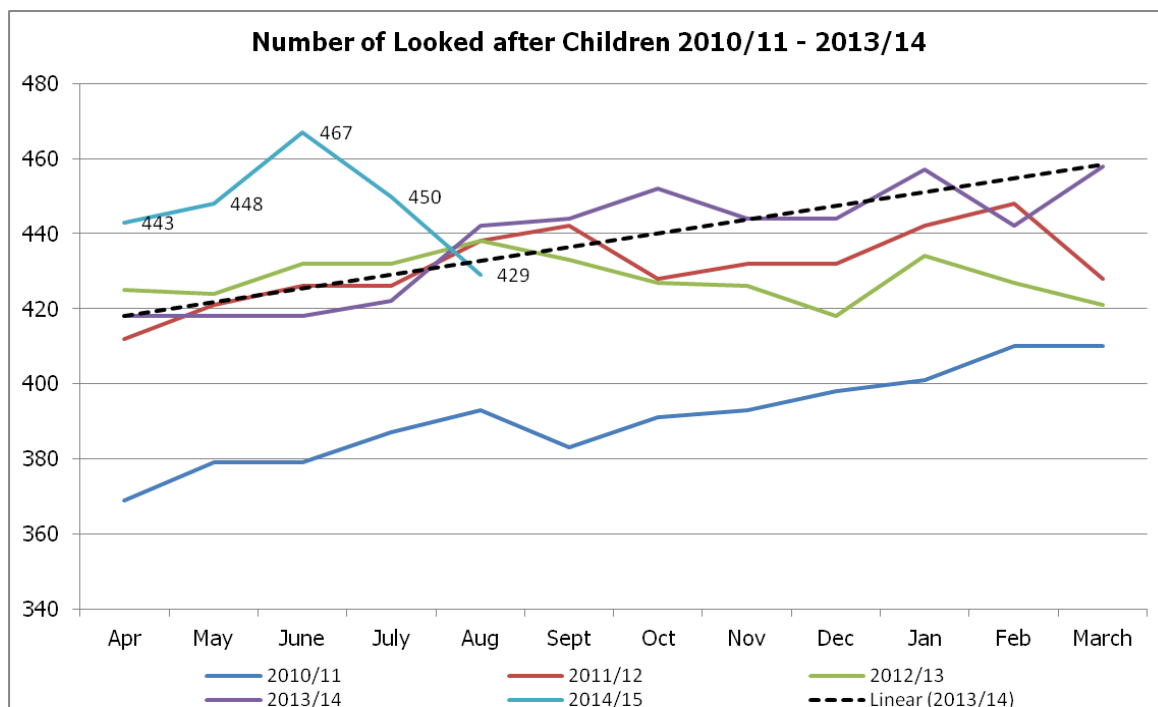
5.6 The Board's full report can be accessed via the BDSCB website.

6. Looked after Children Numbers

6.1 In 2013/14, the number of looked after children increased compared to a fall in the previous year. The borough had 458 looked after children at the end of March 2014 compared to 420 in 2012/13 and 427 in 2011/12. The borough's rate per 10,000 0-17 year olds increased to 83, but still remains lower than similar areas (91) but above national and London rates.

	2011/2012	2012/2013	2013/2014
Number of Children In Care	427	420	458
Number in Residential Care	29	22	23
Number in LBBB Foster Care	242	248	261
<i>:of which in Borough</i>	110	113	118
<i>:of which out of Borough</i>	132	135	143
Number in Agency Foster Care	87	81	116
<i>:of which in Borough</i>	15	10	12
<i>:of which out Borough</i>	72	71	104
% of all CIC in Foster Care Placements	81.0%	81.7%	82.3%
Number of Private Fostering Arrangements	10	7	12

6.2 The profile across the year is illustrated in the graph below. Growth in looked after children numbers peak in January and March 2014, rising sharply in both months, which corresponds with a period of peak demand. 2014/15 monthly data up to August 2104 are also displayed on the graph to show the current trends in this financial year, which are demonstrating a fall at the end of August 2014 to 429.



6.3 In 2013/14, the increase in looked after children were managed effectively as placement stability remained very strong with fewer children moving 3 or more times. Ofsted noted during the single agency inspection in May 2014 that the borough's range of services targeted at children who are on the edge of care are effective and make a positive difference in many individual cases, for example Access to Resources Team and family group conferencing support children and families well. Our legal and social care services work well and effectively together at all stages. In 2013/14, the average duration of care proceedings within the family court is improving, despite an increase in the number of proceedings, representing good performance.

6.4 It is worth mentioning that the overall increase in looked after children needs to be considered in the context of the rapidly increasing local demographic, as well as the demand and pressures faced by social care. In this financial year, Q1 showed the same increasing trend, but the number of looked after children has now dropped to levels as seen in 2012/13.

7. Looked after Children Profile

7.1 The profile of the looked after children population remained reasonably static. The percentage of looked after children that were female slightly dropped to 51% in 2013/14 compared to 53% in 2012/13. The looked after children gender split has converged with the end of year split being 49% males and 51% females. Though this is still a little out when compared with the national position, it is very close to reflecting the proportionate split in the wider child population of the borough.

7.2 A 1% increase in children under 10 years old in care, a 1% reduction in 10 years+ when compared to 2012/13. Although slight this shift was the same in 2012/13 and is illustrative of the local demographic position and also reflects our robust

stance and interventions regarding the safeguarding of young vulnerable children within the Borough.

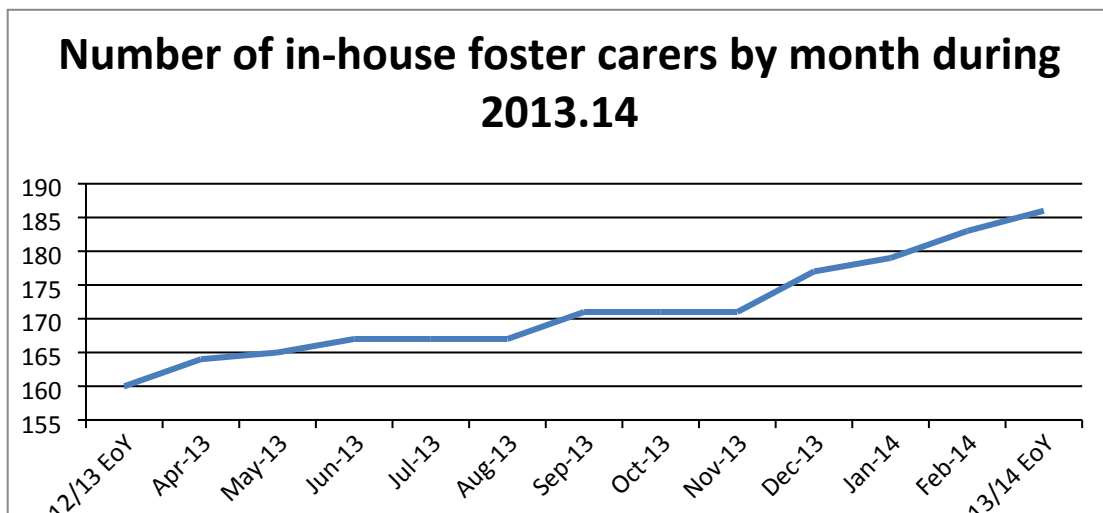
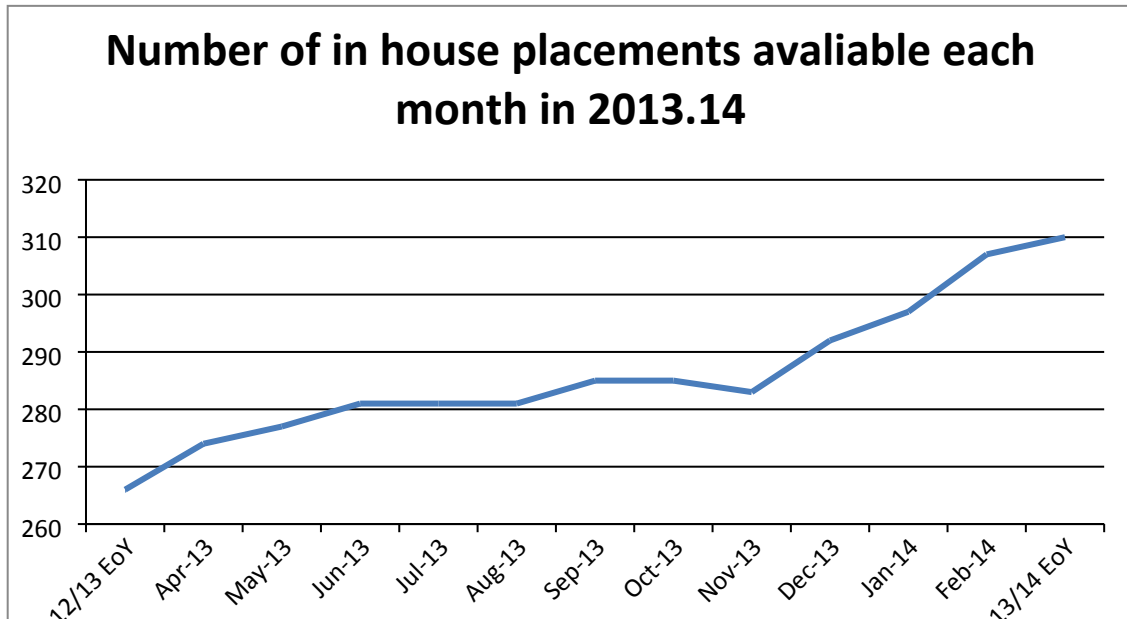
- 7.3 By ethnicity, compared to March 2013, populations remained reasonably stable other than a 3% reduction in Black African children being cared for by the Council. We have also noticed the beginnings of what we may see as a continuing trend of Eastern European families and particularly Lithuanian families, featuring in our care statistics.
- 7.4 Operational pressures have included a further increase in children entering care via Police Protection powers. In 2013/14, the number of children entering care on police protection increased to 136, representing 44% of all children entering care. This is significantly way above national, London and similar areas that all fall below 20%. Police protection levels, therefore, were a key line of enquiry area in the recent Ofsted inspection and resulted in an area for improvement, as was the case in the previous social care inspection in 2012.
- 7.5 In response, the service has re-established the collaborative work with the Police Service regarding this issue (both 'uniform' and Child Abuse Investigation Team elements of the Metropolitan Police) via six weekly meetings to discuss levels of Police Protection. A revised Police Protocol and Strategy have been produced and all children taken into care via police protection are audited in detail by the Quality Assurance Manager based in the Child Protection Reviewing Service. The audit findings and outcomes are discussed at the 6 weekly Police and Social Care meetings to ensure practice is reasonable and also to consider alternatives.
- 7.6 It is very good news to report early indications of impact with police protection numbers falling to 30 children between 1st April to end of August 2014, representing 33% of all children entering care. This is a reduction of 11% on end of year 2013/14 and compares very well to the same time period in 2013 where police protection numbers were much higher (52) at 40%.

Fostering Update

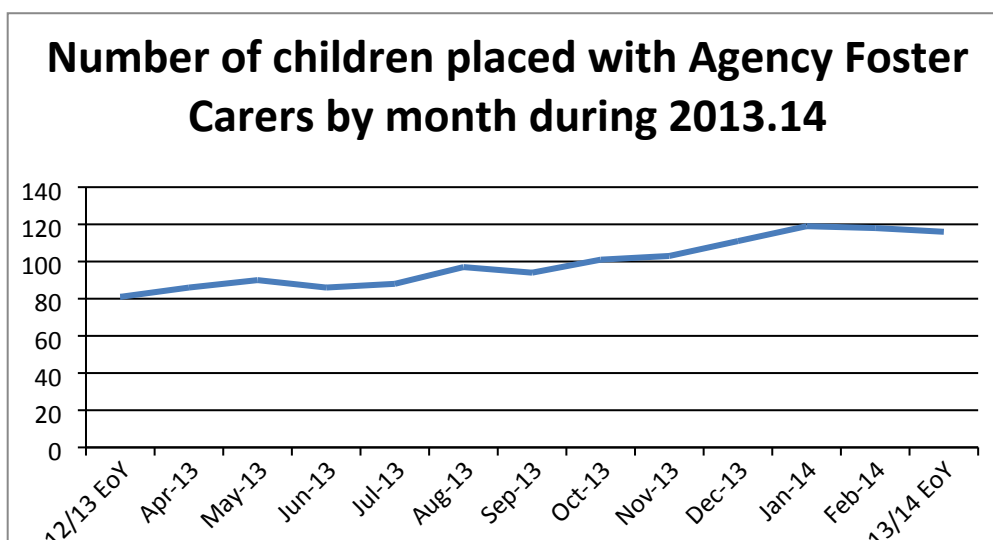
- 7.7 The Fostering Service consists of one team dedicated to all fostering activity including recruitment, assessment training, support to approved foster carers connected persons and private fostering. The performance of the Barking and Dagenham Fostering Service has made a huge contribution to some key areas of performance with regards to our looked after children population. As noted by OFSTED (May 2014) *"fostering recruitment campaigns have been continuous and effective, helping to ensure that looked after children are placed with local foster carers. Recruitment strategies are appropriately based on recently assessed need, with strong recruitment in adjoining boroughs. As at the end of March 2014, the service had recruited 186 fostering households, compared to 160 in March 2013. Those 186 households were able to offer 310 placements to Barking and Dagenham children, compared to 266 at March 2013. This is a net increase of 44 placements in the year, far in excess of the team target of a net increase of 20 carers for the year. The team's performance is in direct contrast to that of neighbouring boroughs who continue to struggle to recruit new, quality carers.*

Placement type

- 7.8 2013/14 showed a growth overall in use of foster care. 377 young people in care were cared for within in foster care placements, compared to 329 in 12/13. An increasing number of these placements have been with the borough's foster carers, which is much more cost effective.



- 7.9 In 2013/14, however, the use of Independent Fostering Agency (IFA) placements increased to 116 in March 2014 compared to 81 placements at March 2013. IFA placements frequently come with a cost premium so this increase in usage has had a negative impact upon the placements budget.



- 7.10 The Barking and Dagenham Pitstop Project (the LBBD specialist Multi-dimensional Treatment Foster Care (MTFC) scheme) was noted by Ofsted in the May inspection as an innovative project helping to support children to live in families, reducing the need for residential care. Inspectors reported that the scheme is proving to be highly effective in supporting stability, with almost all children remaining in their family settings several months after intervention. At end of year 2013/14, PITSTOP cared for another 8 young people. All these young people would require high cost residential placements if the Pitstop scheme were not be available and consequently the team continue to provide a high quality and highly valued service. It has been a successful year for the team. Over the past few months a number of children have completed the programme with their carers and have moved on to permanent in house local fostering families or stayed on long term with their Pitstop foster carers – all fantastic outcomes. The team continue to be very proud of theirs and their foster carers work and the way in which they have helped turned around the lives of these most troubled and damaged children and have prevented a potential pathway into institutional care, with all the associated poor outcomes young people subsequently experience.
- 7.11 Pitstop was accredited via the national MTFC support team and the university research team based in Oregon USA in 2012/13, a hugely significant achievement for the team. This success has continued in 2013/14 with Pitstop also celebrating being short listed in 3 categories of the Children and Young Peoples Now's national awards. PITSTOP were delighted when they were announced winner of 'Children Service of the Year' category. This is a hugely significant achievement for the team. Not only were they the first accredited programme for 7 to 11 year olds nationally, they were the first in Europe. The service is immensely proud of the team, their hard work and their commitment to young people and we can truly say that in Barking and Dagenham we have services that are amongst the best in Europe and one that this year has been nationally recognised through their Children and Young People Now award.
- 7.12 In 2103/14, the team received a number of enquiries from other local authorities regarding placement availability. Until now such a move has not been possible but at a time of fiscal reduction the team has worked hard and have made good progress towards financial sustainability and are currently assessing a child from another London Authority and have interest from two more, so hope to be in a

secure 'trading' position very soon with the sale of two, established specifically to 'sell', placements.

- 7.13 Usage of residential care remained relatively static between 2013 and 2014, rising by just one from 22 to 23. These high cost placements were monitored on a monthly basis with the former Children's Services Lead Member and the chair of the Members Corporate Parenting Group.
- 7.14 The table below offers some information regarding placement proximity to the Borough. Whilst an increasing percentage of looked after children are cared for by Borough carers, not all foster families reside within the Borough itself. This is largely an issue of housing stock; the Borough has a very large 'council housing stock' which does not lend itself to surplus bedrooms and sufficient space in general to be available to make fostering an option for prospective families, hence the need to recruit carers from beyond the borough boundaries. However, as the table illustrates, 'out of borough placements' are in the main within neighbouring boroughs or authorities within a short distance of B&D itself, ensuring that contact with professionals is easily maintained and that some services provided within the Borough are still accessed by young people who do not strictly reside with us. The successful recruitment of local foster carers has supported a reduction in the number of placements more than 20 miles from their home in recent years (**14% at end of March 2014 compared to 16% in 2012/13 and 19% in 2011/12**).
- 7.15 Our Participation and Engagement Team is a strong example of such work in action, working hard to maintain contact and engagement with young people wherever their placement settings may be. The service is particularly aware of the pressures experienced by schools in Kent due to the large numbers of looked after children placed in the county by London authorities in particular. Whilst our numbers of looked after children placed in Kent are relatively low, we have chosen to recruit a dedicated Advisory Teacher for such young people and for this teacher to be based in Kent and work closely with the schools providing education for LBBB looked after children placed in the county.

Local Authority	No. of YP's placed
LBBB	152
Havering	112
Redbridge	54
Essex	35
Kent	23
Thurrock	12
Placed for Adoption	10
Waltham Forest	8
Tower Hamlets	6
Hackney	5
Norfolk	5
Southend on Sea	5
Newham	4
Hampshire	3
Lancashire	3
Birmingham	2

Devon	2
Medway	2
Suffolk	2
Surrey	2
Croydon	1
Darlington	1
East Sussex	1
Enfield	1
Hammersmith and Fulham	1
Lewisham	1
Lincolnshire	1
Liverpool	1
North Lincolnshire	1
St Helens	1
Wakefield	1
Total	458

8. Adoption Update

- 8.1 2013/14 has been very much a year of transition and transformation in adoption. As a result of the national focus on adoption, significant changes to regulations and processes within the Adoption Agency came into force in July 2014 with the introduction of the Adoption Agencies (Miscellaneous Amendments) regulations 2013. The aims of these changes is to reduce potential barriers, reduce delay in approving families as adoptors and, therefore, increase the number of placements available for waiting children. In addition, on the 13th March 2013, the Children and Families Act 2014 was given Royal Assent placing on statute changes to the adoption services already implemented. Councillors will also be aware that the Government has raised the profile of adoption services nationally and have considered the performance of both local authority and independent adoption agencies.
- 8.2 Alongside the statutory and regulatory changes, it is important for Cabinet to note the impact of recent case law (Re B, Re BS and Re T) and its far reaching implications for local authorities when considering permanency for children, for whom adoption would usually be the plan. The clear message from case law is that adoption should be seen as the last resort, e.g. when “nothing else will do”. The full effect of this is yet to be felt. Nevertheless, we already have had a number of challenges to Placement Orders already granted, and examples of cases that had in the past resulted in an adoption plan being agreed at courts, this is no longer the case. It is likely, therefore, that there will be a decline in the number of children being placed for adoption, and with it a possible rise in the numbers of Special Guardianship Orders (SGOs).
- 8.3 Previous annual reports to elected members have shared the strong performance of the Barking and Dagenham adoption team and in particular the inspection findings of 2012, which judged the service to be ‘good’ overall and ‘outstanding’ for safeguarding. The new inspection framework of services for children in need, looked after children, care leavers introduced in November 2103 has replaced the

stand alone inspection of the Adoption Service previously undertaken by OFSTED. The new framework incorporates adoption as part of the journey of a child and Adoption Performance has its own sub-judgement.

8.4 Given the changing inspection framework and the Government national agenda on improving adoption, Barking and Dagenham Adoption Service commissioned an Adoption Diagnostic in February 2014 to assist in analysing those practices and processes, which give rise to delay for children whenever the child's assessed permanence needs indicate the value of adoption in Barking and Dagenham. The diagnostic partners (BAAF and Core Assets) identified a number of positive findings, including:

- The borough's low disruption rate;
- Confirmation that the service had already begun to address some of the issues around drift and delay at a strategic level;
- Good improvement in adoption timeliness in Adoption Scorecard;
- Family Group Conferences are routinely held;
- Efforts are made to keep children within their birth family where possible;
- The service provided to adopters, adopted young people and birth parents by the post-adoption support team is impressive;
- Performance data is well understood and leads to action;
- Good training opportunities for staff; and
- Post Adoption support, specialist posts which enhance practice.

8.5 The following areas were identified for development, many of which were aware of, and were putting in efforts to address:

- Family finding for adoption too often appears to be a sequential process, which generally tends to start at the end of a long process of assessing birth parents and family, rather than running alongside it.
- Concern that generally family finding does not begin until a placement order has been made, although sometimes "feelers" are put out before that.
- Caseloads may be a significant contributor to delay in progressing children's plans.
- To ensure that special guardianship assessments are sufficiently rigorous to ensure that the best interests of the child will be served through special guardianship.
- Plans to re-structure the service, in order to reduce the number of transition points for children, need to be reinforced by additional quality assurance measures, such as mandatory training in permanence planning across the whole workforce.

8.6 Shortly after the locally commissioned Adoption Diagnostic in February 2014, Ofsted carried out the new single agency inspection in the borough (May 2014). Similar issues that were raised in the Diagnostic were identified in the inspection and were issues that the service was already aware of and working on, but was too early in the change process to have had any impact. As already set out in Section 4 adoption performance was graded as requires improvement. An action plan has been drawn up to address the areas for development and will be reviewed on a quarterly basis.

Adoption Performance 2013/14

- 8.7 In 2013/14, the number of children who were granted Adoption Orders was 17, slightly lower than the numbers in 2012/13. The adoption scorecard, introduced by the DfE to bring 'rigour' to the performance of adoption agencies back in 2011, are published annually for each local authority covering a three year rolling average. The scorecards measure a) the average time taken between a child entering care and moving into its adoptive family and b) the average time taken from when the authority receives a Court Order agreeing to a child being adopted and the child is matched with an appropriate adopter.
- 8.8 Barking and Dagenham's latest adoption scorecard covers the three year period of 2010-2013. We have made good progress on both measures. Our three year rolling average for indicator a) has reduced to 657 days compared to 785 days in 2009-2012, bringing our performance very close to the national average of 647 days. Performance in Barking and Dagenham for this measure is much better than our statistical neighbours.
- 8.9 Our three year rolling average for indicator b) has reduced to 144 days compared to 168 days in the preceding three years (2009-2012). Performance falls within the Government threshold for this adoption measure set at 182 days in 2010-13 and we are already lower than the 2011-2014 threshold set at 152 days. Our performance is also far better than national and that found in similar areas.
- 8.10 The Government has set very challenging adoption timescales for 2016 – a) 426 days and b) is set at 121 days. This amounts to 14 months and 4 months respectively. Examining the latest data we are on track to meet the 2013-16 thresholds for indicator b) but the adoptions service has a lot of work to do to meet the other government threshold a). To meet this, we will have to reduce the time taken between a child entering care and moving into its adoptive placement by 231 days (8 months), which is a challenging task. Our average length of care proceedings is 62 weeks in 2013/14, above the national and statistical neighbour's average of 51 weeks respectively. We have adopted 65 children from care in 2010-13 representing 10% as a whole and this is below the national average of 13% and the similar are average of 15%.
- 8.11 The time taken to adopt children in the borough has been identified an area for improvement in the BAAF diagnostic and Ofsted inspection. We recognise this and have introduced a comprehensive adoption tracker to capture all the necessary information across all relevant teams in the service involved in care planning to ensure delay and drift is minimised. Progress of all cases of looked after children awaiting a final care plan to be implemented will be monitored via the Permanency Planning Group on a monthly basis.
- 8.12 It is important to note that the children for whom adoption is the preferred permanency plan are increasingly complex in nature within Barking & Dagenham. The Borough also has a higher number of sibling groups for whom we are seeking adopters. These added intricacies make for challenging family finding and matching. However, our adoption 'breakdown rate' is very low, especially when compared to comparator boroughs which suggest that the team takes the time to make the right decisions for children. Consequently this child centred approach

may at times take the service performance outside that which is suggested by the Department for Education.

8.13 To enable the adoption service to meet the demands and changes nationally, the service has expanded through a mixture of invest to save bids and the Department for Education financial assistance in the form of Adoption Reform Grant. This financial investment has led to the team expanding to meet the changing demands of the adoption agenda and it now comprises of a Team Manager, a Deputy Team Manager, and a SW consultation/play therapist, a training officer, a Special Guardianship consultant, a post adoption co-ordinator and 9 social workers. The Barking and Dagenham Adoption Service has discussed a range of actions to target improved adopter recruitment. The service also shares marketing and communications lead with fostering. This is an important role aimed at widening the borough's adoption profile to the wider adoption community in and around East and North London, as well as Essex and Kent.

8.14 Priorities for the Adoption Service in 2014/15 are:

- Finalise the draft Permanency Planning Policy with arrangements for a formal launch for the whole of Children's Social Care.
- Develop protocol to expedite family finding prior to Placement Order.
- Improve response times to adopters and co-ordinate tracking of statutory checks and relevant information.
- Ensure that Fast Track process for adopters is incorporated into assessment
- Protocol – second time adopters, fostering for adoption, specific child etc.
- To expand the range of training offered to adopters either by attending in house training courses or LBBB purchasing bespoke.

9. Members Corporate Parenting Group (MCPG)

9.1 The Social Care Review Cabinet report of 2012/13 provided an overview of the developments and improvements made to Corporate Parenting arrangements following the Ofsted inspection of safeguarding and looked after children services in June 2012, which recommended that 'Corporate Parenting arrangements are strengthened to ensure that they properly reflect the Council's responsibilities to children looked after'. In 2013/14, progress has continued to be made in this area and we have further strengthened the Corporate Parenting arrangements to ensure strong elected member representation including the Lead Member, through the Members' Corporate Parenting Group.

9.2 The membership and terms of reference were again reviewed in August 2013 and the work of the MCPG is governed by the Corporate Parenting Strategy (April 2011-2014) and an annual corporate parenting report. The Children's Select Committee received a report on the work of the Members Corporate Parenting Group in November 2013. In December 2013, looked after children and young people presented to a pre- Assembly meeting and a report was also being taken to Assembly on that date.

9.3 In 2013/14, the panel has met regularly on a bi-monthly basis and elected members have attended regularly as have partners from health, social care, leisure services, education and the corporate management team. The Council's Rights and Participation Team have continued to attend and support the

Borough's Children in Care Council (Skittlz) at the MCPG meetings. The meetings themselves have focussed on a range of standard agenda items (including health, education and social care performance) as well as 'thematic' discussions which have been generated by young people themselves. In particular, the MCPG has focussed upon young people in care's ability to access leisure facilities (both within and beyond the Borough) and the connection to the range of associated potential health benefits, as well as the performance of our Leaving Care Service and their ability to support young care leavers accessing suitable education, employment or training options.

- 9.4 The Participation Champions group has also continued to meet on a bi-monthly basis as a sub group of the Corporate Parenting Group. This group comprises of young people and frontline social work practitioners and has been focussed around simple, pragmatic changes to practice aimed at making improvements to looked after children's lives. The Participations Champions group itself continues to be a vibrant and stimulating sub group of the Corporate Parenting Board and is valued by young people and professionals alike.
- 9.5 The Children in Care Outcomes group has also continued to meet on a quarterly basis to provide rigorous, cross agency challenge with regards to various areas of performance linked to improving outcomes for looked after children. The group is data and target driven and provides an opportunity for all partners to debate performance as well as agree strategies to tackle areas of improvement.
- 9.6 Key achievements in 2013/14 include the provision of leisure cards to all young people placed within the borough and the creation of health passports for all young people over the age of 15, a more sensitive process around arranging emergency care; and the recently revised, and user friendly format for carer's welcome books. As recommended by Ofsted, a new pledge to looked after children in care - 'Our Promises' has been produced with our children in care council, published and disseminated. We now need to review the impact of this in 2014/14 and ensure that the Pledge is known by all our looked after children across the country and not just locally. A Leaving Care Charter has also been produced due for publication in October 2014.
- 9.7 We were pleased that Ofsted in May 2014 reported that structures for the delivery of corporate parenting are in place and established with evidence of positive impact. Our Children in Council was judged as active regularly presenting their views to the corporate parenting board and that some service changes have been achieved as outlined above in point 9.6. However, inspectors also concluded that there are too few children and young people involved in our Children in Care council with many children's views not represented, including those out of borough. In addition, Ofsted identified an area for improvement – **“Ensure that corporate parenting responsibilities are fully understood by elected members to achieve greater awareness and accountability across the local authority”**. Actions to drive forward improvements in 2014/15 are detailed in the Local Authority improvement plan (Appendix 1).

10. Social Care Transformation Programme

- 10.1 The Children's Complex Needs and Social Care Division face continual challenges to service provision and an increase in demand in social care as demonstrated in section 2 of this report. These challenges present in a range of forms; a series of external inspections conducted over the past 18 months; legislative and policy change at a national and local level; a challenging financial landscape set in stark contrast to a child population growing rapidly in both number and complexity of need. Consequently, the Directorate Management Team considered how best to transform current service delivery in order to maintain a high quality and supportive service to the most vulnerable children within the borough. As a result, the Children's Social Care Transformation Programme was established in September 2013.
- 10.2 In broad terms, the purpose of the Social Care Transformation Programme is the development and implementation of an operating model for Children's Social Care (CSC), which is both financially sustainable and provides the best possible outcomes for the most vulnerable children, young people and their families in Barking and Dagenham.
- 10.3 The original Programme Brief outlined a number of objectives with associated Project Groups, all of whom have project groups and leads. The objectives are:-
- Implement the changes required by the new Working Together to Safeguard Children guidance.
 - Address the pressures in the Assessments and Care management Teams.
 - Ensure services at Tier 2 are considered in light of changes at Tier 3, to ensure alignment and the smooth transition between the two.
 - Ensure that the Assessment and Care Management Services are redesigned to deliver service objectives whilst ensuring future sustainability.
 - Implementation of the Multi Agency Safeguarding Hub (MASH)
 - Implementation and / or redesign of key IT systems to support operational service delivery.
 - Ensure that Looked after Children services are redesigned to deliver service objectives whilst ensuring future sustainability.
- 10.4 Since the last Social Care Review Report was presented, good progress has been made. Initial steps have been implemented to address the pressures in Assessment and Care Management and much work has been conducted to refine the relationships between Tier 3 and Tier 2 services, with a steering group now in place to provide governance. Working Together requirements have been implemented and the Multi-Agency Safeguarding Hub (MASH) went live in April 2014. An e-CAF and Tier 2 Case Management System (CMS) is due to go live in September 2014.

- 10.5 There still, however, remains much work to do. To this end, the CSCT Programme will run for a further year, with a focus on delivering the following key projects:
- The implementation of the new Social Care structures across Assessment, Care Management and the Child Protection and Reviewing Service;
 - Delivery of the next phase of the Troubled Families Programme (LBBB have been invited to be 'Early Adopters' due to the successes of phase one;
 - Implementation of the remaining aspects of the Information System redesign work; and
 - A work stream dedicated to identifying and implementing cost reduction and containment strategies.
- 10.6 The second phase of the transformation programme and governance will continue to be provided via a Programme Board, comprising of the divisional management team. The Programme Board will be chaired by the Programme Sponsor, the Children's Services Corporate Director. The Divisional Director for Complex Needs and Social Care will operate as Project Lead for this programme.

11. Financial Implications

Compiled by Patricia Harvey, Interim Group Manager Children's

- 11.1 There are no direct financial implications to this report.
- 11.2 The Social Care and Complex Needs budget for 2014/15 is £32.6m. As at September 2014, the service was reporting a total pressure of £5.6m for 2014/15 due to demand led pressures of £3.6m and £2m reported changes in budget from 2013/14 within the service. Work is currently underway to review all costs to ameliorate the increase in demand within the Social Care division and a report being produced to quantify the service demand and unit costs that have arisen since the budget was set with options for significantly reducing or eliminating the adverse budget position for this financial year and future financial years.
- 11.3 The change from LACSEG (Local Authority Central Spend Equivalent Grant) to Education Support Grant, together with the changes to the funding of statutory services to two year olds from General Fund to the Dedicated Schools Grant released £2.7m of ongoing funding to invest in social care demand pressures and this has now been included within the base budget from 2014/15.
- 11.4 An additional £3m has also been included within the MTFS from 2015/16 to support the huge growth and demand led pressures and £1.3m towards the Children's and Families Act.

12. Legal Implications

Compiled by: Lindsey Marks, Principal Solicitor

- 12.1 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.

12.2 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 has high standards of corporate parenting.

12.3 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.

13. Other Implications

14.1 **Staffing Issues** - There are no specific staffing issues contained within this report. However, increased demand pressures in the past 12 months again have required the agreement of additional staffing to manage this demand. Whilst this additional support has greatly assisted, demand has not abated. Recruitment in social care and the level of future staffing is a key project of the Social Care Transformation programme as discussed above.

13.2 **Customer Impact** - The report highlights the areas of service improvement, as well as the areas where performance continues to be addressed.

13.3 **Safeguarding 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.

13.4 **Crime and Disorder Issues** - The MASH element includes Police and Probation colleagues and is a route whereby early identification of sexual exploitation, gang membership and other crime and disorder issues may be identified and is therefore seen as a positive support process for reducing crime and disorder.

The new LASPO legal arrangements for young people on remand will have an impact on Children's Social Care capacity, and whilst this is funded from central government, this is a new development and therefore may need a review within the next year or so in order to measure the capacity impact.

Background Papers Used in the Preparation of the Report

- Ofsted Inspection of services for children in need of help and protection, children looked after and care leavers and Review of the effectiveness of the local safeguarding children board (published report July 2014 – link http://www.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/barking_and_dagenham/051_Single%20inspection%20of%20LA%20children%27s%20services%20and%20review%20of%20the%20LSCB%20as%20pdf.pdf)
- BDSCB Annual Report 2013/14

List of Appendices:

- **Appendix 1** - Improvement Plans

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Barking and Dagenham's OFSTED action plan in response to the Inspection of Services for children in need of help and protection, children looked after and care leavers (May 2014)

Area for Improvement (1): Ensure that sufficient checks and enquiries are undertaken before any unplanned removal of children from their families. This concerns the exercise of police powers of protection. This was an area for improvement in the last inspection.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement
1.1 Audit every Police Protection (PP) case from May 2014 to March 2016 and discuss findings at monthly Police and Social Care meetings. Immediate feedback to relevant practitioners and share learning.	Ann Graham	Teresa De Vito	May 2014 to March 2016	Improved checking of all information and enquiries undertaken before removal of children. 100% of PP cases audited monthly - learning shared with police colleagues and social care staff.	In place. Every PP case has been audited by our QA Manager since April 2014. The audits have demonstrated improved checks and enquiries being undertaken before any unplanned removal of children.
1.2 Develop Police Protection Strategy and revise Protocol and monitor via Police and Social Care at monthly PP meeting.	Ann Graham	Beverley Hendricks	July 2014	Significant reduction in Police Protection (target is 20% reduction in PP numbers by March 2015). Emergency Protection Orders (EPO) more readily accessible with legal advice.	Completed. The Police Protection Strategy and Protocol have been revised and signed off with Police and Social Care. The impact of these are monitored via the monthly joint strategic meetings with Borough Police, CAIT and Social Care, which have all taken place on schedule with representation of CAIT at every meeting.
1.3 Police colleagues to ensure that social care are informed of all PP cases at the very earliest opportunity to ensure alternatives can be considered and all sufficient checks made by MASH/Assessment.	Tony Kirk Kevin Jeffrey	Beverley Hendricks	From July 2014	Protocol agreed. Audits demonstrate Police contacting social care at the earliest opportunity.	In place. Joint training with the police has taken place as part of MASH development. In addition, monthly meetings with the out of hours service also takes place. We are also commissioning Family Support resource to assist out of hours and borough police to reduce the 'risk' and alleviate the need for accommodation or execution of PP.
1.4 Include PP and EPO numbers and trends in the quarterly safeguarding triggers meetings with Lead Member, Chief Executive (CE) and Director of Children's Services (DCS).	Ann Graham	Vikki Rix	Oct 2014		Completed. Police Protection and EPO numbers and trends are now included in the quarterly safeguarding triggers performance report and discussed in meetings with Lead Member, Chief Executive, DCS and Divisional Director of Complex Needs and Social Care. Impact. Good progress has been made with a reduction in PP numbers in the borough. Police Protection numbers from April to September 2014 total 33, representing 31% of all those entering care. This compared to 64 at the end of September 2013 (41% of all those entering care entering on PP). Our target is a 20% reduction in use of police powers by March 2015. Based on current numbers, we cannot have more than 5-6 PPs each month.
1.5 Monitor impact of strategy and practice change by quarterly reporting on PP numbers, trends and themes. Report quarterly to Children's Services Departmental Management Team, LSCB Performance and Quality Assurance (PQA) Committee and 6 monthly at LSCB.	Ann Graham	Teresa De Vito Vikki Rix	Quarterly (review March 2016)		On track. Q1 2014/15 report was presented to the LSCB PQA Committee in September 2014. Q2 report will be presented to the LSCB in December 2014. This report will provide audit findings and recommendations in addition to numbers and trends, which are reducing. In addition, London wide discussions on increases in PP are taking place through the London Safeguarding Boards and London Divisional Directors of Children's social care meetings.
1.6 Set up a Children's Select Committee task and finish working group to evaluate actions and impact.	Cllr John White	Helen Jenner	Jan 2015		Due January 2015.

Area for Improvement (2): Improve the quality of referrals to children's social care by partner agencies to ensure that timely and appropriate decisions are based on all relevant information.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement	
2.1	DCS and LSCB Chair to write to all partner agencies reminding them of the importance of good quality referrals to social care, which should include all relevant information of the family and clearly identify concerns.	Helen Jenner Sarah Baker	Teresa De Vito	Nov 2014	More detailed information on the family and identified concerns and improved quality of referrals leads to improved assessment quality and timescales and full range of issues identified.	Letter will be drafted once guidance on completing the MARF is produced. This will be sent out along with the letter from the DCS and Chair of LSCB reiterating the importance of good quality referrals. The letter, guidance and MARF to be placed on LSCB website.
2.2	Produce guidance and training on completing the new Tri-Borough Multi Agency Referral Form (MARF) across partner agencies and ensure good quality information is included and distributed to partner agencies. MASH to check for compliance and quality. Place on LSCB website.	Ann Graham Meena Kishinani	Beverley Hendricks Teresa De Vito	Nov2014	100% of all referrals by partner agencies include all family details and concerns identified by April 2015. % of re-referrals remains below 15% and lower than benchmarks (25%) by April 2015.	On track. MASH is checking for compliance and quality. MASH is feeding back to referring agencies on quality of information provided and escalating when all family details not included on the referral. New Tri-Borough (LBB, Redbridge and Havering) Multi Agency Referral Form (MARF) has been produced and agreed - to be distributed at the MASH launch in November 2014. MASH will lead on the consultation and twice yearly outreach programme targeting schools, midwifery, health visitors, housing and voluntary sector covering MARFs and good quality referrals. Dedicated officer appointed to commence outreach work effective from November 2014. Multi-Agency Audits twice yearly on the quality of social care referrals. Periodic report to BDSCB.
2.3	Train Child Protection Leads in schools on completing MARFs demonstrating what good quality looks like (see 2.1).	Meena Kishinani	Teresa De Vito	Dec 2014		On track.

Area for Improvement (3): Ensure that child protection strategy discussions are focused on all children in families, are clearly recorded, have engagement from all relevant agencies and identify clear and achievable outcomes.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement	
3.1	Produce and implement practice standards for all social care managers and key partner agencies and ensure that all practitioners have London Child Protection (CP) procedures on desktop. Implement and monitor for compliance and quality of recording.	Ann Graham Meena Kishinani	Beverley Hendricks Teresa De Vito	Oct 2014	Audits of CP strategy discussions/meetings show improved recording, better information exchange, better attendance and quality of discussion, information received in a timely manner, clear rationale for decisions and timescales for action. Information fed back to LSCB.	On track - a local set of practice standards is being produced. Due for completion end of October 2014.
3.2	Ensure, where appropriate, multi agency "sit down" child protection strategy meetings with partner agencies takes place to improve engagement and decision making of all relevant agencies.	Ann Graham	Beverley Hendricks	Ongoing	<u>Baseline</u> - the baseline will be confirmed by case file audits from October 2014. Case audits show standard of strategy discussions are less variable, focused on all children, clearly recorded with outcomes.	In place. Practice Managers are holding sit down multi agency strategy discussions as the case determines. The issue of working with CAIT re: capacity challenges remain.
3.3	Undertake quarterly audits of child protection strategy discussions - audit for compliance and quality. Report to Practice Development and Outcomes Group and follow up with practitioners.	Meena Kishinani	Beverley Hendricks TMs in CN&SC	Oct 2014 Quarterly	Attendance at ICS refresher training monitored. Non-attendance escalated to senior management. Performance reports show improved ICS recording on CP screens including timeliness and outcomes.	On track. Quarterly audit of CP strategy discussions has commenced with report to be completed by end of October 2014. Baseline to be produced and milestones and targets to be set.
3.4	Provide ICS refresher training on recording child protection strategy discussions for all team managers and practice managers in social care.	Meena Kishinani	Dan Monahan	Dec 2014		On track. Easy to use ICS screenshots have been re-circulated to managers and practitioners to support better recording of CP strategy discussions. Refresher training for all managers is being scheduled into the ICS training programme and this training is mandatory.

Area for Improvement (4): Ensure that all key information is shared and considered at initial and subsequent child protection conferences through regular attendance by all key agencies.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement	
4.1	Increase levels of performance reporting on CP conference attendance and timeliness of sharing conference reports by agency, escalating poor performance at PQA sub group of LSCB, LSCB quarterly meetings and HWBB (GP attendance) and Children's Services DMT.	Meena Kishinani	Teresa De Vito	Quarterly 2014/15	Improved attendance at Conferences (particular focus on CAIT and GPs). Child Protection Conferences have full information (particular focus on CAIT and GPs). Improved timeliness on sharing of all conference reports. <u>Target</u> - % attendance and sharing report Attendance performance tracker for LSCB reports attendance increasing to 50% and sharing reports (when no attendance) to 100% by April 2015.	In place. Performance reports related to attendance at CP Conferences and sharing reports are established and data is shared at BDSCB. This report will be presented at every BDSCB meeting rather than quarterly in order for the Board to escalate poor performance. The September Board meeting discussed this in detail and this remains a performance and capacity issue. This is, however, being addressed. CAIT has committed to attending all initial Conferences and has installed a call in facility for Review Conferences until CAIT staffing increases. This issue has also been escalated and taken up by the London Safeguarding Board, who are progressing on behalf of London re: CAIT capacity, chaired by Cheryl Coppell (Havering CE). This is in place and is being monitored.
4.2	Monitor timeliness of sharing agency conference reports and compliance with standards set before Conference. IROs to escalate to Managers on non-compliance.	Meena Kishinani	Teresa De Vito	Oct 2014 Quarterly		
4.3	Independent Chair of LSCB to escalate attendance and non sharing of reports to Senior Leads of all agencies. Monitor for compliance and improvement.	Sarah Baker	Meena Kishinani	Oct 2014 Quarterly		On track. Following on from the September LSCB meeting, the Independent Chair is drafting a letter to escalate attendance and non sharing of reports to Senior Leads of all agencies. This will be an ongoing process. Where necessary, the DCS will raise low attendance at Conferences (below 50%) with Community Safety Partnership and HWBB from December 2014.
4.4	Report and escalate levels of Police attendance at Conferences at quarterly meetings between LSCB Chair, LSCB lead Officer and Chief Superintendent Scotland Yard.	Sarah Baker	Meena Kishinani	Nov 2014 Quarterly		On track. The next meeting is in November 2014 and a core agenda item is Police attendance at Conferences.
4.5	Report and escalate levels of GP attendance at Conferences at HWBB and NHS England.	Sarah Baker	Meena Kishinani	Dec 2014 Quarterly		On track. GP attendance at Conferences is being escalated and discussed at the December HWBB meeting.

Area for Improvement (5): Ensure that assessments include children's wishes and feelings, provide a thorough consideration of parenting difficulties, their impact on the child, and a full analysis of risk.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement	
5.1	Managers at authorisation stage to ensure that analysis and the views of the child are evidenced within assessments.	Ann Graham GMs (CN&SC)	Team Managers (CN&SC)	In place	All assessments completed with clear evidence of case analysis and the child's voice, wishes and feelings being evident and integrated throughout the assessments process. The new baseline will be confirmed by case file audits from October 2014.	In place. Managers sign off all assessments and authorise on the basis that analysis and child's views are evidenced. If not assessments are rejected and SW needs to action. Ongoing practice.
5.2	Children's Services DMT to undertake quarterly reviews on the quality of assessments alongside social workers (OFSTED Model)	Helen Jenner	Beverley Hendricks TMs in CN&SC	Nov 2014 Quarterly	Assessments effectively identify needs and risks for children so that action to reduce risk is identified and families are clear about what change is needed and the consequence of no change.	Planned. Children's Services DMT will undertake a review of assessments alongside social workers in November 2014. This audit will take place with social workers and check for compliance in line with area for improvement 5.
5.3	Design and set up the new single assessment on Northgate ICS.	Meena Kishinani	Lee Fisher Dan Monahan	Nov 2014	Assessment audits show increase in the quality of assessments i.e. those rated as good and reduction in inadequate/adequate assessments.	On track. The Single Assessment has been created in the Test Environment of ICS. The Single Assessment has been demonstrated on ICS to senior managers for initial user feedback. Feedback and changes are being incorporated into test version. Plan is to upgrade ICS in the middle of November and the Single Assessment will go live by the end of November 2014.
5.4	Provide training to all SWs and Managers on how to complete the single assessment, focusing on the analysis of needs and risk, voice of the child - wishes and feelings, parenting factors and difficulties and impact on child.	Ann Graham	Laura Clements Baljeet Nagra Beverley Hendricks	Dec 2014	100% of assessments are seen and signed off by managers - not authorised if poor quality and core standard not met.	Planned. The single assessment and associated guidance have been produced. Training on a rolling programme will be delivered and compliance measured in supervision.
5.5	Provide ICS training and ICS guidance on how to record the single assessment on ICS to all social workers and managers.	Meena Kishinani	Dan Monahan	Jan 2015		Planned. ICS training is scheduled to commence December to January 2015 to all social workers.
5.6	Implement standards required for single assessment and monitor for compliance.	Ann Graham GMs (CN&SC)	Team Managers (CN&SC)	Jan 2015		From Jan 2015. The single assessment case recording practice guide has been drafted and will be formally adopted by the end of November 2014. Once the single assessment training has been completed and post go live date, audits checking compliance and quality will commence.

Area for Improvement (6): Ensure that all children are seen in a timely manner, assessments are timely and thorough, and written plans consider all areas of need and identify the outcomes sought.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement
6.1 Team Managers to act upon practice alerts raised by IROs and ensure feedback impacts more effectively on quality. GMs to monitor compliance.	Ann Graham Meena Kishinani	Team Managers (CN&SC) IROs	In place	All children who meet the threshold for assessment receive a timely assessment that is of good quality. All assessments checked and signed off by managers.	In place. Practice alert process has been revised and implemented standards for CiN, CP and LAC. Quarterly reports on themes and trends to the Practice Improvement and Outcomes Group and linked to workforce development and principal Social Worker.
6.2 Implement a robust performance system to report on timeliness of seeing children. Performance report at monthly Complex Needs & Social Care Senior Management Team (SMT), Children's Services DMT and LSCB.	Meena Kishinani	Vikki Rix	Oct 2014 Reviewed monthly	Timescales for assessment fit to individual case and met. (Reviewing how to monitor as part of single assessment launch). All children seen alone (age appropriate) and in a timely manner.	On track. An assessment performance report is in development to report on timeliness of seeing children. This will become part of the local monitoring dataset in social care and reported on monthly. CiN, CP and LAC visits to children already establishing and reported on.
6.3 Develop procedures, standards and set of expectations required for care plans covering CiN, CP and LAC. Audit for compliance and quality.	Ann Graham Meena Kishinani	Group Managers (CN&SC) Teresa De Vito	Dec 2014	Improved timeliness without loss of quality - measured quantitatively and quality evaluated through audit and supervision notes.	On track. We are in the process of commissioning Tri.x to produce a set of local procedures across social care to improve practice. This is on track for being commissioned and delivered by the end of December 2014.
6.4 Recruit additional Social Workers and Managers to ensure case loads managed down and work effectively monitored.	Ann Graham	Group Managers (CN&SC)	April 2015	Baseline - 75% of assessments completed within 45 days. Milestone 80% by April 2015 85% by Sept 2015 Improved written plans with outcomes identified. All IRO's/CP Chairs to monitor statutory visits to children and receive reports from ICS.	In place. The Workforce Strategy has been revised and is in place. We have recruited a specialist Recruitment Manager to assist with stabilising the workforce in social care. This person has been in post since August 2014. A project plan and recruitment timetable has been developed and is being monitored via the project group and CS Programme Board. We have run 3 open days since the inspection and recruited 9 SWs. Additional Team Managers have also been recruited.

Area for Improvement (7): Introduce a permanency policy that emphasises parallel planning from the earliest point when children become looked after, as well as tracking of the timescales for individual children with a plan for adoption.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement
7.1 Implement a local adoption tracker with timescales for all individual children with a plan for adoption and monitor outcomes at Permanency Planning Group.	Ann Graham	Joanne Tarbutt	June 2014	Increased opportunities for adoption and improved adoption timeliness as measured locally and via DfE Adoption Scorecard. Improved permanency and parallel planning. Permanency Planning is corporately owned.	Completed. Adoption tracker implemented for all individual children with a plan for adoption. This is being monitored at Permanency Planning Group (PPG) on a monthly basis. In 2014/15 to date, we have adopted 19 children compared to 17 in the whole of 2013/14. Scorecard improvements should be evident when published next year (autumn 2015).
7.2 Ensure all IROs escalate cases of children who do not have a permanence plan at second review to social care team managers. Monitor for compliance.	Meena Kishinani	Teresa De Vito	Sep 2014 Quarterly	Permanency policy is evidenced from the beginning of the child's journey in social care. Robust monitoring of timescales and drift is challenged.	In place. Consistent representation from IROs (CPRS team) at PPG is now in place to ensure any delays in permanency planning is picked up via this service in addition to the Social Worker and Adoption Teams. Practice alert process monitors permanency policy and draft. IROs evidence of scrutiny on case files. reports and outcomes of audits presented at PPG. Drift on cases and care plan raised and challenged via PPG. Impact to be reviewed in December 2014.
7.3 Identify key practitioners/SWs for support and put in place improvement coaching for those practitioners/SWs with weak permanency planning.	Meena Kishinani	Linnet Whittaker	Impact Review April 2015		In place. Coaching is in place with social workers in need of improvement around permanency planning. Impact of coaching on practice to be evaluated April 2015.
7.4 Revise current permanency policy and agree Policy at Cabinet post consultation with LSCB, Corporate Parenting Group, HWBB and Children's Trust.	Ann Graham	Joanne Tarbutt	Nov 2014		On track. The permanency policy is currently being revised and on track for full version and launch by the end of November 2014. Members and other Council departments will receive the revised policy to improve awareness and knowledge of adoption. The Policy will be agreed by Cabinet following consultation with LSCB, Corporate Parenting Group, HWBB and Children's Trust.

Area for Improvement (8): Further develop consultation arrangements for children in care, including through increased representation of looked after children in the children in care group.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement
8.1	Ann Graham Jane Hargreaves	Erik Stein	Oct 2014	Consultation arrangements developed and widened, with larger numbers of LAC involved including Out of Borough. All children, young people and their carers to have knowledge and copies of the Pledge for CIC and understand how this links to the care they provide. Increased representation of LAC in CiC Council, across all age groups.	Work is on track and progress is being made - Details of how to make a complaint and copies of the LAC Pledge have been re-sent to all looked after children. A Pre-Assembly briefing was delivered to Council Members regarding the work of the Children in Care Council to raise awareness and expectations, and to support the re-launch of the LAC Pledge in September 2014. Extremely positive feedback received and recorded. The IRO's will monitor the implementation of the Pledge through CiC Reviews.
8.2	Ann Graham Jane Hargreaves	Erik Stein	Dec 2014	Baseline - 7 in April 2014 Milestone 9 by Sept 2014 12 by April 2015	On track. The CiC Council has increased its membership from 7 to 9 since the inspection. The target is to reach at least 12 members by April 2015. Out of Borough LAC consulted through small group visits conducted by Children's Rights Officer. LAC now able to submit views via online review forms. 2800 website hits in previous quarter, with number of forms completed rising month on month. Impact to be reviewed by March 2015.
8.3	Ann Graham Jane Hargreaves	Erik Stein	Dec 2014		On track. LAC survey to be conducted in Autumn 2014, with results reported to MCPG in Q4 2014/15.
8.4	Ann Graham	Joanne Tarbutt	Dec 2014		On track. CiC Pledge and care leavers pledge to be distributed together to all foster carers and residential staff by the end of October 2014. All in-house carers to be measured against Pledge in foster carer annual reviews and in SSW supervisions. All in-house, agency carer and residential worker to be asked specific questions at LAC reviews about how they are contributing to implementing the pledges.

Area for Improvement (9): Improve the quality of planning towards adulthood for those leaving care, with a greater focus on those not in education, employment or training, or with other vulnerabilities.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement
9.1	Ann Graham	Joanne Tarbutt	Dec 2014	Quality of care leavers planning towards adulthood improves. All care leavers have an up to date Pathway Plan and case file audit of pathway plans report increase in those rated good or better. Baseline to be established November 2014.	On track. 100% of all care leavers aged 18 plus have an up to date pathway as at the end of September 2014/15 as was the case in 2013/14. 70% of LAC aged 16-17 have an up to date pathway plan and is in need of improvement. This is being monitored at performance senior management team monthly meetings.
9.2	Cllr Channer	Joanne Tarbutt Helen Richardson	Ongoing	Baseline - % of care leavers aged 18 plus 100% Milestone Maintain 100% Baseline - % of LAC aged 16-17 with an up to date pathway plan 75% Milestone 100% by April 2015	In place. Care leavers NEET is continuing to decline, reducing from 34% to 28% as at the end of September 2014. NEET performance is a standing agenda item at the Corporate Parenting Group. Pathway plans to be introduced for 15 year olds from January 2015 so that long term aspirations for EET are addressed in the year before GCSEs are completed. This will embed ownership of long term outcomes for young people with Social Workers at an earlier stage. NEET events are organised twice yearly by L2L - providers of post 16 EET options to attend and all young people aged 15+ to be invited. Reciprocal apprenticeship opportunities with other Local Authorities in East London to be explored within Children's Services.
9.3	Ann Graham	Joanne Tarbutt	Oct 2014	Reduction in care leavers NEET. Gap between NEET LAC and local children reduced. Corporate Parenting Group key focus.	Completed. Care leavers group has been established and meets bi-monthly to monitor progress and outcomes, chaired by Divisional Director.
9.4	Ann Graham	Joanne Tarbutt	Oct 2014	Baseline - % of care leavers known to L2L service NEET 34%	On track. Care leavers pledge has been produced and is with our Marketing Department ready for distribution end of October 2014. Impact reviewed annually.
9.5	Ann Graham	Joanne Tarbutt	Nov 2014	Milestone 30% by Sept 2014 25% by April 2015	On track. Service Manager of Learn 2 Live team is currently working with ICS Development Officer exploring options to simplify the current pathway plan. This review will substantially reduce the number of questions in the current plan and replace with a simple modified plan that is outcome focused, friendly, accessible and includes long term ambitions.
9.6	Ann Graham	Joanne Tarbutt	Dec 2014		On track.

Area for Improvement (10): Continue to improve the opportunities for young adults leaving care to continue living with their carers as part of 'staying put' arrangements.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement
10.1	Ann Graham	Joanne Tarbutt	Ongoing	Each transition decision to be fully analysed with the young person's future at the heart of decision making. This may lead to an increase in staying put and must lead to better pathway planning.	<p>In place. Staying put arrangements are discussed at all TCP meetings with care leavers. Audits show young people challenged to consider all options for their future and to consider the longer term consequences of their choices.</p> <p>On track. Staying Put discussions to be implemented for all LAC from the age of 15 upwards from Dec 2014 onwards.</p> <p>On track. We have commissioned a consultant to review and finalise our Staying Put policy, including financial implications, which will also outline implications for care leavers and carers. Due December 2014.</p> <p>Once our Staying Put policy has been agreed, a schedule of training covering expectations of Staying Put arrangements i.e. young people continue preparation for independent living and the carers role in this, will be delivered to all foster carers in early 2015.</p>
10.2	Ann Graham	Joanne Tarbutt	Dec 2014		
10.3	Ann Graham	Joanne Tarbutt	Dec 2014		

Area for Improvement (11): Develop and implement medium and long-term strategic service plans that fully take account of known and estimated increases in amount and type of demand for the whole range of services for vulnerable children.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement
11.1	Graham Farrant	Karen Wheeler	Dec 2014	<p>Council Plans MFTP reflect and address changing children's demographic and its implications - Dec 2014.</p> <p>Strategic plans ensure demands can be met.</p>	<p>Completed. A Corporate Peer Review was commissioned in July 2014 and undertaken by the LGA - this was aimed at reviewing impact of changing demographic in the borough and LA capacity to manage demand in Children's Services with declining resources. An action plan has been developed and recommendations are being implemented.</p> <p>Planned. A review with the LGA will look specifically at detailed financial planning to address demographic change. Report December 2014.</p> <p>On track - Demand led improvement work jointly commissioned with Newham and Havering commencing in October 2014. The first meeting is scheduled for 27th October to scope out the project.</p> <p>Planned as part of Council financial planning. MFTP for 2015/16 and beyond will be agreed by Cabinet February 2015.</p> <p>Due April 2015.</p> <p>Planned for April 2015.</p>
11.2	Helen Jenner	Ann Graham	Sept 2014 Report Dec 2014		
11.3	Helen Jenner Graham Farrant Cllr Bill Turner	Karen Wheeler	Feb 2015		
11.4	Helen Jenner Graham Farrant Cllr Bill Turner	Meena Kishinani Karen Wheeler	April 2015		
11.5	Graham Farrant Cllr Bill Turner Helen Jenner	Ann Graham	April 2015		

Area for Improvement (12): Strengthen management oversight, including oversight of plans by conference chairs and independent reviewing officers, as well as formal social worker supervision, to reduce drift or delay in assessments.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement
12.1	Ann Graham	GMs (CN&SC)	Dec 2014	Overall service improvement - better outcomes for children and young people and timeliness. Audit shows reduction in inadequate new plans to 0% by end of November 2014. 50% good by December 2014 (evidenced in audit and supervision notes).	On track. Set of expectations for social care are in place. We are in the process of commissioning Tri.x to produce a set of local procedures across social care to improve practice and achieve consistency in practice standards. . This is on track for being commissioned and delivered by the end of December 2014.
12.2	Ann Graham	GMs (CN&SC)	Oct 2014		On track. The Supervision Policy has been revised and re-launch due end of October. Supervision will take place in accordance with the new policy. Managers and staff understand what is expected of them.
12.3	Ann Graham Meena Kishinani	Teresa De Vito Team Managers (CN&SC)	Nov 2014 Quarterly		On track. This is in development with the GM for Child Protection reviewing Service producing a coaching model to ensure supervision improves.
12.4	Meena Kishinani	Teresa De Vito	Nov 2014		Completed. Midway reviews of CP and LAC reviews has been implemented. This is enabling IROs to escalate and challenge drift midway before the 6 month review with the social workers. Impact to be reviewed by December 2014 through case file audits of reviews.
12.5	Ann Graham	Cherrylyn Senior Linnet Whittaker	Dec 2014		On track. The Social Care Workforce Manager and Principal Social Worker are working together to identify the quality issues in relation to management and supervision of staff. If training is required this will be provided.
12.6	Ann Graham	GMs (CN&SC) HR	April 2015		In place. Recruitment strategy and timetable is in place. Please refer to update provided in 6.4

Area for Improvement (13): Ensure that corporate parenting responsibilities are fully understood by elected members to achieve greater awareness and accountability across the local authority.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Outcome	Progress to date and evidence of improvement
13.1	Ann Graham	Joanne Tarbutt	Nov 2014	Priorities for looked after children are driven and agreed by the Members Corporate Parenting Group and understood by all elected members.	On track. The Corporate Parenting Group has a new Chair and ToR and governance is due for review in the autumn 2014.
13.2	Ann Graham	Vikki Rix	Oct 2014	Good attendance at meetings and at training delivered to elected Members on Corporate Parenting Elected Members to achieve greater awareness and accountability.	Completed. In response to the Lead Member of Children's Services requesting a more detailed and analytical report on LAC and care leavers, the local performance dataset has been revised and expanded considerably. The report provides an update on numbers and trends as well as trends in safeguarding, education, EET and health outcomes with benchmarks and analysis.
13.3	Ann Graham	Joanne Tarbutt	Annual		On track. The 2013/14 Corporate Parenting report has been produced and is an agenda item at the October Corporate Parenting Group. From this report, a revised set of priorities and key actions will be discussed and agreed by the members. This will lead to a revised Strategy and action plan embedded and evaluated annually.
13.4	Fiona Taylor	Fiona Jamieson	Annual		Completed for 2014. A training session for new members was delivered to 20 Council Members regarding the work of the Children in Care Council to raise awareness and expectations in September 2014. Planned annual Pre-Assembly briefings by CiC group in place.
13.5	Ann Graham	Joanne Tarbutt	March 2015		To be completed by March 2015.

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BDSCB action plan in response to Ofsted's Review of the LSCB (May 2014)

Area for Improvement (1): Ensure the LSCB Chair strengthens the coordination, focus and impact of the boards work in the Health and Wellbeing Board.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Outcome	Progress and Evidence of Improvement
1.1 Produce a Protocol outlining joint working between the Health and Wellbeing Board (HWBB) and LSCB and agree at LSCB and HWBB.	Sarah Baker	Meena Kishinani	Oct 2014	Both Boards will have an ongoing and direct relationship, communicating regularly. Chairs will work towards ensuring there is no duplication of work or strategic operational gaps in policies, protocols, services or practice.	<p>On track. A Protocol outlining joint working between the HWBB and the LSCB has been produced and is an agenda item at the HWBB on the 28th October 2104.</p> <p>The Chair of the LSCB and HWBB have set out formal reporting lines. Regular 1-1 meetings between both Chairs have been scheduled in for the year. Both Chairs will receive Board minutes. The LSCB is involved in the CYPP, the JSNA and the HWBB strategy. The Chair of the LSCB will present the LSCB annual report to the HWBB in October.</p> <p>Relevant issues arising from LSCB meetings will be considered within the agenda setting process for the HWBB and vice versa.</p>

Area for Improvement (2): Undertake an evaluation of the full impact of training on the performance of practitioners to ensure it targets improvements in outcomes for children.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Outcome	Progress and Evidence of Improvement
2.1 Commission an evaluation of the long term impact of training on the performance of all practitioners across the partnership and the impact and quality of single agency training including the sustainability plan for the training programme. Implement findings.	Sarah Baker	Teresa DeVito Learning and Improvement Committee	Feb 2015	Multi agency learning opportunities are provided through a variety of forums. Practice and knowledge is improved as a result.	<p>On track. The London training evaluation process has been discussed at the Learning and Improvement Committee. The Learning and Improvement Committee has also set up a development day early November to pull together the training programme for the coming year. Key objectives and learning outcomes for each course will be established and an evaluation framework put in place to enable the LSCB to monitor long term impact of both single and multi agency training.</p> <p>Senior Managers Away Day planned for evaluation of long term impact of training February 2015.</p>

Area for Improvement (3): Sustain and extend the positive and constructive role of the practitioners forums in promoting multi-agency working through improving the attendance of social workers.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Outcome	Progress and Evidence of Improvement	
3.1	Require a minimum attendance of social workers to attend 2 practitioner forums per year. Nominated SW's (2 from each team) to feed information in a 2 way communication loop.	Meena Kishinani Ann Graham	Teresa DeVito Learning and Improvement Committee	Ongoing	Increased attendance of social workers at the practitioner forums. The Practitioner Forum is a responsive multi agency learning group that demonstrates practice and research is disseminated widely and positively informs practice.	On track. Social Care Group Managers are in the process of identifying 2 social workers from each of their teams to attend the Practitioner Forum and this will be in place by the end of October 2014.
3.2	Monitor and report on attendance at Practitioner Forums by all agencies with a particular focus on SWs and report to Learning & Improvement Committee.	Meena Kishinani	Teresa DeVito Learning and Improvement Committee	Oct 2014 Quarterly		In place. We have revised the attendance database of members and this is being monitored to capture non attendance from particular teams. Non-attendance from particular teams will be escalated to Senior Management in social care and at the Learning and Improvement Committee.
3.3	Ensure Practitioner Forums are a core agenda item at team meetings with messages from the Forums sent out to all practitioners through an e-newsletter.	Meena Kishinani	Teresa DeVito Learning and Improvement Committee	Oct 2014		On track. The Practitioner Forum has been widely advertised, including on Yammer and our internal Social Media site to ensure wide borough coverage. The LSCB action plan has also been shared with the Practitioner Forum, ensuring that the Forum is aware of the area for improvement and what the LSCB is doing to ensure improvement in the attendance of social workers.

Area for Improvement (4): Strengthen oversight of private fostering by the board, supporting efforts to ensure all such children are identified.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Outcome	Progress and Evidence of Improvement	
4.1	LSCB to receive and review a Private Fostering report annually.	Sarah Baker	Meena Kishinani	Sep 2014	Increased oversight of Private Fostering including numbers by LSCB.	Completed. The Private Fostering annual report 2013/14 has been produced and presented to BDSCB on the 25th September 2014. A presentation on private fostering was also provided to LSCB members to raise awareness of private fostering in the borough. This will feature as part of a LSCB Communications Strategy.
4.2	Continue to monitor Private Fostering numbers and other relevant data at PQA quarterly meetings.	Meena Kishinani	Vikki Rix	Sept 2014 Quarterly		Ongoing. Private fostering numbers and timeliness of assessments are reported quarterly via the PQA LSCB dataset and monthly on the Complex Needs & Social Care local dataset with benchmark data included. End of year 2013/14 numbers increased to 12 and at Q1 2014/15 increased to 14. Current numbers as at the end of September 2014 are 10 compared to 6 in September 2013. We remain in line with benchmark data.

Area for Improvement (5): Ensure the annual report and business plan are focused on understanding and addressing local needs and on evaluating progress made in achieving improved outcomes for children.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Outcome	Progress and Evidence of Improvement
5.1	Sarah Baker & PQA/L&I Committee	Meena Kishinani	Sep 2014	Outcome focused LSCB based on local need annual report and Business Plan.	Completed: LSCB Annual Report 2013/14 has been revised in the light of the area for improvement. The annual report includes an analysis of local needs and progress made against children's outcomes. The report was agreed by the Board on 25th September 2014. BDSCB Annual Report and Business Plan to be published on the website at end of October 2014.
5.2	Sarah Baker & PQA/L&I Committee	Meena Kishinani	Oct 2014		On track: The 2014/14 Business Plan is being reviewed in light of the LSCB new annual report and priorities set for 2014/15. This will be completed by the end of October 2014.

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CABINET**18 November 2014**

Title: Adoption Agency Annual Report 2013-14	
Report of the Cabinet Member for Children's Social Care	
Open Report	For Information
Wards Affected: All	Key Decision: No
Report Author: Paula Lyttle, Team Manager	Contact Details: Tel: 020 8227 3955 E-mail: paula.lyttle@lbbd.gov.uk
Accountable Divisional Director: Ann Graham, Divisional Director of Children's Safeguarding and Rights	
Accountable Director: Helen Jenner, Corporate Director of Children's Services	
<p>Summary</p> <p>The Adoption Agency Annual Report 2013-14 at Appendix 1 summarises the work and performance of the Adoption Service during 2013-14 (up to April 2014) and identifies priorities to improve our work.</p> <p>The report covers the number of children placed for adoption and the number of potential adopters approved by the Adoption Panel. It also considers our progress towards addressing national expectations in the Adoption Scorecard, which was introduced by the Department for Education in 2010.</p> <p>The report also summarises the outcomes of an external adoption challenge which we commissioned from British Association for Adoption and Fostering (BAAF) to help us identify areas for improvement.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to note the report and the 2014/5 priorities of "Improve permanency planning for children", "Recruit more potential adoptive parents" and "Increase membership of the Adoption Panel".</p>	
<p>Reason(s)</p> <p>Monitoring the effectiveness of our role as an Adoption Agency is a key part of Cabinet's Corporate Parenting Responsibilities.</p>	

1. Introduction and Background

1.1 An annual report on the work of the Adoption Service is required under Adoption Regulations (Minimum Standard 25.6; Statutory Adoption Guidance 3.3, and 5.39) and must be presented to Cabinet.

1.2 The Adoption Agency Annual Report for 2013-14 is at **Appendix 1**. The key points to note are:

- 17 children were adopted and 19 adopters were approved by Adoption Panel in the year 2013-14.
- Our three yearly rolling averages (2010-2013) for the time taken between a child entering care and moving into its adoptive family **have reduced to 657 days compared to 785 days in 2009-2012**. The England average is 647 days so we are very close to the national position on this measure now. Our performance is far better than our statistical neighbours (average time is 705 days).
- Our three yearly averages regarding the time taken from when the Authority receives a Court Order agreeing to a child being matched with an appropriate adopter is good and improving in 2010-2013. Our three yearly rolling averages **have reduced to 144 days compared to 168 days in 2009-2012**. Performance continues to fall within the Government threshold for this adoption measure set at 182 days in 2010-13 and is already lower than the 2011-14 threshold set at 152 days. Our performance is also far better than national and statistical neighbours.
- We commissioned an Adoption Diagnostic to support us in addressing issues of delay for children whenever the child's assessed permanence needs indicate the value of adoption. The aim of this diagnostic was to assist in analysing those practices and processes which give rise to delay for children in Barking and Dagenham. The findings of the diagnostic were in line with Ofsted findings in May 2014.

1.3 Report is for information. The Annual Report has been considered in depth by the Corporate Parenting Group.

2. Financial Implications

Implications completed by: Patricia Harvey, Interim Group Manager, Children's Services.

2.1 The Adoption Reform Grant has been efficiently used to impact on adoption timescales. By reducing caseloads in Care Management to manageable levels Children's Social Care have reduced the time from being placed in care to adoption by 128 days. The grant level will be reduced next year which may impact on either timescales or financial pressures in Children's Services.

2.2 In 2013/14 the Adoption Team were able to present a balanced budget at year end because of the impact of the Adoption Grant.

3. Legal Implications

Implications completed by: Lindsey Marks, Principal Solicitor, Children's Safeguarding

- 3.1 The Statutory Adoption Guidance and the Adoption Minimum Standards place a requirement on local authority adoption services to ensure that the executive side of the Council receives an annual written report on the management, outcomes and financial state of the adoption agency to satisfy themselves that the agency is effective and is achieving good outcomes for children and/or service users. They must also satisfy themselves that the agency is complying with the conditions of registration (Minimum Standard 25.6; Statutory Adoption Guidance 3.3, and 5.39).

4. Other Implications

- 4.1 **Staffing Issues** – In the event that the Adoption Grant from central Government is withdrawn, there will be a loss of 3 staff members from the Adoption Service, putting pressure on service delivery of effective recruitment of adopters and finding adoptive families for children.
- 4.2 **Corporate Policy and Customer Impact** – Ensuring every child is Valued. Adoption enables children to have a permanent alternative family and research indicates that outcomes for adopted children are much better than children in care.
- 4.3 **Safeguarding Children** – The vast majority children who have care plans for adoption have experienced safeguarding concerns in their lives (apart from those relinquished at birth) and adoption provides a permanent alternative family for them. Research indicates that the outcomes for adopted children are far better than those who have remained within the care system and the earlier the adoption happens, the outcomes improve further.
- 4.4 **Health Issues** – The Adoption Service has its own play therapist who is currently funded full time from the Adoption Grant. In the event that this money is no longer available, this post will reduce to 2.5 days per week, meaning that less support will be offered to prepare children for adoption and to support fragile placements. This post has been critical in maintaining a low disruption rate.

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

List of appendices:

- Appendix 1 - Adoption Agency Annual Report 2013-14

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L. B. BARKING & DAGENHAM ADOPTION AGENCY

Annual Report

For the period: 2013 - 2014

Introduction

As predicted, 2013/14 has very much been a year of transition and transformation, not only in respect to the services we provide to children and adopters but also within the Adoption Team. These developments have provided many challenges to be a part of and to manage and have been as a result of the rapid changes in adoption legislation and guidance from Central Government.

As a result of the national focus on adoption, significant changes to the regulations and processes within the Adoption Agency came into force in July 2014 with the introduction of the Adoption Agencies (Miscellaneous Amendments) Regulations 2013. The aim of these changes has been to reduce potential barriers and reduce delay in approving families as adopters, thereby increasing the number of placements available for waiting children.

Furthermore, on the 13th March 2013, The Children and Families Act 2014 (CFA, 2014), was given Royal Assent, placing on statute changes to the adoption service that had already been implemented. For example:

- The new Public Law Outline (PLO) - which introduced a maximum 26 week limit for care proceedings;
- Fostering to Adopt.

- A new Two Stage approval process for Adopters.

Additionally,

- Section 5 - CFA, 2014: requires local authorities, who provide adoption support services, to prepare a personal budget for adopters, on request.
- Section 6 – CFA, 2014: places a duty on local authorities to provide information to adoptive and potential families regarding the support services available in the local authority's area.
- Pupil premium: from April 2014, these payments will be made available to adopted children. This will enable adopters to work with schools to consider what individual support will be of benefit to their adopted child.

Alongside the statutory and regulatory changes, Children Services also has had to deal with the impact that recent case law (Re B, Re BS and Re T), that is having far reaching implications for local authorities when considering permanency for children, for whom adoption would usually be the plan. The clear message from case law is that adoption should be seen as the last resort, e.g. when “nothing else will do”. The full effect of this is yet to be felt, as can be seen with our figures for children with adoption plans for this period (p. 5), which is up for from 2012-13. Nevertheless, we already have had a number of challenges to Placement Orders already granted, and examples of cases that had in the past resulted in an adoption plan being agreed at courts, this is no longer the case.

It is likely, therefore, that there will be a decline in the number of children being placed for adoption, and with it a possible rise in the numbers of Special Guardianship Orders (SGOs).

2014-15 is again likely to be an eventful year for the LBBB Adoption Service as there seems to be no sign of an end to the overhaul of our work.

The Adoption & Permanence Panel

The Adoption Panel continues to meet on a monthly basis, but has moved from its base in the Civic Centre, to the Barking Town Hall. It has an established Chair and core membership, with one member leaving (LBBB Councillor) and a change to the Medical Adviser to Panel.

We have a small but committed membership, who works well together to complete the Panel's business. No panel meetings were cancelled, because they were not quorate.

Panel Developments for 2013/14

As a result of the changes to the role of the Panel, introduced with The Adoption Agencies (Panel and Consequential Amendments) Regulations 2012, we have seen a significant reduction in the number of cases being presented to the Panel; as in general children's cases no longer are brought to this forum, except where they are being relinquished for adoption i.e. adoption with the birth mother's agreement. The Panel now only primarily have responsibility for the approval (or change of status) of adopters and the approval of adoptive matches between a family and child/ren.

Panel Attendance 8 April 2013 – 10 March 2014

Name	Attended	Apologies	Notes
Roy Stewart	11	1	
Eileen Weaver	8	4	
Roger Gardiner	10	2	
Cllr Burgon	1	1	Attended April Resigned before June 13
Dr Ajayi	4	(8 Sick leave)	Attended April, May, June, July 13
Dr Magid	7	1	Took over from Dr Ajayi in Aug 13.
Jackie Parillon	10	2	
Alison Ryan	9	2	Alison attended April 13 Panel as an observer and this is not included in the stats opposite. First official Panel was May 13.
Emma Malcolm (central list)	7	N/A	
Jo Tarbutt (central list)	1	n/a	Jo attended in Aug 13.

Panel Training

This annual joint training for Panel members and the members of the Adoption Team was held on 7th October 2013. The morning session was on the new Prospective Adopters Report (PAR) and Assessment Framework. In the afternoon the training covered adoption disruptions, using case studies from our last two disruptions to enable lessons to be learnt.

Summary of the children referred for Adoption

Agency Decision Maker (ADM) Decisions

Children who require a decision to determine whether they should be placed for adoption are now dealt with by the ADM. The Divisional Director for Children Services, Complex Needs and Social Care is the ADM for the London Borough of Barking and Dagenham. The Group Manager for Placements is the Deputy ADM and provides cover for the ADM when absent or where there is high demand. There have been 3 changes in personnel during this period, 2013 -14.

The total number of children approved for adoption by the Agency Decision Maker was 46; this is an increase of 15 from the previous year's figure of 31. This, in part, is likely to be attributable to the impact of the new Public Law Outline (PLO) criteria, in which care proceedings are meant to be concluded in 26 weeks.

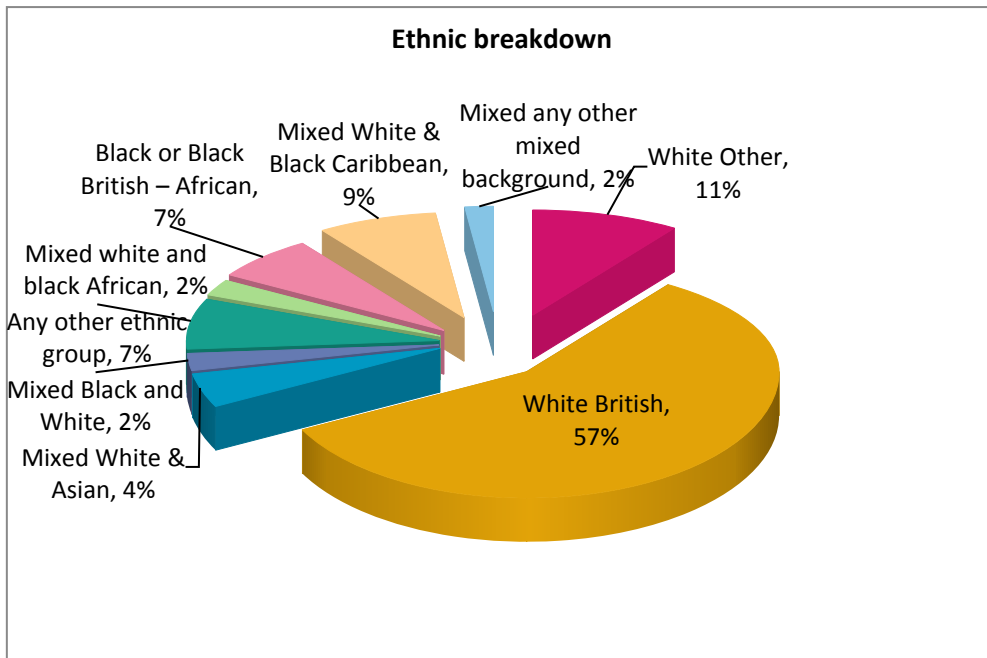
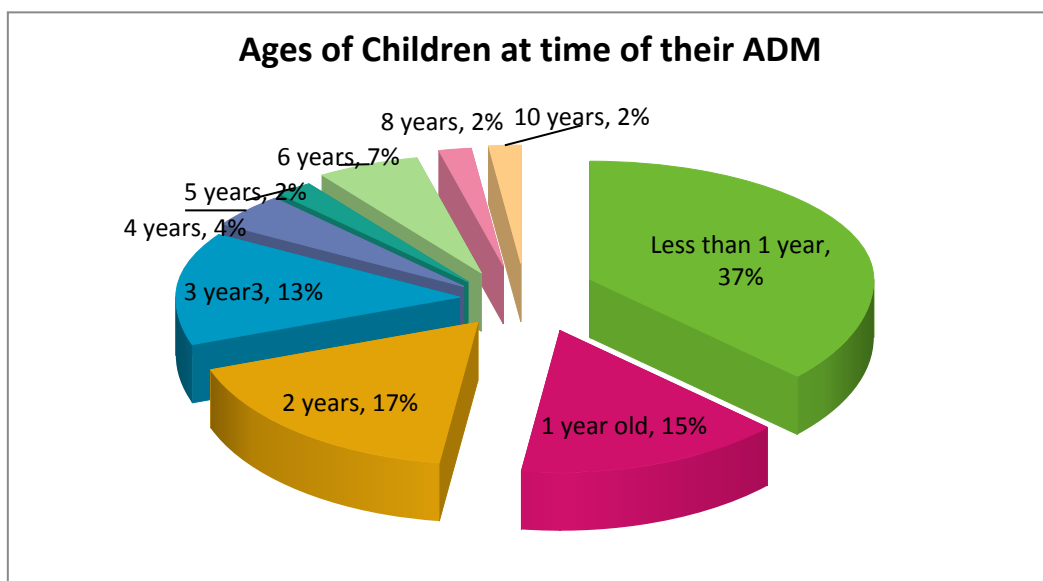


Figure 1

Figure 1, shows another decrease in the percentage of White British children receiving “should be placed for adoption’ (SHOPA) decisions from 58% in 2012/13 to 56% during this period. However, the number of children from White British and White other backgrounds has increased from 61% to 67%. We have an increase from children from Eastern European backgrounds, and this is an area we are seeking to target when considering the recruitment of prospective adopters.



Changes to Care Plans

Between April 2013 and March 2014, twelve children's adoption plans were rescinded by either the Adoption Panel or the ADM. This has been an unwelcome statistic for the local authority, as it means that sadly we have not been successful at finding adoptive placements for these children. It is an area noted by our recent Ofsted inspection.

Summary of the children who were adopted

The numbers of children who were granted Adoption Orders during this period is 17. This figure is slightly down on the numbers for the preceding three years. Of these, the information is broken down into the following:

Total number of Adoption Orders Granted April 2013 - March 2014	17
--	----

Gender Breakdown	
Boys	5
Girls	12

Ethnicity	No. of individuals
White British	13
White European	1
Mixed Heritage	2
Asian Pakistani	1

Ages	No. of individuals
0 - 3	12
4 - 7	4

8 - 12	1
--------	---

Sibling Groups and Individuals	
No in Group	No of Groups
2 siblings	2
3 siblings	1
Individuals	11

Disruptions

During this period, one placement disrupted prior to the making of an Adoption Order.

Adopters

The numbers of adults approved as Adopters was 19 for 2013-14. This figure is a significant improvement on 2012-13 - which saw a performance low of only 9 adoptive units (8 couples and 1 single adopter) approved – and gets us back to a position of consistency from previous year (16 and 18 for 2011-12 and 2010-11 respectively).

Of the 19 units, the information is broken down into the following

No of Approvals (units)	19
-------------------------	----

Breakdown of Approvals

Couples	18
Single Adopter (female)	1

Ethnicity of Adults Approved

Couples	
White British	16
White European/White South American	1
Black Caribbean	1

Single Adopter	
White British	1

Types of Adopters		
New adopters	9	
2 nd Time adopters	5 couples	1 single applicant
Foster carers	4	

Review of adoption status

The Adoption Panel has reviewed the status of one couple and recommended that they no longer be approved. This recommendation has been ratified by the ADM. However, the couple have exercised their right of appeal, and the case is currently the subject of the Independent Review Mechanism (IRM).

Timeliness: Adoption Scorecard

The Adoption Scorecard is now used to measure performance. This tool allows the Department for Education (DfE) to measure how swiftly children are placed for adoption, with government thresholds set against two indicators measuring:

- **A1** - The time it takes for a child from entering care to moving in with their adoptive family.
- **A2** - The time it takes match a child to a family following the making of a Placement Order.

We have made good progress on both measures as shown below.

A1

- Our three yearly rolling averages (2010-2013) for the time taken between a child entering care and moving into its adoptive family **have reduced to 657 days compared to 785 days in 2009-2012**. The England average is 647 days so we are very close to the national position on this measure now. Our performance is far better than our statistical neighbours (average time is 705 days)

A2

- Our three yearly averages regarding the time taken from when the authority receives a Court Order agreeing to a child being matched with an appropriate adopter is good and improving in 2010-2013. Our three yearly rolling averages **have reduced to 144 days compared to 168 days in 2009-2012**. Performance continues to fall within the Government threshold for this adoption measure set at 182 days in 2010-13 and is already lower than the 2011-14 threshold set at 152 days. Our performance is also far better than national and statistical neighbours.

The Government has set very challenging adoption timescales for the A1 & A2 measures for 2013-2016:

A1

- 426 days for the time taken between a child entering care and moving into its adoptive family;

And,

A2

- 121 days for the time taken from when the authority receives a Court Order agreeing to a child being adopted and the child is matched with an appropriate adopter. This amounts to 14 months and 4 months respectively (on average 30 days per month).

We are on track to meet the 2013-16 thresholds for measure A2, but we have a lot of work to do to meet the other government threshold A1. Looking at performance, we will need to reduce the time taken on this measure by 231 days (8 months) for reducing the time taken between a child entering care and moving into its adoptive family.

Our average length of care proceedings is still above the England and SN average; 62 weeks compared to 51 weeks respectively and is the highest across our statistical neighbours (Coventry is at 61 weeks).

We have adopted 65 children from care in 2010-13, representing 10% as a whole. This is compared to the national average of 13% and SN average of 15%.

Our timeliness for placing children with their adoptive families within 20 months of entering care currently stands at 43% (50 children), which was identified in the Adoption Diagnostic (see below) as needing to improve. Any drift in the process needs to be picked up quickly to ensure children are placed for adoption in a timely way and a comprehensive Tracker is being devised to capture all of the necessary information across all relevant teams involved in care planning to ensure issues of drift are identified quickly and acted upon. Progress of all cases of children in care awaiting a final care plan to be implemented will be monitored at the Permanency Planning Group on a monthly basis.

Service & Other Developments

Adopter Assessments

The Adoption Team started implementing the new 2-stage adopter assessment framework in 2013, with the first cohort of prospective adopters starting the modified preparation training in September 2013, and being assessed and approved using the revised assessment template, which places more emphasis on social work analysis rather than self-reporting. Unfortunately it is too early to give a comprehensive account on the impact of these changes for this period.

However, we did receive 35 applications from prospective adopters, which were up from 9 received in the preceding reporting period. Furthermore, of the 18 families where matches were made, 17 of those waited 9 months or less for a match; with 8 waiting less than 3 months for a placement.

Activity Days

Adoption Activity Days are events, co-ordinated by the British Association for Adoption & Fostering (BAAF), where approved adopters, or adopters in the assessment process who have a panel date within 3 months of the day, have the opportunity to directly meet a range of children waiting to be adopted in a prepared, supported, safe and fun environment.

They are themed days full of lots of fun activities such as face painting, climbing, craft and soft play. The children's foster carers and social workers attend the event with the children to support them.

LBBB was one of 12 London Boroughs who agreed to participate in the pilot London scheme held on 12th October 2013. Two siblings groups of two children, who we had struggled to family find for using the conventional methods, were chosen. Key to our agreement to taking part was to ensure that all of LBBBs children attending were properly prepared for the day. Our Play Therapist, Jill Comfort, provided 6 group work sessions for our children, together with four children from Tower Hamlets. This

work ensured that the children negotiated the day well, comments from professionals and adopters alike remarked on how well the children engaged, but have also managed the disappointment of not being selected by the adopters from this event.

No “expressions of interests” were received from any of the adopters attending, nor did matches result for the four children attending the last year’s Activity Day. Of the six children who attended June’s event, we are following up four enquiries. Two were received for one of the sibling groups; and one each for the single children. We have, to date, not received any enquiries for the other sibling group.

As yet, no adoptive matches have resulted from our participation in these two events (although we have yet to learn the outcome of potential matches from June), we are keen to still be involved in future Activity Days, as we see it as giving us another opportunity, alongside the other methods employed, to find adoptive families for LBBD children.

Diagnostic

We commissioned an Adoption Diagnostic to support us in addressing issues of delay for children whenever the child’s assessed permanence needs indicate the value of adoption. The aim of this diagnostic was to assist in analysing those practices and processes which give rise to delay for children in Barking and Dagenham. The diagnostic partners (BAAF and Core Assets) were in Barking and Dagenham from 24th – 28th February.

A number of positive findings were identified, including:

- That we had already begun to address some of the issues around drift and delay at a strategic level.
- A low disruption rate.
- Efforts are made to keep children within their birth family where possible, and Family Group Conferences are routinely held.
- The service provided to adopters, adopted young people and birth parents by the post-adoption support team is impressive.

The following areas were identified for development, many of which were aware of, and were putting in efforts to address:

- Family finding for adoption too often appears to be a sequential process, which generally tends to start at the end of a long process of assessing birth parents and family, rather than running alongside it.
- Concern that generally family finding does not begin until a placement order has been made, although sometimes “feelers” are put out before that.
- Caseloads may be a significant contributor to delay in progressing children’s plans.
- To ensure that special guardianship assessments are sufficiently rigorous to ensure that the best interests of the child will be served through special guardianship.
- Plans to re-structure the service, in order to reduce the number of transition points for children, need to be reinforced by additional quality assurance measures, such as mandatory training in permanence planning across the whole workforce.

An action plan has been drawn up to address the areas for development and will be reviewed on a quarterly basis.

Adoption Support Services

Increasing demand is being placed on the small team of workers in the post adoption team as more families access adoption support services throughout their adoption journey. This work will include advising and various levels of support, including therapeutic support with our in-house provision or the commissioning of external packages of care, where necessary.

Adoption Support Provision	
Type of support	Number of families
Funded by the local authority and provided by your agency	24
Funded by the local authority and provided by another agency	3
Funded by the adoptive family and provided by your agency	0
Funded by the adoptive family and provided by your agency	0
Training funded for adopters	2

We are justifiably proud of the support services offered to children and their families, and have been commended on the quality, both in the peer review and the recent Ofsted Inspection.

There is likely to be more demand for these services in the coming years, as adopters have become increasingly aware of their entitlement to adoption support.

Team Developments

To enable the staff to meet the new demands being asked of our service has meant an expansion to the existing workforce, through a mixture of, “invest to save” bids and funding from the Adoption Reform Grant (information about this funding, can be found below) or replacements for staff who have left. Therefore, the team now consists of: a Team Manager; a Deputy Team Manager; a SW consultant/play Therapist; a Training Officer; a Special Guardianship Consultant; a Post Adoption Co-ordinator; and 9 social workers.

Adoption Training Officer

We made a commitment to provide a strong and comprehensive training programme for all our stakeholders, and in April 2013; a dedicated Training Officer post within the Adoption Team was established and recruited to. The Training Officer’s brief was to co-ordinate adoption and permanence focused training for prospective and approved

adopters, foster carers, prospective and approved special guardians and social workers throughout the whole service. We were fortunate to recruit someone who was an experienced trainer, foster carer and adoptive parent.

Alongside prospective adopters' preparation training, the service also provides adoption and permanence training, which includes:

- Later Life Training
- Creative Direct Work Training/Creating a Life Moves Chart
- Festive improvisation and Magical Experience
- Moving Children onto Adoption for Foster-Carers & SSWs

Marketing & Communications Officer

The Marketing and Communications Lead is a shared post between the Adoption and Fostering teams. Sophia Brooks, from our Marketing and Communications Team, started in post during September 2013, and in broad terms, the purpose of her role was to raise the profile of LBBD's Adoption Service to the wider adoption community, in and around east and north London, Essex and Kent primarily.

Recruitment & Marketing activities

Key targets and measures in the marketing plan for the year are as follows:

- Increase recruitment of adopters for assessment for period October 2013 – September 2014.
- Monitor the number of calls to adoption team on dedicated recruitment line and where they heard about the campaign from.
- Monitor the number and type of email enquiries to adoption@lbbd.gov.uk.
- Monitor the number of hits on: www.lbbd.gov.uk/adoption.
- Continuously bench mark success and activity against members of the East London Adoption Consortium and successful agencies and Local Authorities.
- Review number of initial enquires and numbers that go through to adopt.
- Monitor the number of people who watch the LBBD adoption film on you tube (from Friday 13 December 2013), uploaded on the lbbd.gov.uk/adoption page.

Results to date

From 8 October 2013 and 30 April 2014 we received a total of 78 initial inquiries from various sources. They were 56 initial enquires via phone and online applications. There were 17 initial enquiries through attendance of open information sessions between 8 October to 30 April. Further initial enquires have been generated through road shows, for example, five enquires from Queens Hospital stand. This is a significant increase on this type of initial enquiries from the same period during April 2012 – March 2013, when we received 28 initial inquiries.

Special Guardian (SG) Consultant

Over the last 9 years there has been a rise in work required with Special Guardians as this has become an increasing option for permanency for many children to remain within their families. However, many of the placements experience pressures and it was recognised that a dedicated resource was required to meet the increasing demand for support and an experienced social worker who had previously worked in LBBD's Assessment and Care Management teams has joined the Adoption Team as our SG consultant. She joined us in October 2013, and her brief is to provide support to the expanding number of families providing permanency for children, unable to return to their birth parents care. With this post, we are now able to offer specialist support and training to Special Guardians, to better equip them to care for children who have experienced trauma.

What is Special Guardianship?

Special Guardianship Orders (SGOs) came into force on 30th December 2005, as part of the Adoption and Children Act 2002. It offers a real alternative to long-term foster placements or adoption for those children who, for whatever, reason cannot live with their birth parents. SGOs allow children to remain within the family unit or other significant person who obtains legal Parental Responsibility for the child once the order is granted. It allows children to have a sense of normality especially for those young people struggle with the stigma of being 'in care'. The real emphasis

behind Special Guardianship is to foster a lifelong relationship between the child, the Guardian and the Special Guardian's family.

The tables below show that there has been an increase in the number of SGOs granted over the past two years.

Total number of Special Guardianship Orders Granted April 2012 – March 2013	29
Sibling groups	7
SGOs to former foster carers	3

Total number of Special Guardianship Orders Granted April 2013 – March 2014	39
Sibling groups	9
SGOs to former foster carers	7

Whilst many of the children subject to SGOs have remained living in the borough, approximately 60%, another significant proportion has moved to neighbouring London boroughs and Essex. We also have children placed in Kent, Surrey, Northumberland, Shrewsbury and Manchester.

Adoption Reform Grant

The Adoption Reform Grant was awarded by the Government to help local authorities to make improvements in adoption practice arising from their adoption reform programme. Over three-quarters of the ring fenced funding LBBB received was spent on recruitment of additional agency staff to meet the following demands:

- To increase resources in the Family Finding team to ensure early identification of adopters to place children with their adoptive family as quickly as possible.

- To increase play therapy capacity from our in-house play therapist from part time to full time.
- To ensure that all children in care have timely LAC and Adoption Medicals that are robustly tracked. This resulted in improvement performance at the end of 2013-14 with 94% of medicals having been completed.
- The remainder has primarily been used in upgrading or developing new marketing materials.

The grant was intended as a one-off allocation in 2013-14, but we were pleased to learn that the Government decided to continue support this work in 2014-15, therefore the grant has been extended. The above resources have been able to remain in place, building upon the work that began last year.

In 2013-14, the ring-fenced allocation was £300,000 and the non ring-fenced money was £600,000. The non ring-fenced money was put towards costs of additional staff recruited to care management to reduce caseloads so that the length of time from entering care to adoption could be reduced. This strategy was effective in reducing the time delay by 128 days. The ring-fenced allocation was used to fund the above resources. £45,000 was used to fund the additional 2.5 days of play therapist time (based on play therapy private rates as the staff member gave up private practice work). The other 2.5 days are paid on a social worker salary as part of the establishment of the Adoption Team.

£30,000 was used to fund the post to improve LAC and adoption medical performance.

Approximately £140,000 was used to increase family finding staffing to ensure children were found adoptive families.

£54,000 was used to purchase Agency adopters as we had no in-house adopters who were an appropriate match to 4 children.

Approximately £11,000 was spend on publicity to recruit adopters and find families for the children who have a care plan for adoption.

Ofsted Inspection

Lastly, Children Services was the subject of an Ofsted inspection from 29 April – 21 May, under the new inspection framework. The new framework replaces the stand alone inspection that the Adoption Service was previously inspected against. It incorporates the Adoption Service as part of the child's journey, although the Adoption Service still retains its own sub-judgement, which was Requires Improvement.

Priorities for 2014/15

- Permanency Planning for children
 - Finalise the draft Permanency Planning Policy with arrangements for a formal launch for the whole of Children's Social Care.
 - Develop protocol to expedite family finding prior to Placement Order.

- Adopter Recruitment
 - Improve response times to adopters and co-ordinate tracking of statutory checks and relevant information.
 - Ensure that Fast Track process for adopters is incorporated into assessment protocol – second time adopters, fostering for adoption, specific child etc.
 - To expand the range of training offered to adopters either by attending in house training courses or LBBDD purchasing bespoke training from external adoption providers, for example, Safebase.

- Panel Recruitment
 - Increase Panel membership.

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