

Notice of Meeting

CABINET

Tuesday, 16 December 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: 5 December 2014

Graham Farrant
Chief Executive

Contact Officer: Alan Dawson
Tel. 020 8227 2348
E-mail: alan.dawson@lbbd.gov.uk

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 18 November 2014 (Pages 3 - 16)**
4. **Call-In of Decision re: Employment of a Political Assistant and a Leader and Members' Services Manager (Pages 17 - 22)**
5. **Budget Monitoring 2014/15 - April to October 2014 (Month 7) (Pages 23 - 50)**
6. **Budget Strategy 2015/16 (Pages 51 - 101)**
7. **Corporate Delivery Plan 2014/15 - Quarter 2 Update (Pages 103 - 134)**

8. **Future Delivery of Vehicle Maintenance and Related Services (Pages 135 - 146)**
9. **The Broadway Theatre - New Management Arrangements (Pages 147 - 159)**
10. **Debt Management Performance and Write-Offs 2014/15 (Quarter 2) (Pages 161 - 179)**
11. **Any other public items which the Chair decides are urgent**
12. **To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

Private Business

The public and press have a legal right to attend Council meetings such as the Cabinet, except where business is confidential or certain other sensitive information is to be discussed. The list below shows why items are in the private part of the agenda, with reference to the relevant paragraph of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

13. Rationalisation of Corporate Office Portfolio (Pages 181 - 212)

Contains information relating to the financial and business affairs of the Council (paragraph 3)

14. Review of the Elevate Contract (Pages 213 - 222)

Contains information relating to the financial and business affairs of the Council and contractors (paragraph 3)

15. Compulsory Purchase of Eyesore Properties (Pages 223 - 233)

Contains information relating to the financial affairs of an individual and the proposed issuing of a compulsory purchase order (paragraphs 3 and 6)

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

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Barking and Dagenham's Vision

“One borough; one community; London's growth opportunity”

Priorities

To achieve the vision for Barking and Dagenham there are three key priorities that underpin its delivery:

Encouraging civic pride

- Build pride, respect and cohesion across our borough
- Promote a welcoming, safe, and resilient community
- Build civic responsibility and help residents shape their quality of life
- Promote and protect our green and public open spaces
- Narrow the gap in attainment and realise high aspirations for every child

Enabling social responsibility

- Support residents to take responsibility for themselves, their homes and their community
- Protect the most vulnerable, keeping adults and children healthy and safe
- Ensure everyone can access good quality healthcare when they need it
- Ensure children and young people are well-educated and realise their potential
- Fully integrate services for vulnerable children, young people and families

Growing the borough

- Build high quality homes and a sustainable community
- Develop a local, skilled workforce and improve employment opportunities
- Support investment in housing, leisure, the creative industries and public spaces to enhance our environment
- Work with London partners to deliver homes and jobs across our growth hubs
- Enhance the borough's image to attract investment and business growth

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MINUTES OF CABINET

Tuesday, 18 November 2014
(6:03 - 8:02 pm)

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

Also Present: Cllr Syed Ahammad, Cllr Edna Fergus, Cllr Rocky Gill, Cllr Margaret Mullane and Cllr Dan Young

Apologies: Cllr Lynda Rice

47. Declaration of Members' Interests

There were no declarations of interest.

48. Minutes (21 October 2014)

The minutes of the meeting held on 21 October 2014 were confirmed as correct.

49. Budget Monitoring 2014/15 - April to September 2014 (Month 6)

The Cabinet Member for Finance introduced the report on the Council's capital and revenue position for the 2014/15 financial year, as at 30 September 2014.

The General Fund showed a projected end of year spend of £168.49m against the total approved budget of £165.32m. Whilst this represented an improvement of £1.1m on the position as at 31 August 2014 due to the implementation of spending control measures across Council services, there remained a projected year-end overspend of £3.17m. The Cabinet Member for Finance advised that the Children's Services budget was continuing to show considerable in-year pressures totalling £4.652m and he had asked the Corporate Director of Children's Services to report to this meeting on the reasons for the forecast overspend, together with options to bring expenditure levels into line and reduce the likelihood of the Council having to use reserves to achieve a balanced budget.

In respect of other issues relating to the General Fund, the Cabinet Member referred to the proposal to reduce the saving within the Democratic Services function (CEX/SAV/09) by £148,280. This was in response to the views expressed by the Public Accounts and Audit Select Committee during its recent consideration of the budget saving proposals that a post of Scrutiny Officer should not be deleted, as well as proposals to enhance the direct support available to Members which had been strongly recommended in the recent Corporate Peer Challenge. As a consequence, a new post of Leader and Members' Services Manager was proposed and the vacant Political Assistant post would be appointed to. Another issue was the delay in the planned closure of 2 and 90 Stour Road offices, which would result in a shortfall of £295,000 in the planned £300,000 saving. The Cabinet Member added that all directorates were looking at innovative ways to

reduce the current overspend position and build a firmer financial position going forward.

The Housing Revenue Account (HRA) continued to show a projected break-even position for the year, although it was noted that a projected £500,000 overspend in the Repairs and Maintenance service was being mitigated by underspends in other areas. The Cabinet Member also referred to the failure to achieve any of the £318,000 saving in respect of energy billing for communal housing areas and shortfalls in respect of staffing restructures which may require future reports to the Cabinet.

The Capital Programme showed a projected spend of £142.12m against the original budget of £156.69m and the Cabinet Member for Finance referred to several amendments to budgets to reflect current delivery programmes. In response to comments regarding the slippage that occurs on the annual Capital Programme, it was agreed that the Chief Finance Officer should report to a future meeting on the issue.

The Cabinet Member for Education and Schools commented on the hard work of the Children's Services Asset Management team for delivering the extensive school improvement and expansion programme, while the Leader of the Council recognised the efforts of all staff in the drive to mitigate the financial pressures being faced by the Council.

With regard to the budget overspend within the area of children's social care, the Corporate Director of Children's Services presented a paper (Appendix E to the report) and referred to the continual pressure on services and budgets due, in the main, to the demographic growth in the Borough. The paper included details of steps taken over the past few years to achieve an overall balanced budget within the directorate while also contributing to the Council's savings targets.

A range of measures totalling £1.12m had been identified to offset the overspend in the current year and a number of other, more radical, options had also been developed. In respect of the latter, the Corporate Director referred to the cessation of non-statutory case file audit activity and the cessation of non-statutory SEN transport which were proposed for immediate implementation. The Corporate Director also advised on weekly management budget meetings that were being held and other activities to drive down costs.

Cabinet **resolved** 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 by Minute 31 (7 October 2014);
- (iii) Note the potential actions identified by the Chief Finance Officer to return to a balanced budget by year end, as detailed in paragraph 2.2 of the report;
- (iv) Agree not to call on General Fund balances at the current time but to

instruct the Chief Finance Officer to reinforce the spend freeze with all budget managers in order 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) Note the Corporate Director of Children's Services addendum at Appendix E to the report and:
 - (a) Accept the savings actions identified at paragraphs 2.3.2, 2.8 and 2.10 of Appendix E to the report and require the Children's Services directorate to bring forward further cost reductions by implementing, wherever possible, agreed savings for 2015/16;
 - (b) Note the additional options for potential savings outlined in section 3 of Appendix E to the report and agree that the options relating to the cessation of non-statutory case file audit activity and the cessation of non-statutory SEN transport (paragraphs 3.1.3 and 3.1.5 respectively) be implemented; and
 - (c) Agree that reports be presented to future meetings of the Cabinet as follows:
 - 27 January 2015 - information from the planned external reviews of spend and the impact on cost reduction to date.
 - 24 March 2015 - pressures on and the implications for Medium Term Financial Planning and the impact on cost reduction actions undertaken.
- (vii) Note progress against the agreed 2014/15 Housing Revenue Account (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 £283,000 to develop the Council's website as detailed in paragraph 2.13 of the report;
- (xi) Agree to withdraw £148,000 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; and
- (xii) Request officers to report to a future meeting on the issue of slippage within the Capital Programme.

50. Fees and Charges 2015

The Cabinet Member for Finance presented a report on the proposed fees and charges for Council services, the majority of which were proposed to come into effect from 1 January 2015 as a means of assisting in achieving a balanced budget by the end of the current financial year.

The Cabinet Member advised that rather than apply an across-the-board increase, officers had been tasked with ensuring that charges were reflective of competitive market rates for each service. During the discussions, the following issues were raised:

- Hire of Eastbury Manor House – the proposals were aimed at increasing take-up and enhancing the range of packages and entertainment on offer. In that respect, it was suggested that the service would benefit from improved publicity.
- Hire of Sports Pitches – the new charges were reflective of the full cost of providing and maintaining sports pitches and facilities, with grant funding to be made available to enable qualifying applicants to receive a contribution towards their costs.
- Highways and Dropped Kerbs – officers confirmed that applicants would be eligible to make payments over an extended period to help towards the overall cost.
- Pest Control Services – it was suggested that the charges were high and alternative options such as joint working with other local authorities should be explored to reduce costs. The Divisional Director of Environment undertook to look into the matter and advise Cabinet Members accordingly.
- On-Street Business / Trade Permits – it was suggested that the charge was too low and that it should be increased in the future.
- Sex Shop Licences – the Divisional Director of Environment advised on the background to the reduction and confirmed that the issue would be kept under review.

Cabinet **resolved** to:

- (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 subject to (iii) below;
- (ii) Note the fees and charges no longer applicable from 1 January 2015, as set out in Appendix B to the report;
- (iii) Note that the parking charges (reference no's 399 – 461 in Appendix A) shall be subject to further consideration by the Cabinet on 16 December 2014 following the scrutiny and public consultation of the savings proposals endorsed by Minute 31(iii) (7 October 2014); 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, to set fees and charges which are applied from September for schools and academic year based activities.

51. Proposed Changes to the Council Tax Support Scheme 2015/16

The Cabinet Member for Finance reported on proposed changes to the London Borough of Barking and Dagenham Council Tax Support Scheme (CTSS).

The Cabinet Member explained that the Council had held a high cap in respect of its CTSS in the past in order to protect the most vulnerable in the local community. However, the unprecedented financial challenge being faced by the Council meant that all areas of income and expenditure had to be assessed and the difficult decision had been taken to reduce certain protections, albeit that some key protections would be retained and a discretionary exceptional hardship fund would be established to help mitigate the impact of the changes on those affected.

The Cabinet Member advised on some of the potential implications for the Council of the proposed changes, which included lower collection rates, and that all those affected by the proposals would be contacted direct as part of the consultation arrangements. The Cabinet Member also commented that the Council may need to look at ending the six-year freeze of Council Tax levels in view of the current financial situation.

Cabinet **resolved** to:

- (i) Agree to issue for consultation the revised CTSS for 2015/16 for working aged residents, as set out at Appendix A to the report, which proposes:
 - (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:
 - 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.
- (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
- (iii) Recommend to the 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.

52. Education Strategy 2014-2017 and Annual Performance Review (Schools)

The Cabinet Member for Education and Schools presented the draft Education Strategy for 2014-17 together with a summary of schools' performance in national tests and examinations for 2014.

The Cabinet Member explained that the Education Strategy had been framed

around the Council's new vision and priorities and would be a useful toolkit for schools and the Council's School Improvement Service. The importance of having an effective partnership with all schools in the Borough was highlighted as key to achieving the two overarching objectives of the Strategy:

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

It was noted that the key areas of improvement were reading at Key Stage 2 and mathematics at secondary school level. The Cabinet Member for Education and Schools confirmed that while the Council did not support the Coalition Government's policy of forcing schools into Academy status, it was important to work with all schools in the Borough to ensure that children receive the best possible education.

The Cabinet Member agreed to include additional comparative and other data in future update reports and advised that she would be working closely with the Cabinet Member for Children's Social Care to tackle ongoing issues relating to NEETs (young people not in education, employment or training).

Cabinet **resolved** to:

- (i) Approve the Education Strategy 2014-2017 as set out at Appendix 1 to the report 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
- (ii) Note the performance of schools in national tests and examinations in 2014 as set out in Appendix 2 to the report.

53. Treasury Management Strategy Statement Mid-Year Review 2014/15

The Cabinet Member for Finance presented an update report on the treasury management activities during the current financial year and highlighted the following two main points:

- Counterparty Lending Limits – the Assembly would be asked to review the position when it considers the 2015/16 Treasury Management Strategy in February 2015.
- Interest Rates – the current investment approach may be reviewed to enable the Council to benefit from higher interest rates available in the market.

Cabinet **resolved to recommend the Assembly** to:

- (i) Note the Treasury Management Strategy Statement Mid-Year Review 2014/15;
- (ii) Note that in the first half of the current 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 any potential additional borrowing from the EIB agreed previously by the Cabinet.

54. Polling Districts and Polling Places Review 2014/15

The Chief Executive introduced a report on the outcome of a statutory review of polling districts (areas within ward boundaries) and associated polling places (stations) which was carried out between 19 August and 19 September 2014.

The Chief Executive advised that, arising from the review, changes were proposed in 8 of the 17 wards and the Cabinet Member for Children's Social Care stressed the need for a new polling station to be located in the Great Fleete area of Thames ward. The Legal Officer also explained the position regarding the formal approval of the review proposals, which rested with the Assembly.

Cabinet **resolved to recommend the Assembly to:**

- (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.

55. Investors in People (IiP) Bronze Level Accreditation

The Cabinet Member for Central Services presented a report on the Council's success in achieving Bronze level accreditation against the Investors In People (IiP) Standard.

The Cabinet Member explained that the Council had held IiP status since 2005 but had agreed to be assessed against the Bronze level for the latest review which took place between October 2013 and October 2014. The assessor had identified a number of improvements and strengths since the previous review in 2011, while the aspects requiring approval had been built in to the Council's People Strategy 2014/15 which was approved by Cabinet on 25 September 2014 (Minute 25).

Issues raised during the discussions included:

- The need for the Council to have a consistent approach to home working;
- The improvements expected from the centralisation of departmental learning and development functions and budgets and the need to ensure that all staff's

- needs and requirements are addressed under the new approach; and
- The important role that organisations such as the Adult College can have in supporting the Council's learning and development programme.

The Cabinet Member placed on record his appreciation of the HR team and all Members and officers that contributed to the achievement of Bronze status.

Cabinet **resolved** to accept the Investors in People Report 2014 attached at Appendix A to the report and agree the priority actions of 'Skills and Ways of Working', 'Leading and Managing Through Change' and 'The Deal for Our Workforce'.

56. School Funding Formula 2015/16

The Cabinet Member for Education and Schools reported on the proposed allocation of funding to schools for 2015/16.

The Cabinet Member referred to the main issues that had been discussed by the Schools Forum during the consultation and commented that the preferred option, Model B, represented the fairest approach. It was noted, however, that the Schools Forum was to undertake further analysis work in respect of the Dedicated Schools Grant (DCG) funding block prior to the submission deadline to the Education Funding Agency (EFA).

Cabinet **resolved** to:

- (i) Note the outcome 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, subject to (iii) below; 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 EFA following the review by the Schools Forum working group as referred to in paragraph 2.9 of the report.

57. Growth Boroughs Joint Committee

Further to Minute 112 (15 February 2011), the Leader of the Council reported on the creation of a new joint committee with the London Boroughs of Hackney, Greenwich, Newham, Tower Hamlets and Waltham Forest which would replace the Joint Committee of the London 2012 Olympic and Paralympic Host Boroughs.

The Leader referred to the role of the new Growth Boroughs Joint Committee and acknowledged that issues such as employment and training were as important as the main transport and infrastructure objectives. The Leader confirmed that those issues had already been discussed with the representatives of the Joint Committee and he also referred to the role of the North East London Strategic Alliance (NELSA), which included the London Boroughs of Enfield, Havering and Redbridge, in helping the Council to deliver its priority of "Growing the Borough".

Officers were asked to ensure that details of the new Joint Committee's forward plan and agenda papers are made available to Cabinet Members.

Cabinet **resolved** 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 Council joins and participates as a member of the Growth Boroughs Joint Committee;
- (iii) Agree that the Council:
 - (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) delegates 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 Councillors Ashraf and Rodwell as the Council's representatives on the new Growth Boroughs Joint Committee.

58. Procurement of a Framework for Lower Value Construction Projects

The Cabinet Member for Regeneration presented a report on the proposed procurement of a Framework Agreement for lower value (£50,000 - £500,000) construction projects.

The Cabinet Member advised that the approach taken for the new Framework was intended to attract smaller, more local firms and make vacancies available to local people. Furthermore, the successful contractors would be required to sign up to the Memorandum of Understanding with Barking and Dagenham College to engage students on shorter term arrangements. The Leader welcomed the arrangements and commented that the Council should aim to give 25% of its capital work to local business.

Cabinet **resolved** to:

- (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) Request that Cabinet Members be kept informed of the progress of the procurement and 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 the report.

59. Disaggregation of Barking and Dagenham and Havering Youth Offending Services

Further to Minute 114 (19 March 2013), the Cabinet Member for Crime and Enforcement reported on the cessation of the joint Youth Offending Service (YOS) arrangement with the London Borough of Havering.

The Cabinet Member outlined the reasons for Havering Council wishing to bring its service management back in-house and commended the work of the Barking and Dagenham YOS in helping to bring Havering's service from a poor inspection rating prior to the merger to a "performing well" judgement. It was also noted that the Leader of Havering Council had expressed his appreciation of the work of the Barking and Dagenham YOS team.

In response to a the suggestion by the Cabinet Member for Social Care that it would be useful to understand the positives and negatives of the joint working arrangement, the Corporate Director of Adult and Community Services undertook to circulate details of the assessment by the YOS Chief Officers' Group to Cabinet Members.

Cabinet **resolved** to:

- (i) Acknowledge the improvements made to Havering Council's YOS by the joint service, which created a high performing service; and
- (ii) Note the strategic and operational direction of the Barking and Dagenham YOS.

60. Children's Social Care Annual Report 2013/14

The Cabinet Member for Children's Social Care presented the Children's Social Care Annual Report for 2013/14 which included details of the key achievements during the year, the implications for the service of the increasing local demand pressures and the outcome of the Ofsted inspection of services for children in need, looked after children and care leavers.

It was noted that there had been significant increases in the number of social care contacts and the number of contacts progressing to a statutory referral. In turn, the number of children receiving a statutory social care service had also increased significantly, from 1,482 in 2009/10 to 2,183 in 2013/14 which represented a 48% increase over the period. The Cabinet Member advised that the predominant child protection issues related to emotional abuse and the impact on children where

domestic violence was a factor within the family home. The data showed that the increase in cases and the nature of the referrals reflected changing demographics in the Borough and, in response to a question, the Cabinet Member clarified that there was a significant over-representation of cases relating to eastern European families where alcohol abuse was a factor.

The Cabinet Member for Children's Social Care also commented on data on the number of families moving into the Borough requiring extensive support services and suggested that Barking and Dagenham was receiving a disproportionate number of placements from other London local authorities, which was borne out by the statistics included in the Corporate Director of Children's Services paper as part of the Budget Monitoring report considered earlier in the meeting.

Cabinet **resolved** to:

- (i) Note the service improvements contained within the review report and action taken in response to local demand pressures; and
- (ii) Note 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.

61. Adoption Agency Annual Report 2013-14

The Cabinet Member for Children's Social Care introduced the Adoption Agency Annual Report for 2013/14 which summarised the work of the service during the year and the priorities aimed at improving the service, a number of which had stemmed from an external adoption challenge by the British Association for Adoption and Fostering.

The Cabinet Member advised on the high threshold for placing children for adoption and the difficulties faced in attracting prospective adopters from across all spectrums of the community, including individuals as well as couples. The Cabinet Member for Adult Social Care and Health referred to the lengthy process that prospective adopters had to go through to be selected and suggested that it would be helpful to use the experiences of those who had gone through the process in the recruitment material.

In response to a question regarding the potential loss of three posts within the service, the Corporate Director of Children's Services advised that Adoption Grant funding levels from central Government had already reduced by £600,000 in the current year and further cuts were likely. The Chief Executive explained that it was almost inevitable that cuts would have to be made to grant funded services when that funding was reduced or ceased, due to the existing pressures on Council funding.

Cabinet **resolved** to note the Adoption Agency Annual Report 2013/14 at Appendix 1 to 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".

62. Campaign Against Domestic Abuse

The Leader of the Council reminded Members of the Council's campaign against domestic abuse and encouraged everyone in the Council to support the various initiatives that would be taking place over the coming weeks, which included the '16 Days of Activism' programme commencing from White Ribbon Day on Thursday 25 November to Human Rights day on Wednesday 10 December.

63. Private Business

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

64. Arrangements for Future Delivery of Barking Market and Street Trading Management

The Cabinet Member for Crime and Enforcement presented a report on proposals relating to the future delivery of Barking Market and street trading management arrangements.

It was noted that the current partnership agreement with Charfleets Limited for the running of the Barking Town Centre Market and Street Trading Management Services would expire on 24 April 2015. The Cabinet Member referred to the options appraisal which had been carried out by officers and advised that the preferred option was to bring the management arrangements in-house for an interim period of two years. That proposal would also involve a formal review being carried out after 18 months to assess the benefits of the in-house arrangements which would, in turn, inform a decision on whether to retain the in-house arrangement or to procure an initial three-year contract with a service provider.

The Cabinet Member confirmed that the proposals in the report supported the objectives of the Barking Town Centre Strategy 2014-18 agreed by Minute 21 (25 September 2014) and the Council's new vision and priorities.

Cabinet **resolved** to:

- (i) Agree that the management of Barking Market and Street Trading Services return to an in-house service on an interim basis at the cessation of the current contract, with a full review to be conducted after 18 months following which the service shall either continue in-house or be procured in line with the Council's Contract Rules and EU legislation;
- (ii) Agree, in the event that procurement is recommended following the review process, that a procurement exercise be undertaken in line with the strategy detailed in the report, for a contract term of three years with the option to extend for a further year; and
- (iii) Delegate authority to the Corporate Director of Adult and Community Services, in consultation with the Chief Finance Officer and the Head of

Legal and Democratic Services, to award the new contract following a procurement exercise and to approve any subsequent extension of the contract.

65. Care City and Abbey Sports Centre Site - Update

Further to Minutes 66 (19 November 2013) and 12 (4 August 2014), the Cabinet Member for Regeneration presented a report on the progress of the plans to bring a mixed use commercial leisure-led development, incorporating a permanent base for the Care City initiative, to the site of the existing Abbey Sports Centre in Barking Town Centre.

Following the decision to include the accommodation for the Care City initiative into the specification for the development, tenderers had resubmitted bids based on options for the ground floor and residential uses to be acquired on either a freehold or leasehold arrangement and for either one or two storeys of office space for Care City. The Cabinet Member referred to the evaluation of the bids and advised that the preferred option included a cinema and restaurant on the ground floor, first floor office space for Care City and seven storeys of residential accommodation via a 125-year lease arrangement. The Cabinet Member commented that the proposed development would make a substantial contribution to the regeneration of Barking Town Centre and he had asked officers to consider potential use options for the Abbey Sports Centre for the period leading up to its demolition.

The Cabinet Member for Children's Social Care referred to his previous observations on other regeneration reports in relation to the Council's ability to restrict on-letting at a rental profit by Buy-to-Let investors. The Divisional Director of Regeneration confirmed that the issue would be discussed with the development partner and undertook to present a more detailed report on the development proposals to a future meeting of the Cabinet.

Cabinet **resolved** to:

- (i) Approve the selection of Lindhill as the preferred development partner for the redevelopment of the Abbey Sports Centre site under a 125-year lease arrangement;
- (ii) Agree the components and development parameters associated with the proposed Scheme submitted by Lindhill whilst noting that the detailed Scheme will be subject to a formal planning application and the decision of the Development Control Board at a future date;
- (iii) Authorise the Chief Executive, in consultation with the Head of Legal and Democratic Services, to finalise the sale terms and complete the necessary legal agreements with Lindhill and NELFT;
- (iv) Agree to enter into an early works order with Lindhill or the Council's own contractor to demolish Abbey Sports Centre when it becomes vacant, whilst noting that the upfront costs will be reimbursed when the Development Agreement becomes unconditional;

- (v) Agree to front fund any works required to complete the commercial and legal agreements with Care City and Lindhill, whilst noting that these upfront costs will be reimbursed when the Development Agreement becomes unconditional; and
- (vi) Request officers to present to a future meeting a detailed report on the new development.

CABINET**16 December 2014**

Title: Call-In of Decision Made by Cabinet on 18 November 2014 under Minute 49(xi) re. Employment of a Political Assistant and a Leader and Members' Services Manager

Report of the Monitoring Officer

Report Author: Alan Dawson, Democratic Services Manager, Legal and Democratic Services

Contact Details:
Tel: 020 8227 2348
E-mail: alan.dawson@lbbd.gov.uk

Accountable Divisional Director: Fiona Taylor, Head of Legal and Democratic Services and Monitoring Officer

Accountable Director: Graham Farrant, Chief Executive

Summary

The Public Accounts and Audit Select Committee met on 2 December 2014 to consider a call-in, submitted by Councillors Mullane and Reason, in respect of Minute 49(xi) of the Cabinet on 18 November 2014, which related to the withdrawal of part of saving CEX/SAV/09 (presented to Cabinet on 7 October 2014) in order to recruit a Leader and Members' Services Manager and a Political Assistant in the Democratic Services section.

The Select Committee upheld the call-in on the following grounds:

- (a) Proportionality - the withdrawal of £100,794 from saving proposal CEX/SAV/09 was inappropriate in the context of the financial pressures currently faced by the Council and would have an adverse impact on front-line services;
- (b) Due consultation - there had been no prior consultation on the proposals, non-Cabinet Members were refused permission to ask any questions at the Cabinet meeting where the proposal was agreed and detailed information known at the time of the Select Committee's consideration of the original saving proposal on 29 October was not shared with Members; and
- (c) Clarity of aims and desired outcomes - there was a lack of openness and transparency.

The Select Committee acknowledged points made by the Cabinet Member for Finance regarding the need for the new leadership to be supported at the present time. Taking that into account, the Select Committee agreed the following recommendations to the Cabinet:

- (i) That the post of Leader and Members' Services Manager was unnecessary and unjustified in the context of the Council's current financial situation, and should not be recruited to; and
- (ii) That the recruitment of a Political Assistant was supported on the basis that the duties of the post should be expanded to take on responsibility for non-management elements of the Leader and Members' Services Manager job

description.

The relevant extract from the draft, unconfirmed minutes of the Select Committee meeting is attached at Appendix 1.

Recommendation(s)

The Cabinet is asked to:

- (i) Note the outcome of the Select Committee’s consideration of the matter; and
- (ii) Decide whether to amend its decision made under Minute 49(xi) in the light of the recommendations of PAASC or to confirm the proposal to recruit a Leader and Members’ Services Manager and a Political Assistant.

Reason(s)

To accord with the Council’s Call-In processes.

Public Background Papers Used in the Preparation of the Report:

- Report to Cabinet, 7 October 2014, entitled “Budget Strategy 2015/16”
- Report to PAASC, 2 December 2014, entitled “Call-In of Cabinet Decision re. Leader and Members’ Services Manager and Political Assistant posts”

List of appendices:

- **Appendix 1** – Extract from the draft, unconfirmed minutes of the PAASC meeting 2 December 2014

**Extract from the Draft, Unconfirmed Minutes of the Public Accounts and
Audit Select Committee, 2 December 2014**

**Minute 20 - Call-In of Cabinet Decision re. Leader and Members' Services Manager
and Political Assistant posts**

The Monitoring Officer introduced a report on a call-in that had been received from Councillors Mullane and Reason in respect of Minute 49 (xi) of the Cabinet on 18 November 2014, which related to the withdrawal of part of saving CEX/SAV/09 (presented to Cabinet on 7 October 2014) in order to recruit a Leader and Members' Services Manager and a Political Assistant in the Democratic Services section.

The Monitoring Officer advised that the call-in had been assessed against the three relevant criteria of (a) was the decision in line with the Council's Policy Framework; (b) was the decision in line with the Council's Budget Framework; and (c) was the decision taken in line with the 'principles of decision-making' set out in the Council Constitution. In respect of (a) and (b), the Monitoring Officer explained the reasons why those criteria had not been considered valid. In respect of (c), the Monitoring Officer confirmed that the call-in had met the threshold for consideration under the grounds of proportionality, due consultation and clarity of aims and desired outcomes. Councillors Waker and Young made arguments against the application of the call-in assessment criteria and the determination by the Monitoring Officer that the decision had not contravened the Budget and Policy Frameworks.

In line with the procedure, the Lead Member invited the Councillors that had made the call-in to present their reasons for the call-in.

Councillor Mullane introduced the call-in and referred to the need for councillors to properly represent the interests of local residents through protecting front-line services. The decision by the Cabinet to appoint a Leader and Members' Services Manager and a Political Assistant would reduce the level of saving proposed via CEX/SAV/09 by approximately £100,000, which she believed would have a knock-on effect on front-line services. A further key reason for the call-in was that neither officers or the Cabinet Member for Finance, Councillor Twomey, had specifically referred to the posts when savings proposal CEX/SAV/09 was considered by the Select Committee at its meeting on 29 October 2014, despite them being known of at that time and, as was now understood, the recruitment process being commenced for at least one of the posts. Councillor Mullane added that the recommendation stemming from the Corporate Peer Review to increase the support to the new Leader and Cabinet was merely a recommendation and should have been considered in the context of the extreme financial difficulties faced by the Council at the present time.

Councillor Reason elaborated on the reasons for the call-in and made specific reference to Cabinet Manager and Political Assistant postholders who had supported the previous Cabinet, the decision by the Leader of the Council not to allow questions from non-Cabinet Members at the meeting of the Cabinet on 18 November 2014 and the option to continue the current voluntary support arrangement that was in place for the new Cabinet. Councillor Reason also reiterated the importance of minimising the impact of the Council's budget savings on front-line services and suggested that the funding for the Leader and

Members' Services Manager and a Political Assistant posts could be better served elsewhere.

Councillor Young enquired as to any steps that Councillor Mullane had taken prior to submitting the call-in. Councillor Mullane advised that she had been reviewing the Council's Forward Plan in order to see when the issue was due to be debated by the Cabinet and had attended the meeting on 18 November with the intention of raising her concerns but was advised by officers shortly before the meeting commenced that the Leader had indicated that he was not prepared to take questions from non-Cabinet Members. Councillor Young clarified that he had submitted a number of written questions to the Leader on the afternoon of 18 November but had received the same response.

Councillor Gill asked his colleagues whether anyone had seen the advertisements for either of the two posts. Councillor Mullane responded that she had been made aware by a member of the public of an advert for the Leader and Members' Services Manager post and had contacted the Chief Executive to express her concern. The Monitoring Officer clarified that the Leader and Members' Services Manager post had been advertised in mid October while the recruitment process for a Political Assistant had not begun. With reference to the discussions regarding the former Cabinet Manager post, the Monitoring Officer advised that the post formerly occupied by DW was that of Scrutiny Manager, although that point was contested by Councillor Mullane.

Members of the Select Committee expressed concern that no mention had been made at the meeting on 29 October to the specific proposals to recruit a Leader and Members' Services Manager and a Political Assistant, nor that the recruitment process for one of the posts had begun. Councillor Twomey referred to the presentation to the Select Committee on 29 October for savings proposal CEX/SAV/09 which stated that the full £195,000 saving may be reduced following a review of support to the Cabinet in the light of the Corporate Peer Review report. Whilst Members of the Select Committee agreed that had been the case, the point was made that the handling of the matter and the lack of openness, particularly on the part of officers who were responsible for giving impartial advice and support to all councillors, had undermined Members' position as democratically elected representatives of the local community.

Councillor Twomey acknowledged the concerns but suggested that the Select Committee's focus should be on the call-in made by Councillors Mullane and Reason and other issues that Members may have regarding the recruitment and appointment arrangements should be dealt with elsewhere. With regard to the specific point that Members' democratic role was being undermined, Councillor Twomey commented that the purpose of the call-in process was to provide non-Cabinet Members with an opportunity to exercise their democratic rights. The Monitoring Officer also clarified that the original savings proposal had been developed in April based on the corporate direction that all vacant posts should be put forward for consideration. The posts of Scrutiny Manager and Political Assistant had been vacant for several months so were included in the proposals but the subsequent Corporate Peer Review and the ambitions of the new leadership led to a reconsideration of the support that would be required.

Other points / questions raised by Members included:

- Whether the Cabinet's decision to withdraw approximately £100,000 of the planned saving of £195,000 from the Democratic Services section to support the recruitment of

a Leader and Members' Services Manager and a Political Assistant meant that the Cabinet was undermining its own policies.

- The diversion of circa £100,000 from the planned Democratic Services saving, the additional cost associated with the employment of a full-time Chief Executive and the continued use of agency staff in many departments placed a considerable additional burden on the Council's finances. Following on from that point, Councillor Young acknowledged that the appointment of a full-time Chief Executive was likely to lead to efficiencies being realised elsewhere in excess of that specific extra cost but he found it hard to understand how a Leader and Members' Services Manager and a Political Assistant could deliver savings comparative to the level of expenditure.

In response to a number of the points raised and in presenting the Cabinet's response to the call-in, Councillor Twomey referred to the following:

- Saving proposal CEX/SAV/09 was originally listed for management implementation but was moved into 'schedule B' to enable scrutiny by the Select Committee.
- The previous leadership had introduced the role of Political Assistant several years before and the last postholder was brought in by the previous Leader in 2012 before the appointment was formalised in 2013 and at a time when budget savings were being made.
- There were no objections to the Political Assistant role at that time.
- The previous Cabinet had received similar management level support in the past.

Councillor Twomey explained that a lot of issues had been taken into account before reaching the decision to recruit a Leader and Members' Services Manager and a Political Assistant. He gave examples of where the added value was expected to be achieved and did not feel that the proposal created unnecessary pressure, adding that those involved in the Corporate Peer Review had been well aware of the Council's financial situation so would not have made their recommendation lightly. Councillor Twomey concluded that the previous leadership had overseen considerable budget reductions yet had seen the benefits of having dedicated managerial and political support for the Cabinet at the same time, and he felt that the support was even more important now due to the significant challenges ahead and the vision and priorities of the new leadership.

Councillor Young spoke on the value of the political assistant role and acknowledged that he had argued for increased support in the past. He felt, however, that the current pressures on front-line services placed the Council in a different position and he suggested that Councillors should be encouraged to carry out their own research. Councillor Waker concurred with the view that the situation was different now as a result of the extreme financial constraints and questioned the role of the Leader and Members' Services Manager post, suggesting that other officers could provide the service.

Councillor Twomey responded that the postholder would be responsible for bringing together all of the current support provided to councillors including the Members' casework service, ensuring service efficiency and keeping everyone informed. It was acknowledged that there was not the capacity within the Democratic Services section to take on the responsibilities.

With reference to Members' casework, Councillor Reason advised that she had previously taken the lead on issues that fell under her former Cabinet portfolio responsibilities and felt that having a 'middle man' would detract from the relationship between Cabinet and non-Cabinet Councillors.

Councillor Gill asked whether alternative arrangements such as shared services with neighbouring boroughs had been considered as a way of providing the expertise needed but at a reduced cost. Councillor Twomey responded that if that was to be a proposal of the Select Committee he would take it back to the Cabinet for consideration, along with any other proposals recommended by the Select Committee.

The Select Committee retired at 18:10 to deliberate and returned at 18:35 to announce its decision.

Decision

The Select Committee upheld the call-in on the following grounds:

- (a) Proportionality - the withdrawal of £100,794 from saving proposal CEX/SAV/09 was inappropriate in the context of the financial pressures currently faced by the Council and would have an adverse impact on front-line services;
- (b) Due consultation - there had been no prior consultation on the proposals, non-Cabinet Members were refused permission to ask any questions at the Cabinet meeting where the proposal was agreed and detailed information known at the time of the Select Committee's consideration of the original saving proposal on 29 October was not shared with Members; and
- (c) Clarity of aims and desired outcomes – there was a lack of openness and transparency.

The Select Committee acknowledged, however, the points made by the Cabinet Member for Finance regarding the need for the new leadership to be supported at the present time. Taking that into account, the Select Committee agreed the following recommendations to the Cabinet:

- (i) That the post of Leader and Members' Services Manager was unnecessary and unjustified in the context of the Council's current financial situation, and should not be recruited to; and
- (ii) That the recruitment of a Political Assistant was supported on the basis that the duties of the post should be expanded to take on responsibility for non-management elements of the Leader and Members' Services Manager job description.

CABINET

16 December 2014

Title: Budget Monitoring 2014/15 - April to October 2014 (Month 7)	
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 seven months to the end of October 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 from 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 October 2014 (Month 7), there is a projected overspend of £1.3m, predominantly on the Children's Services budget after the agreed application of the remainder of the Children's Services reserve. The Executive Director of Children's Services presented a report to the last Cabinet meeting detailing measures being taken by the service to reduce its expenditure. Alongside these measures Cabinet has agreed that all 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. These initiatives have led to a reduction in the forecast overspend for this financial year, with the projected overspend reducing by £1.9m from the September position.</p> <p>The total service expenditure for the full year is currently projected to be £166.6m against the budget of £165.3m. The projected year end overspend coupled with the reserve drawdown will reduce the General Fund balance to £24.8m 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>The Capital Programme budget now stands at £142.4m, following the re-profiling agreed at November's Cabinet. 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 31 October 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 25 September Cabinet and detailed in paragraph 2.2;
- (iii) Note the progress against the agreed 2014/15 savings at 31 October 2014, as detailed in paragraph 2.11 and Appendix B of the report;
- (iv) Note progress against the agreed 2014/15 HRA savings as detailed in paragraph 2.12 and Appendix B of the report;
- (v) Note the overall position for the HRA at 31 October 2014, as detailed in paragraph 2.12 and Appendix C of the report;
- (vi) Approve the drawdown of £270k from Children's Services reserve as detailed in paragraph 2.5.

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 £24.4m, 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 £000	Full year forecast at end October 2014 £000	Over/(under) spend Forecast £000
Directorate Expenditure			
Adult and Community Services	55,377	54,670	(707)
Children's Services	62,119	66,185	4,066
Housing (GF)	3,586	3,586	-
Environment	20,499	20,499	-
Chief Executive	21,332	20,848	(484)
Central Expenses	3,451	1,901	(1,550)
Total Service Expenditure	166,364	167,689	1,325
Budgeted reserve drawdown (to Central Expenses budget)	(1,044)	(1,044)	-
Total Expenditure	165,320	166,645	1,325

	Balance at 1 April 2014 £000	Forecast Balance at 31 March 2015 £000
General Fund	27,138	24,769*
Housing Revenue Account	8,736	8,736

*The forecast general fund balance includes the £1.3m 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 £1.3m for the end of the financial year, made up as follows:

- £0.5m underspend in the Chief Executive directorate mainly as a result of vacancies within the directorate;
- £0.7m underspend in the Adult & Community Services directorate as a result of widening the use of the Public Health grant;

- £1.6m underspend in the Central Expenses budget due to VAT refunds and reduced borrowing costs as a result of well managed cash flow; and
- £4.1m overspend in Children's Services 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. November's Cabinet received a report from the Director of Children's Services that set out options for reducing expenditure in the current financial year. These options are anticipated to reduce expenditure by the end of the year and £0.6m has been factored into the current forecast. 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.

On 7 October, Cabinet agreed a number of savings items for the next three years for management implementation and at its 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£700k of services from the General Fund to the Public Health grant from April 2015. Following review, the Cabinet Member for Adult Social Care & Health is supportive of this occurring in the current financial year.

November's Cabinet also agreed a review of 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 generated will mitigate the projected overspend.

As previously reported, there are further options for this financial year including the transfer of the net income for the commercial portfolio currently accounted for in the Housing Revenue Account and a potential reduction in the required bad debt provision for temporary accommodation based on current demand. Updates on these two measures, which total nearly £1m, will be included in future reports.

Whilst the currently forecast overspend, 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 £24.8m.

At the end of October 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	54,670
Projected over/(under)spend			(707)

The Adult and Community Services directorate is overall forecasting an underspend of £707k for 2014/15. This position is after a recent decision to charge Substance Misuse and Drug and Alcohol Action Team services as well as Sports Development to Public Health grant. 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 have been 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. As noted above, 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	62,119	66,185
Projected over/(under)spend			4,066

Overall for 2014/15 the Service is forecasting an over spend of £4.1m. This figure is derived from a gross overspend of £6.6m less the application of the remaining Children's Services reserve of £1.5m and the forecast achievement of £1m of expenditure reductions over the remainder of the financial year. This represents a reduction of £600k from the September position. The main overspends (before expenditure reduction) are in Assessment and Care Management (£1.0m), where the increased use of agency staff has contributed significantly to the overspend, legal costs (£800k), No Recourse to Public Funds cases (NRPF) £1.8m), Placements (£1.0m), SEN transport (£200k) and Commissioning and Safeguarding (£300k). 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.

As mentioned above, a potential reduction in the overspend of c£1.0m has been identified and further work continues to review these reporting reductions through weekly progress meetings. The reduction will be achieved through a variety of measures, including reduced reliance on agency staff, improved planning of legal cases, further challenge to NRPF claims, targeting a 1% reduction in placement costs and reducing the level of escort support in SEN transport. The projected outturn figure does not, however, take into account the continuing demographic growth (approximately 150-250 new children into borough each month). This may significantly increase the projections.

An update was reported to Cabinet last month by the Director of Children's Services that set out clear options for significantly reducing or eliminating the adverse budget position. The report contained supporting growth data, analysis, trends and benchmarking analysis. A further update will be presented to members in January 2015.

At its June meeting, Cabinet agreed that a number of service underspends from 2013/14 could be carried forward to fund specific areas of expenditure in 2014/15. Cabinet is now requested to approve the use of these carried forward balances in Education (£145k), Complex Needs and Social Care (£50k) and Commissioning and Safeguarding (£75k). It should be noted that these amounts are not part of the £1.5m directorate reserve and do not affect the projected outturn position.

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 Environment

Directorate Summary	2013/14 Outturn £000	2014/15 Budget £000	2014/15 Forecast £000
Net Expenditure	22,425	20,499	20,499
Projected over/(under)spend			-

Environmental Services is forecast to breakeven at year end, however, there is increasing risk against this position. The service will need to manage pressures of £2.0m to deliver on budget. This position has increased by £0.1m since September due to increasing pressure on income budgets within Building Control.

The potential risk to this position is a combination of pressure on staffing budgets, income pressure, increased ELWA disposal costs and increasing fuel and utility costs. The Building Control service has now been brought back in-house and, following a review of the financial position, a risk on achieving the budgeted level of income and pressure within staffing budgets has been identified.

Current projections indicate pressure of £470k due to delays in delivering agreed saving proposals. Environment's share of the savings target is £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 review of Parking income projections is underway to provide assurance against year to date performance.

A significant element of risk is outside the services direct control, however, an action plan is being delivered to support mitigation. This includes reviewing income opportunities, utilising one off grants, holding posts vacant, ensuring recharges and income collection are up to date and maintaining expenditure restraint across the service. Further pressure on this position is increasingly difficult to absorb and manage. Alongside this, the service is reviewing budgets with a view to realigning and bringing allocations in line with requirements.

2.8 Housing General Fund

Directorate Summary	2013/14 Outturn £000	2014/15 Budget £000	2014/15 Forecast £000
Net Expenditure	2,530	3,586	3,586
Projected over/(under)spend			-

Current projections indicate a breakeven position in 2014/15. Reduced spend on Bed and Breakfast is expected to offset un-budgeted 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 October 2014 which is the same as the September position. Placements over the first 7 months of the year have typically been within budget assumptions and a continuation of this trend over the remainder of the year should enable the service to keep 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 7 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 have increased by £278k since September 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.

2.9 Chief Executive's Directorate

Directorate Summary	2013/14 Outturn	2014/15 Budget	2014/15 Forecast
	£000	£000	£000
Net Expenditure	18,475	21,332	20,848
Projected over(under)spend			(484)

The Chief Executive (CE) department at this stage is reflecting a projected underspend position against its revised budget of £484k. This position is mainly attributed to in year vacancies across the department and services making transitional arrangements to enable the delivery of 2015/16 savings.

The department has absorbed a £100k pressure from shortfalls projected against the school buyback income budget in HR & Payroll. There is also a net £150k pressure which has arisen from the projected under-recovery of court cost income in Revenues & Benefits due to improved collection, resulting in a reduction in the number of cases being taken to court.

The overall position represents a slight improvement from last month's position of (£431k) partly due to the impact of the Council wide freeze on non essential spend.

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

2.10 Central Expenses

Directorate Summary	2013/14 Outturn	2014/15 Budget	2014/15 Forecast
	£000	£000	£000
Net Expenditure	4,382	2,407	857
Projected over(under)spend			(1,550)

Central Expenses is projecting an underspend of £1.6m resulting from a refund of overpaid VAT (£400k), reduction in borrowing costs improved rate of return on cash deposits (£650k) and a forecast increase in the agency staff contract rebate (£500k). The agency staff contract rebate increases as more agency staff are employed with the increased usage of such staff by Children's Services having

contributed significantly to the higher rebate and should be viewed as offsetting some of the pressure in that area.

Further savings may be available from the bad debt provision for Council Tax and temporary accommodation arrears if current collection rates are maintained; updates will continue to be given to Cabinet at each meeting.

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.

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 £419k. Pressure of £194k 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 overspend by £419k. 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 £4.6m of the £6.1m saving requirement with a shortfall of £1.5m. This is primarily due to delays in commencing restructures, the ongoing review of energy billing within communal areas and non-receipt of income from Barking & Dagenham Reside for the provision of Housing Management and Repairs and Maintenance services due to higher than expected void levels.

The position has worsened since last month due to ongoing delays to restructures, however, an intermediate review of arrears indicates a lower contribution to the bad debt provision than initially expected. 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 October 2014 is as follows:

	2014/15 Re-profiled Budget £'000	Actual Spend to Date £'000	2014/15 Forecast £'000	Variance against Budget £'000
ACS	10,451	6,959	10,451	-
CHS	26,882	14,692	27,232	350
H&E	5,492	2,900	5,492	-
CEO	9,139	2,517	9,139	-
Subtotal - GF	51,964	27,068	52,314	350
HRA	90,439	37,443	90,239	(200)
Total	142,403	64,511	142,553	150

The detail for individual schemes is shown in Appendix D.

Summary

The capital programme stands at £142.4m following the addition of the additional budget of £283k for the website redesign that Cabinet approved at its meeting last month. Directorates are currently anticipating to exceed this years budget by £150k, the funding for which will be brought forward from future years of the programme. As the programme is now in the second half of the year, but the spend to date is still less than half of the total budget, an accelerated level of spend would need to be incurred in the remaining six months in order to meet the current forecast. As the winter period can slow down and delay works due to bad weather, it may mean that some of the programmed works are not completed this year, and budgets are slipped back into 2015/16.

New Schemes Requiring Cabinet Approval

None

Adult & Community Services (ACS)

Adult & Community Services has a new re-profiled budget for 2014/15 of £10.4m, which includes £7.9m for the new Barking Leisure Centre. There are currently no variances projected.

Children's Services (CHS)

Children's Services had a re-profiled budget of £26.8m, and is currently expected to exceed this budget by £350k. This relates to two schemes, which are now expected to incur spend brought forward from next year. The funding will also be brought forward to match this.

The majority of the Children's Services capital programme is for major school expansion projects, which are due for completion for the new September intake. Project Managers will continue to ensure that projects are delivered in time for these essential deadlines.

Housing & Environment (H&E)

Environmental Services has a re-profiled budget for 2014/15 of £5.4m. Following the re-profiling exercise presented to Cabinet last month, Environmental Services schemes are currently reflecting a nil variance, with the assumption that all schemes will spend to budget. The main schemes are highways improvements and street lighting replacement. There are currently no pressures / funding issues and officers are working to ensure all external funding is drawn down from funding bodies and projects run to schedule.

Chief Executive (CEO)

The Chief Executive Directorate has a re-profiled budget for 2014/15 of £9.1m. Following the re-profiling exercise to realign budgets with planned delivery, the Directorate is forecast to fully spend its capital programme. Officers are working to ensure all external funding is drawn down from funding bodies and projects run according to schedule.

Housing Revenue Account (HRA)

The HRA has a re-profiled capital programme budget for 2014/15 of £90.4m. Current projections indicate a year-end outturn of £90.2m with the majority of schemes to deliver in line with the re-profiled position. The estate renewal scheme

is forecast to underspend by £200k in 2014/15 due to ongoing delays with the demolition of blocks at Gascoigne and Althorne Way.

2.14 Financial Control

At the end of October, 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

GENERAL FUND REVENUE MONITORING STATEMENT

October 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	30,351	1,252
Commissioning & Partnership		10,383	9,133	(1,250)
Culture & Sport	6,822	4,477	4,352	(125)
Mental Health	3,803	3,421	4,098	677
Public Health	(786)	785	785	-
Management & Central Services	(2)	7,212	5,951	(1,261)
	55,191	55,377	54,670	(707)
<u>Children's Services</u>				
Education	6,576	5,678	5,823	145
Complex Needs and Social Care	39,205	35,130	38,746	3,616
Commissioning and Safeguarding	9,607	9,474	9,780	306
Other Management Costs	9,628	11,837	11,836	(1)
	65,016	62,119	66,185	4,066
<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	27,837	28,807	970
Non Delegated	2,715	957	737	(220)
Growth Fund	2,489	3,037	2,375	(662)
School Contingencies	590	-	-	-
DSG/Funding	(211,041)	(228,120)	(228,208)	(88)
	-	-	-	-
<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	101	(99)
Legal & Democratic Services	212	488	188	(300)
Human Resources	(71)	45	(30)	(75)
Corporate Finance & Assets	15,510	18,063	18,064	1
Regeneration & Economic Development	2,994	2,621	2,571	(50)
	18,196	21,332	20,848	(484)
<u>Other</u>				
Central Expenses	(5,013)	(7,980)	(9,653)	(1,673)
Levies	-	9,685	9,808	123
Contingency	9,395	1,746	1,746	-
Budgeted Reserve Drawdown		(1,044)	(1,044)	-
	4,382	2,407	857	(1,550)
TOTAL	168,371	165,320	166,645	1,325

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Directorate Savings Targets: Progress at Period 7

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

Appendix B

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
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	

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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/CS07a	Commissioning – Performance and Information	55	55	0	On target to be achieved
CHS/SAV/CS07b	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	

Ref	Detail	Target	Forecast	Variance	Current Position
		£000	£000	£000	
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	<p>-Generation of £150k for increased levels of enforcement and efficiencies within the service.</p> <p>-Paperless parking and enforcement by ANPR - £55k</p> <p>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</p> <p>-Online permit sales</p> <p>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.</p> <p>-Consultation - £20k</p> <p>A review of the service to be undertaken only part year saving to be delivered. Full year equates to £40k</p>

Appendix B

Ref	Detail	Target	Forecast	Variance	Current Position
		£000	£000	£000	
Feb 2012 Assembly	Making Parks more commercially sustainable	9	9	0	Savings delivered through income received from Masts
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

Appendix B

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.
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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REVENUE ACCOUNT MONITORING STATEMENT
October 2014-15

Appendix C

	Budget	Actual to date	Forecast	Variance
Rents	(87,000)	(48,727)	(87,000)	0
Non Dwelling Rents	(2,503)	(1,395)	(2,309)	194
Other Income	(16,401)	(10,672)	(16,650)	(249)
Repairs & Maintenance	17,205	21,153	17,955	750
Supervision & Management	37,779	28,734	37,840	61
Rents, Rates and Other	700	479	600	(100)
Revenue Contribution to Capital	35,453	147	35,453	0
Bad Debt Provision	2,659	0	2,467	(192)
Interest Charges	9,759	(102)	9,659	(100)
Corporate & Democratic Core	685	685	685	0
Interest Received	(336)	0	(700)	(364)
Pension Contribution	2,000	2,000	2,000	
	0	(7,698)	0	0

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2014/15 CAPITAL PROGRAMME - as at the end of October 2014 **Appendix D**

Project No.	Project Name	Budget	Actual Expenditure	2014/15 Forecast	Forecast Variance
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Adult & Community Services

Adult Social Care

FC00106	Private Sector HouseHolds	573,715	425,961	573,715	0
FC02888	Direct Payment Adaptations Grant	385,333	212,967	385,333	0
FC02913	80 Gascoigne Road	3,672	0	3,672	0
FC02976	Community Capacity Grant	991,908	761,777	991,908	0
Culture & Sport			0	0	
FC02855	Mayesbrook Park Athletics Arena	212,220	21,915	212,220	0
FC02870	Barking Leisure Centre 2012-14	7,988,877	5,241,092	7,988,877	0
FC02266	Barking Park Restoration & Improvement	295,373	295,373	295,373	0
Total For Adult & Community Services		10,451,098	6,959,085	10,451,098	0

Children's Services

Primary Schools

FC02736	Roding Primary School (Cannington Road Annex)	136,939	6,590	136,939	0
FC02745	George Carey CoFE (formerly Barking Riverside) Primary School	250,000	128,360	250,000	0
FC02759	Beam Primary Expansion	81,231	1,870	81,231	0
FC02784	Manor Longbridge (former UEL Site) Primary School	320,416	13,542	320,416	0
FC02786	Thames View Juniors - Expansion & Refurb	28,592	4,516	28,592	0
FC02787	Cambell Junior - Expansion & Refurb	17,626	0	17,626	0
FC02790	St Georges - New Primary School	25,385	0	25,385	0
FC02799	St Joseph's Primary - expansion	20,601	0	20,601	0
FC02800	St Peter's Primary - expansion	33,869	13,868	33,869	0
FC02860	Monteagle Primary (Quadrangle Infill)	80,549	0	80,549	0
FC02861	Eastbury Primary (Expansion)	375,000	231,810	375,000	0
FC02862	Gascoigne Primary (Expansion)	44,756	0	44,756	0
FC02863	Parsloes Primary (Expansion)	34,972	0	34,972	0
FC02864	Godwin Primary (Expansion)	3,331	3,331	3,331	0
FC02865	William Bellamy Primary (Expansion)	2,500,000	1,993,293	2,500,000	0
FC02867	Southwood Primary (Expansion)	1,060	0	1,060	0
FC02900	Becontree Primary Expansion	24,347	0	24,347	0
FC02918	Roding Cannington	38,642	703	38,642	0
FC02919	Richard Alibon Expansion	971,769	984,902	1,071,769	100,000
FC02920	Warren/Furze Expansion	25,026	17,721	25,026	0
FC02921	Manor Infants Jnr Expansion	1,850,000	1,933,423	2,000,000	150,000
FC02922	Valence Halbutt Expansion	15,000	11,432	15,000	0
FC02923	Rush Green Expansion	30,000	0	30,000	0
FC02924	St Joseph's Primary(Barking) Extn 13-14	94,985	71,983	94,985	0
FC02955	City Farm Barking Riverside New School	25,000	(180,833)	25,000	0
FC02956	Marsh Green Primary 13-15	200,000	144,458	200,000	0
FC02957	John Perry School Expansion 13-15	1,420,320	1,448,093	1,520,320	100,000
FC02960	Fanshawe Primary Expansion	750,000	91,939	750,000	0
FC02979	Gascoigne Primary -Abbey Road Depot	100,000	0	100,000	0
FC02998	Marks Gate Junior Sch 2014-15	100,000	17,191	100,000	0

Secondary Schools

FC02932	Trinity 6th Form Provision	30,000	0	30,000	0
FC02953	All Saints Expansion 13-15	3,883,568	3,255,580	3,883,568	0
FC02954	Jo Richardson expansion	1,000,000	88,665	1,000,000	0
FC02959	Robert Clack expansion 13-15	100,000	7,558	100,000	0
FC02977	Barking Riverside Secondary Free School (Front Funding)	4,000,000	158,193	4,000,000	0

2014/15 CAPITAL PROGRAMME - as at the end of October 2014 Appendix D

Project No.	Project Name	Budget	Actual Expenditure	2014/15 Forecast	Forecast Variance
Other Schemes					
FC02723	Skills Centre	170,000	179,285	170,000	0
FC02724	Basic Needs Funding (Additional School Places)	5,615	15,842	5,615	0
FC02751	Kitchen Refurbishment 10/11	10,826	10,735	10,826	0
FC02826	Conversion of Heathway to Family Resource Centre	69,948	49,485	69,948	0
FC02878	512A Heathway (Phase 2) - Conversion to a Family Resource	7,222	0	7,222	0
FC02906	School Expansion SEN projects	500,000	159,729	500,000	0
FC02909	School Expansion Minor projects	500,000	286,482	500,000	0
FC02929	Schools Modernisation Fund 2012-13	968,394	582,621	968,394	0
FC02958	Fanshawe Adult College Refurb13-15	144,053	1,010	144,053	0
FC02972	Implementation of early education for 2 year olds	1,304,806	764,492	1,304,806	0
FC02974	Robert Clack Artificial Football Pitch	283,329	22,644	283,329	0
FC02975	Barking Abbey Artificial Football Pitch	629,797	486,267	629,797	0
FC02978	Schools Modernisation Fund 2013-14	1,554,260	914,684	1,554,260	0
FC03010	SMF 2014-16	300,000	0	300,000	0
FC03013	Universal infant Free School Meals Project	708,101	133,653	708,101	0
9999	Devolved Capital Formula	1,096,721	636,665	1,096,721	0
Children Centres					
FC02217	John Perry Children's	9,619	0	9,619	0
FC02310	William Bellamy Children Centre	6,458	0	6,458	0
Total For Children's Services		26,882,133	14,691,782	27,232,133	350,000

Housing and Environment

Environmental Services					
FC02764	Street Light Replacing	1,417,969	200,688	1,417,969	0
FC02873	Environmental Improvements and Enhancements	28,950	10,792	28,950	0
FC02964	Road Safety Impv 2013-14 (TFL)	328,475	12,119	328,475	0
FC02886	Parking Strategy Imp	91,245	0	91,245	0
FC02887	Frizlands Wkshp Major Wks	0	3,428	0	0
FC02930	Highways Improvement Programme	2,617,708	2,509,115	2,617,708	0
FC02981	Parkmap (Traffic Management Orders)	57,126	0	57,126	0
FC02982	Controlled Parking Zones (CPZ's) 2013-15	255,155	0	255,155	0
FC02999	Rippleside Cmtry prov 2014-15	63,000	1,854	63,000	0
FC03011	Structural Repairs & Bridge Maintenance	250,000	0	250,000	0
FC02567	Abbey Green Park Development	9,093	526	9,093	0
FC02817	Mayesbrook Park Improvements (Phase 1)	10,926	1,336	10,926	0
FC02911	Quaker Burial Ground	48,312	6,778	48,312	0
FC02912	Barking Park Tennis Project	7,397	0	7,397	0
FC03012	Environmental Asset Database Expansion	306,428	153,601	306,428	0
Total For Housing & Environment		5,491,784	2,900,237	5,491,784	0

2014/15 CAPITAL PROGRAMME - as at the end of October 2014 Appendix D

Project No.	Project Name	Budget	Actual Expenditure	2014/15 Forecast	Forecast Variance
Chief Executive (CEO)					
Asset Strategy					
FC02578	Asbestos (Public Buildings)	15,916	1,559	15,916	0
FC02771	Automatic Meter Reading Equipment	19,952	0	19,952	0
FC02587	Energy Efficiency Programme	150,000	14,615	150,000	0
FC02542	Backlog Capital Improvements	600,000	69,913	600,000	0
FC02565	Implement Corporate Accommodation Strategy	900,000	457,806	900,000	0
ICT					
FC02738	Modernisation and Improvement Capital Fund (formerly One B &	2,040,814	855,469	2,040,814	0
FC02877	Oracle R12 Joint Services	1,584,196	211,926	1,584,196	0
FC03016	Agilisys Connect Website Development	283,450	0	283,450	0
Regeneration					
FC02458	New Dagenham Library & One Stop Shop Church Elm Lane	73,666	40,599	73,666	0
FC02596	LEGI Business Centres	113,000	(7,537)	113,000	0
FC02969	Economic Development Growth Fund	33,000	0	33,000	0
FC02821	Robin Hood Shopping Parade Enhancement	151,032	106,104	151,032	0
FC02901	Creekmouth Arts & Heritage Trail	170,550	46,852	170,550	0
FC02902	Short Blue Place (New Market Square Barking - Phase II)	100,491	30,781	100,491	0
FC02928	Captain Cook Site Acquisition and Public Realm Works (Abbey	388,500	0	388,500	0
FC02898	Local Transport Plans (TfL)	66,500	8,160	66,500	0
FC02962	Principal Road Resurfacing 2013-14 TfL	532,000	12,345	532,000	0
FC02963	Mayesbrook Neighbourhood Improvements (DIY Streets) 2013-14	47,500	55,415	47,500	0
FC02994	Renwick Road/Choats Road 2014/15	412,500	367,675	412,500	0
FC02995	Ballards Road/ New Road 2014/15	95,000	76,978	95,000	0
FC02996	Barking Town Centre 2014/15 (TfL)	549,500	21,000	549,500	0
FC02997	A12 / Whalebone Lane (TfL)	47,500	6,485	47,500	0
FC03000	MAQF Green Wall (TfL)	42,000	56,212	42,000	0
FC02914	Barking Job Shop Relocation	12,504	12,548	12,504	0
FC02899	River Roding Cycle Link / Goresbrook Park Cycle Links (TfL)	0	26,754	0	0
FC03015	Demolition of the Former Remploy site	709,000	17,445	709,000	0
Total For CEO		9,138,571	2,517,379	9,138,571	0
Grand Total General Fund		51,963,586	27,068,483	52,313,586	350,000

2014/15 CAPITAL PROGRAMME - as at the end of October 2014 **Appendix D**

Project No.	Project Name	Budget	Actual Expenditure	2014/15 Forecast	Forecast Variance
HRA					
Estate Renewal					
FC02820	Boroughwide Estate Renewal	6,680,000	2,645,706	6,480,000	(200,000)
New Builds					
FC02823	New Council Housing Phase 3	300,000	364,098	300,000	0
FC02916	Lawns & Wood Lane Dvlpmnt	2,039,158	1,897,331	2,039,158	0
FC02917	Abbey Road CIQ	5,458,000	5,235,416	5,458,000	0
FC02931	Leys New Build Dev (HRA)	6,745,276	3,515,866	6,745,276	0
FC02961	Goresbrook Village Housing Development 13-15	7,684,000	4,655,347	7,684,000	0
FC02970	Marks Gate Open Gateway Regen Scheme	10,023,750	2,386,405	10,023,750	0
FC02988	Margaret Bondfield New Build	1,500,000	0	1,500,000	0
FC02989	Ilchester Road New Built	500,000	739,331	500,000	0
FC02991	North St	300,000	1,524	300,000	0
Investment in Stock					
FC00100	Aids & Adaptations	450,000	110,327	450,000	0
FC02933	Voids	6,352,000	0	6,352,000	0
FC02934	Roof Replacement Project	1,900,000	1,485,570	1,900,000	0
FC02938	Fire Safety Works	1,600,000	(62,443)	1,600,000	0
FC02943	Asbestos Removal (Communal Areas only)	420,000	123,882	420,000	0
FC02950	Central Heating Installation Inc. Communal Boiler Replacement	2,400,000	1,633,742	2,400,000	0
FC02983	Decent Homes Central	6,950,000	4,799,958	6,950,000	0
FC02984	Block & Estate Modernisation	2,440,000	1,600,991	2,440,000	0
FC02811	Members Budget	324,000	25,695	324,000	0
FC02939	Conversions	270,000	8,020	270,000	0
FC02945	Street Properties Acquisition	400,000	71,811	400,000	0
FC03001	Decent Homes (North)	10,543,956	2,511,391	10,543,956	0
FC03002	Decent Homes (South)	8,746,176	2,921,523	8,746,176	0
FC03003	Decent Homes (Blocks)	3,087,914	15,520	3,087,914	0
FC03004	Decent Homes (Sheltered)	1,800,000	3,240	1,800,000	0
FC03005	Decent Homes Small Contractors	275,000	232	275,000	0
FC03007	Windows	250,000	0	250,000	0
FC03008	R&M Capitalisation/ Boiler Replacement	1,000,000	752,270	1,000,000	0
Grand Total HRA		90,439,230	37,442,754	90,239,230	(200,000)
TOTAL CAPITAL PROGRAMME		142,402,816	64,511,237	142,552,816	150,000

CABINET

16 December 2014

Title: Budget Strategy 2015/16	
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: 020 8874 8427 E-mail: jonathan.bunt@lbbd.gov.uk
Accountable Director: Jonathan Bunt, Chief Finance Officer	
<p>Summary:</p> <p>This report focuses on:</p> <ul style="list-style-type: none"> • A summary of the national funding position and the provisional finance settlement; • The Medium Term Financial Strategy and a three year summary level financial model for the Council; • The current net budget gap for 2015/16 and 2016/17 of £38.5m, although this may change significantly when the government announces the finance settlement; • The savings proposals for 2015/16 and 2016/17; • The outcomes of the budget consultation process with recommendations being made for reconsideration of savings and the commensurate impacts. <p>This report acts as a pre-cursor to the main Budget Framework and Council Tax Setting report to be presented to Cabinet and Assembly in February 2015.</p> <p>Members are requested to note that at the time of writing this report, the final funding settlement is yet to be confirmed by the relevant Government departments and figures stated within this report may therefore change.</p>	
Recommendation(s)	
<p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Note the amendments to the consulted savings proposals as set out at Appendix A to the report; (ii) Approve the revised saving proposals that have been through consultation as set out in Appendix B to the report; (iii) Approve the additional saving proposals for management implementation as set out in Appendix C to the report; (iv) Approve the additional saving proposals that were presented to the Public Accounts 	

and Audit Select Committee on 2 December as set out in Appendix D to the report;

- (v) Approve the draw down from reserves required to deliver a balanced budget in 2015/16 and 2016/17;
- (vi) Approve the draw down from reserves required to fund the investment needed to deliver the savings proposals, as detailed in paragraph 4.7 of the report; and
- (vii) Approve the end of the Local Emergency Support Scheme from 2015/16 following withdrawal of Central Government funding for the service as detailed in paragraph 2.4 of the report or agree a further allocation from reserves for a revised scheme to be delivered.

Reason(s)

The setting of a robust and balanced budget for 2015/16 will enable the Council to deliver the priorities and provide required services within its overall corporate and financial planning framework.

1.0 Introduction and Background

- 1.1 In March 2014, the Chancellor of the Exchequer made his 2014 Budget announcement. In line with previous announcements, Budget 2014 confirms that government expenditure will continue to fall at the same rate as over the current Parliament.
- 1.2 By the end of the current parliament the Council will have made over £90m of savings. Based on Budget 2014 it is likely this scale of savings will be required over the next three years.
- 1.3 The purpose of this report is to set out the high level revenue budgets and savings proposed for 2015/16 and 2016/17, within the context of the government funding reductions. Due to the general election in May 2015, this report focuses on delivering a two year budget with 2017/18 to be considered once the national agenda is set by a new parliament.
- 1.4 This report focuses on the Council's General Fund which is one of the main accounts that the authority manages. The General Fund is used to provide services, some of which are defined in statute and some of which have been developed to meet community needs. Examples of services funded by the General Fund include children's services, services to vulnerable adults, library services, leisure services, environmental services and many others. The General Fund pays for all of the Council's strategic and support services, and each of the Council's other accounts will receive the benefits of these services and, as a result, are recharged the cost of these services.
- 1.5 In addition to money spent from the General Fund, the Council is responsible for other accounts which are ring-fenced for specific purposes like the Housing Revenue Account (HRA) and the Capital Fund, which means that the money held within these accounts, can only be spent on the specific area that the fund is set up for. Despite the ring-fenced nature of these accounts, there is an interrelationship

between these accounts and the General Fund. Shown below is a short explanation about each of the Council's funds and what they are used for:

- 1.5.1 **Dedicated Schools Grant (DSG)** – The DSG is a ring fenced grant and must be used in support of the Schools' Budgets. The Chief Finance Officer is required to confirm final deployment of the DSG in support of the Schools' Budgets in connection with the section 251 outturn statement.
- 1.5.2 DSG is split into three separate unringfenced blocks:
- A schools block which is intended to fund individual school budgets, and calculated based on all pre-16 school age pupils;
 - An early years block which funds pre-school education in all settings, calculated based on all nursery age pupils;
 - A high needs block which funds special schools and all non-mainstream educational functions (including top ups to schools for individual pupils with additional or special educational requirements). This is based on historic 12-13 spend on high needs pupils in school and Further Education (FE) Colleges, plus £10k for growth places
- 1.5.3 **Housing Revenue Account (HRA)** – This account is dedicated to the provision of Council housing alone. The income for this account is mainly from rents payable by tenants and expenditure is on maintenance of housing units and the management of Council housing. The HRA is a ring-fenced account and, although it does pay for specific General Fund services provided to it, it cannot be used to subsidise the General Fund.
- 1.5.4 **Pension Fund** – The Pension Fund is operated as a funded defined benefit scheme which provides for the payment of benefits to former employees of the London Borough of Barking and Dagenham and those bodies admitted to the Fund, referred to as "members". The benefits include not only retirement pensions, but also widows' pensions, death grants and lump sum payments in certain circumstances. The Fund is financed by contributions from members, employers and from realised capital growth, interest and dividends on the fund's investments. This fund is also managed as a completely separate account and does not interact with the Council's other accounts.
- 1.5.5 **Capital Fund** – This is defined as expenditure on the acquisition or enhancement of assets that are considered to be of benefit to the Authority over a period of more than one year, e.g. buildings and land. The Council's Capital Programme details what expenditure the Council is planning to incur in relation to capital. Other examples include payments of grants and financial assistance to third parties and expenditure that is classified as capital following a Ministerial direction.

2.0 National Context

- 2.1 The Local Government Finance Settlement 2015/16 technical consultation was published in July 2014 by the Department of Communities and Local Government (CLG). This gave detailed funding information for each Council which has been fed through into the Council's Medium Term Financial Strategy and savings requirement.
- 2.2 Past 2015/16, no detailed information on how government funding reductions will impact local authorities is available. Based on announcements in Budget 2014 and

analysis from London Councils, an assumed funding reduction has been included in the budget for 2016/17. The actual reductions could be significantly different due to uncertainties such as:

- How total government spending reductions impact individual government departments (e.g. protection for Health and overseas aid);
- The termination of Council Tax Freeze Grants;
- Changes to the New Homes Bonus;
- Impact of a new Parliament;
- Schools transferring to Academies, reducing the Education Services Grant.

2.3 Although recent economic forecasts have shown a stronger than predicted recovery for the UK there has been no indication from government that planned funding reductions will be scaled back, as the government aims to return the Country to surplus by 2018/19.

Table 1 – Funding changes (2014/15 to 2016/17). This illustrates the level of funding reductions the Council is currently estimating based on the announcements from government and analysis from London Councils.

Funding Source	2014/15 £000	2015/16 £000	2016/17 £000
Revenue Support Grant	96,656	79,465	71,310
Specific Grants	859	1,658	574
Education Services Grant	4,871	3,671	3,671
New Homes Bonus Grant	3,234	3,038	3,038
Council Tax Freeze Grant 14/15	545	545	-
Benefits Administration Grant	1,835	435	435
Weekly Collection Grant (Refuse)	417	-	-
Government Funding	108,417	88,812	79,028
Council Tax Precept	41,187	42,627	43,427
Retained NNDR Income	16,472	16,942	16,942
NNDR Pooling Gains	-	300	700
Council Tax Surplus	1,067	-	-
Business Rates Deficit	(1,823)	-	-
Local Funding	56,903	59,869	61,069
Total Funding	165,320	148,681	140,097
Reduction	-	16,639	8,584

2.4 In addition to the reduction in central grants, Central Government is also ending the Welfare Provision Grant from 2015/16. The Council received £915k in respect of this grant in 2014/15 and this was used to fund the Local Emergency Support Scheme.

2.5 The Local Emergency Support Scheme aims to help low income residents living in the borough during times of extreme hardship and need. The scheme operates a local fund to provide crisis payments and community care support payments for eligible residents to help ease severe financial pressures, provide emergency travel payments and prevent serious risk to the health and safety.

2.6 As funding is no longer provided for this service Cabinet is asked to approve the end of the scheme from 2015/16 or to consider an allocation from reserves to enable a revised scheme to be delivered for 2015/16.

3.0 Budget Gap for 2015/16 and 2016/17

3.1 In February 2014, Assembly approved the budget for 2014/15 which included a £1m contribution from reserves. This gap is carried forward into 2015/16.

3.2 In addition to the gap carried forward from 2014/15 and funding reductions there are also service pressure that further widen the gap. The changes to the budget gap since October's Cabinet are show below.

Table 2 – Changes to the Medium Term Financial Strategy since October

Medium Term Financial Strategy Pressures and Adjustments	2015/16 £000	2016/17 £000
Budget gap present to Cabinet in October 2014	24,566	14,499
Increase in the London Living Wage	500	-
Higher East London Waste Authority levy	200	-
Additional cost of a full time Chief Executive	100	-
Growth in the Council Tax Base	(640)	-
Investment property income transferring from the HRA	(700)	-
Revised Budget gap	24,026	14,499
Cumulative 2 year budget gap		38,525

3.3 As a result of the service pressures and funding reductions savings of £38.5m are required over the next two years, with the largest amount required next year.

4.0 Savings proposals for 2015/16 and 2016/17

4.1 In October Cabinet approved savings of £15.6m savings over the next two years and £18.9m of savings to go out for consultation. During the consultation process proposed amendments have been made to some of the original £18.9m of savings and are detailed in appendix A. As noted in section 1, the focus is now on delivering an agreed two year budget and therefore the savings recommended are for 2015/16 and 2016/17.

4.2 The proposed amendments reduce the original savings by £3.2m to £15.7m over the next two years. Cabinet is asked to approve the revised savings schedule at appendix B.

4.3 Although the savings presented to Cabinet in October totalled £34.5m there still existed a budget gap of £4.1m over the next two years. Work has been ongoing to address this, with emphasise on achieving a balanced budget for the next two years.

4.4 Additional savings requesting Cabinet approval totalling £1.7m are shown in appendix C. Further proposals were also presented to the Public Accounts and Audit Select Committee for consideration in December 2014 totalling £3.6m over

two years and are shown in appendix D. Following scrutiny these proposals have been revised down by £0.2m

- 4.5 Considering all of the proposals and amendments across appendices A – D, if approved by Cabinet, there remains a gap of £2m across the two years and would result in a contribution from reserves of £2.6m. The revised budget position is shown in the following table.

Table 3 – Revised Budget Position

	2015/16 £000	2016/17 £000	Total £000
Current budget gap (table 2)	24,026	14,499	38,525
Savings approved by Cabinet Oct 14	(11,318)	(4,304)	(15,622)
Savings – Consultation required	(12,459)	(6,422)	(18,881)
Additional Cabinet savings (Appendix C)	(1,537)	(120)	(1,657)
Additional savings presented to PAASC (Appendix D)	(1,434)	(2,119)	(3,553)
Sub Total	(2,722)	1,534	(1,188)
Savings amendments post Oct (Appendix A)	3,047	110	3,157
Savings amendments post December PAASC (Appendix D)	182	-	182
Revised budget gap / (surplus)	507	1,644	2,151

- 4.6 Since Cabinet on 7 October 2014 it has been necessary to make amendments to some of the savings proposals as part of the consultation process. The amendments for the original savings proposals and the additional proposals are set out in appendix A. It is recommended to meet the remaining budget gap from Council reserves.
- 4.7 Cabinet are asked to approve the additional savings at appendix C and appendix D.
- 4.8 To achieve some of these savings initial investment of £6.2m is required as detailed in the following table.

Table 4 – Investment Required for Savings

Reference	Savings Proposal	Investment required £000
ACS/SAV/06a	Personalisation of Learning Disability Day Services	41
ACS/SAV/27	Valence and Thames View libraries – community management	50
ACS/SAV/36	Options appraisal for leisure and cultural services	100
CEX/SAV/22	Look to provide employee relations advice in a different way	30
CEX/SAV/56	B&D Direct - Customer Services Channel Shift	670
CEX/SAV/58	Withdrawal of the Benefits Direct service at One Stop Shops.	30
CEX/SAV/60	Automation of Inbound Email/Post Processing	445

CEX/SAV/63a	ICT End User Technologies	377
CEX/SAV/63b	ICT Service Management fulfilment	770
CEX/SAV/63c	ICT Infrastructure Applications	1,100
CEX/SAV/70	Revenues Services Restructure	110
CEX/SAV/60	Automation of Inbound Email/Post Processing	20
HGF001	Expand Council hostel portfolio to accommodate temporary placements instead of using expensive B&B accommodation.	2,000
Contingency	Other invest to save proposals where financial impact is unquantified	500
Total		6,243

4.9 It is proposed to fund these from reserves and the impact of this is shown on the following table.

Table 5 – Projected Level of Reserves

	£000
Estimated General Fund Balance 31 March 2015	26,094
Available other reserves	7,127
Total Available Reserves	33,221
<u>Calls on Reserves:</u>	
Implementation of savings proposals	(6,243)
Budget Gap 2015/16	(507)
Budget Gap 2016/17	(2,658)
Remaining Available Reserves	23,813

4.10 This would still maintain the General Fund reserve above the recommended minimum of £15m and Cabinet are asked to approve the transfer from reserves to fund these savings.

5.0 Public Consultation

5.1 On 21 October, the Council published, on its website, savings proposals for 2015/16 and beyond that required consultation, and sought comments as part of a budget consultation exercise which was promoted widely via social media, through stakeholder and user groups, and by the media. The consultation ran until 27 November and involved:

- Five select committees;
- Six public meetings across the borough;
- Meeting with voluntary sector and community groups;
- Partners and providers notified of proposals;
- Feedback to budget@lbbd.gov.uk;
- Consultation with staff on all proposals;

- Formal consultation with staff and trade unions for restructures;
- All consultation responses and equality impact assessments collated to inform decision making.

5.2 Over 80 residents attended the public meetings and expressed their views on specific savings proposals and services more generally. Each session was attended by the Leader, other Cabinet Members and senior officers. The key themes from these sessions were:

- Need to support the most vulnerable in the community including older people
- Concern over proposed reduction to street cleaning
- Concern over potential reduction in green waste collections
- Some support for increased parking charges, if the first hour was free to support shopping locally, and Controlled Parking Zones particularly near new developments
- Concern over school crossing patrols stopping and children's safety if there is no alternative funding
- Concern over the proposal to close the Maples but understanding of the benefit of personal budgets
- How residents could do more through volunteering and supporting each other or looking after their area e.g. not dropping litter
- Concern about reductions in funding to the voluntary sector and whether local organisations would be able to bid to run services
- Concern about what young people would do locally if the youth service was reduced
- Residents did not mind how many or which buildings the Council worked from but did want to protect children's centres and libraries
- Some concern at losing one stop shops, possible call charges and less face to face contact but the idea of community hubs was welcomed
- Being able to access more services online was welcomed but support may be needed for some groups e.g. older people
- Some residents would consider a Council Tax increase to protect frontline services.

5.3 Partners and other stakeholders were given the opportunity to participate in the public consultation either by attending and asking questions at the Select Committees, which many did, through the voluntary sector consultation meeting hosted by the CVS with over 60 representatives from local organisations attending, and directly through discussions with Directors and Cabinet Members. Many also provided written feedback online which has informed the final proposals and decisions.

5.4 Council staff also had the opportunity to hear about the budget challenge and ask questions of the Leader and Chief Executive at five briefings. In addition formal consultation on specific savings proposals impacting on staff including restructures have and continue to take place separately. Support that is available to staff has been publicised widely internally so that anyone requiring assistance can access it. Trade unions have also been consulted throughout the process and attended both the Select Committees and staff briefing sessions.

6.0 Select Committees

6.1 Each Select Committee considered the savings proposals most relevant to their remit and were invited to scrutinise them. Members of the committee were asked to indicate whether they were in support of the proposal, in support with recommendations or alternative suggestions or not in support.

Table 6 - Summary Level Position by Committee

Select Committee	Supported £000	Supported with recs £000	Not supported £000	Total £000
Public Accounts & Audit	3,759	3,046	2,010	8,825
Living & Working	212	1,914	1,277	3,403
Children's Services	905	50	3,553	4,508
Health & Adult Services	2,140	-	1,015	3,155
Safer & Stronger Community	749	1,794	-	2,543
Total	7,765	6,804	7,855	22,434

6.2 The impact of these recommendations on the budget position for 2015/16 and 2016/17 is shown in the following table.

Table 7 – Impact of Select Committee Recommendations

Medium Term Financial Strategy Pressures and Adjustments	2015/16 £000	2016/17 £000	Total £000
Remaining Budget Gap / (Surplus) – (Table 3)	(2,722)	1,534	(1,188)
Proposals not supported by Select Committees	4,720	2,968	7,688
Revised Budget Gap	1,998	4,502	6,500

6.3 Details of the Select Committees' comments on each saving is available in the appendices to this report:

- Appendix E – Children's Services Select Committee Comments;
- Appendix F – Health and Adult Services Select Committee Comments;
- Appendix G – Living and Working Select Committee Comments;
- Appendix H – Public Accounts and Audit Select Committee Comments;
- Appendix I – Safer and Stronger Community Select Committee Comments.
- Appendix J – Additional Savings Public Accounts and Audit Select Committee Comments

7.0 Financial Implications

7.1 Financial implications have been covered throughout the report.

7.2 There are a large number of savings proposals for which the implementation will have to be monitored closely to ensure delivery in line with the budget assumptions. Across such a high number and high value of savings, some variation is probable and will it be the responsibility of officers to ensure the budget remains in balance overall. The Council's budget will continue to be monitored and reported regularly to Cabinet with any required actions should in year financial pressures be identified.

8.0 Legal Implications

Implications provided by: Paul Field, Senior Corporate Governance Solicitor

8.1 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. This report contributes to that requirement. Specific legal advice may be required on the detailed implementation of agreed savings options.

8.2 Where there are proposals for the closure or discontinuance of a service or services, appropriate consultation will need to be carried out. The savings proposals that affect staff will require consultation with Unions and staff. In addition to that Members will need to be satisfied that Equality Impact Assessments have been carried out before the proposals are decided by Cabinet. If at any point a resort to constricting expenditure is required, it is essential that due regard is given to statutory duties and responsibilities. In particular the Council must have regard to:

- any existing contractual obligations covering current service provision. Such contractual obligations where they exist must either be fulfilled or varied with agreement of current providers;
- any legitimate expectations that persons already receiving a service (that is earmarked for reduction) may have to either continue to receive the service or to be consulted directly before the service is withdrawn;
- any rights which statute may have conferred on individuals that as a result of which the council may be bound to continue its provision. This could be where an assessment has been carried out for example for special educational needs following a statement of special educational needs;
- the impact on different groups affected by any changes to service provision as informed by relevant equality impact assessments;
- the response to any consultation undertaken.

9.0 Equalities Impact Assessment

9.1 The Council requires that each savings proposal being made should have an assessment of the likely particular impacts of the proposal on residents and staff from the eight protected equality categories. This helps to:

- Ensure our services are accessible to all and meet the needs of our customers
- Ensure that we deliver our policies and strategies in a practical way

- Ensure that reasonable account is taken of the impacts of decisions, changes and new strategies and policies on service users and staff from the equalities categories laid out in the Equalities Act 2010. The need for effective equalities analysis has been highlighted by recent judicial reviews of decisions made by other local authorities on the grounds of alleged inadequate analysis of proposed savings.

The protected characteristics are:

- Men, women and transgender people
- People from black and minority ethnic groups
- Disabled people
- Old and young people
- Lesbian, gay and bisexual people
- People with different religions and beliefs and those of no belief
- Pregnant women and new mothers
- People who are socio-economically disadvantaged

9.2 Each savings proposal was assessed to establish whether there would be a particular positive or negative impact on residents from each of the equalities categories, over and above the impact that there would be on all residents, and what mitigations have been made in developing the proposal, or would be put in place if adopted, to reduce any negative impacts identified.

9.3 All the Equality Impact Assessments (EIAs) were collated centrally and each service completed a cumulative impact assessment that has informed an overarching analysis of the potential impact of all the savings proposals on the community. In summary, the negative impacts are:

	Negative impact
Staff	39
Disability	23
Age (young people)	22 (+ * 4)
Other including socio-economic	21
Age (older people)	18
Race	15
Gender	12
Pregnant and nursing mothers	10
Religion and Belief	9
Sexual Orientation	8
*Care leavers (young people)	*4
TOTAL	181

9.4 Along with staff, the overall impact of the proposed savings may have a disproportionately negative impact on younger and older people as well as residents with disabilities. These are the equality groups who would experience cuts to services explicitly provided for them. The other equality categories would in a number of cases be affected, because they use a specific service more than the wider community. To some extent this is to be predicted as many Council services focus on serving the most vulnerable residents, and a large part of some areas of the Council's work, and largest proportion of the budget, does focus on younger and older people, so when the Council has to make significant savings, it is likely that services for those groups will be particularly affected. Due to the scale of the saving required this is unavoidable, however, of the proposals where there is a negative impact, 29 have identified actions that would mitigate this, Work is continuing within services to identify other ways of reducing any negative impacts.

10.0 Other Implications

10.1 **Staffing Implications** – It is estimated that the savings proposals put around 410 posts at risk over the three years beginning in 2015/16. Discussions with the Trade Unions on the specific impact of the savings proposals for have already begun. For each individual savings proposal agreed by Cabinet to go forward to consultation, where there is an impact on staff, consultation will take place with the staff affected. Our "Support for Staff in Tough Times" programme is being strengthened to reflect the challenges we face.

10.2 Should the savings proposals be agreed after consultation, we will follow the appropriate HR policies and procedures around implementing change. The Council remains committed to minimising compulsory redundancies where possible and will seek volunteers from the teams affected.

10.3 **Customer Impact** – The saving options have been subject to an assessment of equalities implications and consideration given to the extent of adverse impact on customers (see section 9 above). Front line services have been protected as far as possible, but some cuts to front line services have been unavoidable due to the scale of the savings required through reduced Government funding and increased demand on some services.

10.4 **Safeguarding Children** – There is a risk that budget proposals could impact on safeguarding children at a number of levels. Proposals have considered carefully the need to protect the most vulnerable and therefore Children's Complex Needs and Social Care options have been very carefully scrutinised to ensure they do not place children at risk.

10.5 Front line services have been protected where-ever possible so that all staff who work with families can maintain safeguarding vigilance. There is a risk that some reductions in services could lead to more families reaching crisis, when this might have been avoided. This has been mitigated by improved cross-agency working through the Multi-Agency Localities Teams.

10.6 **Crime and Disorder Issues** – The Crime and Disorder Act places a duty on the Council as a responsible authority to have regard to the reduction and prevention of crime and disorder in its decision making process and policy development and

delivery. As such in terms of financial constraints it is important to have regard to the impact of budget reductions in terms of crime and disorder.

- 10.7 **Property / Asset Issues** – Some of the savings proposals have indirect property/ asset implications with regards building closures resulting from service reviews, which will reduce the Council's property estate. The implications of these will be dealt with on a property-by-property basis in line with the Council's disposal rules.

Background Papers Used in the Preparation of the Report:

None

List of appendices:

- Appendix A – Proposed Savings Amendments
- Appendix B – Revised Savings Proposals
- Appendix C – Additional Savings Proposals for Cabinet Approval
- Appendix D – Additional Savings Presented to PASSC
- Appendix E – Children's Services Select Committee Comments
- Appendix F – Health and Adult Services Select Committee Comments
- Appendix G – Living and Working Select Committee Comments
- Appendix H – Public Accounts and Audit Select Committee Comments
- Appendix I – Safer and Stronger Community Select Committee Comments
- Appendix J – Additional Savings Public Accounts and Audit Select Committee Comments

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Appendix A - Amendments to Consulted Savings

Original Savings Proposals Presented to Cabinet - October 2014:

Dept	Service	Savings Reference	Savings option	Proposed amendment	2015/16 £000	2016/17 £000	Total £000
Adult & Community Services	ACS - Social Care	ACS/SAV/09	Review of Independent Living Fund cases	Remove proposal	0	125	125
Adult & Community Services	ACS - Commissioned Services	ACS/SAV/12a	Generalist Advice and Hate Crime Incident Reporting reductions	Defer from year one to year two	280	(280)	0
Adult & Community Services	ACS - Commissioned Services	ACS/SAV/12g	The Vineries supported living for 16-18 year olds	Remove proposal	137	73	210
Adult & Community Services	Libraries	ACS/SAV/23	Barking Learning Centre and Dagenham Library – reduce opening hours and review staff terms and conditions.	Remove proposal pending full review of terms and conditions	0	250	250
Adult & Community Services	Libraries	ACS/SAV/24	School library service to be full cost recovery and Home Library Service to be delivered by volunteers.	Defer from year one to year two	30	(30)	0
Adult & Community Services	Community Sport	ACS/SAV/33	Leisure centres - Removal of enhancements - make Saturdays and evening hours standard contract terms.	Remove proposal pending full review of terms and conditions	0	150	150
Children's Services	Children's Centres	CHS/SAV/25a	Childcare & Early Years	Bring forward from year 3 to year 2	0	(128)	(128)
Children's Services	Youth Services	CHS/SAV/27	Youth Service - reconfigure to voluntary sector provision with £100k budget	Halve saving and phase over two years	500	(200)	300
Children's Services	Children's Social Care	CHS/SAV/35	Review children's social care costs to identify areas for spend reduction.	Remove year one proposal, keep years two and three	1,000	0	1,000
Children's Services	Commissioning And Safeguarding	CHS/SAV/32	Short breaks (reduction in provision)	Remove proposal	100	0	100
Chief Executive	Finance - CSC&BI	CEX/SAV/51	School uniform grants	Defer from year one to year two	64	(64)	0
Chief Executive	Democratic Services	CEX/SAV/09	Reduce democratic services structure	Reduce proposal	148	0	148
Chief Executive	Elevate	CEX/SAV/57	Introduction of a premium rate number to the Contact Centre for discretionary service calls.	Remove proposal	0	191	191
Chief Executive	Elevate	CEX/SAV/71	Charging for Discretionary Face to Face Contact Services	Remove proposal	0	140	140
Environment	Environmental Services	ES012	Cease green garden waste collection	Defer half from year one to year two	110	(110)	0
Environment	Environmental Services	ES010B	Prestart payment to drivers	Halve proposal from 30 minutes to 15 minutes	86	(17)	69
Environment	Environmental Services	ES004	Removal or self funding for School Crossing Patrols from 23 primary school locations across the borough	Defer from year one and two to year two and three	82	0	82
Environment	Environmental Services	ES010A	Restructuring of Direct services	Remove proposal pending full review of terms and conditions	458	0	458
Environment	Environmental Services	ES015	Redesign of street cleansing operations	Reduce proposal	52	10	62
Total Proposed Amendments					3,047	110	3,157
Original Total Savings Proposed at October Cabinet					(12,459)	(6,422)	(18,881)
Revised Proposed Savings					(9,412)	(6,312)	(15,724)

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Appendix B - Revised Consulted Savings Proposals

Service	Savings Reference	Savings proposal	2015/16 £000	2016/17 £000	2017/18 £000	Total £000		Comments
Adult & Community Services Savings Ideas 2015/16 to 2017/18								
ACS - Social Care	ACS/SAV/01	Workforce remodelling	584	-	-	584	26.20	The implementation of part 1 of the Care Act (2014) in April 2015 brings new responsibilities and demands which will require a reshaped and more professional workforce. These include: an improved focus on the process of needs assessment with clearer and more transparent eligibility decisions if the anticipated increase in numbers of referrals are to be managed without a corresponding increase in ongoing care packages; a clearer process for carers assessments; and a formal approach to statutory safeguarding enquiries. We anticipate new Care Act functions may require additional capacity and different posts in other areas of the Council and this may provide opportunities for redeployment.
ACS - Social Care	ACS/SAV/06a	Personalisation of Learning Disability Day Services and consequential closure of The Maples.	257	127	-	384	8.67	While there are a small number of people who will continue to require skilled professional care in a purpose designed setting because of the nature and degree of their learning disability and associated health conditions, there is a much larger number of people who, with the right level of support, can engage in normal community activities, travel independently, and, with the right level of training, be able to hold down a job. This is likely to include the closure of The Maples and ending the core funding for the Osborne Partnership although people may choose to use their personal budgets to purchase this service.
ACS - Social Care	ACS/SAV/10	Care and support in the home focused on people with doubling up of care staff as a result of high needs	85	45	-	130		Provision of overhead hoisting equipment and/or slide sheets and a review of safe handling techniques to reduce two carers to one carer where appropriate to perform safe transfers. This maximises independence and ensures service delivery is more personalised and responsive.
ACS - Social Care	ACS/SAV/11	Review of passenger transport for adults	-	400	-	400		At this stage the proposal is to seek agreement in principle. Cross council work will be needed with Children's Services, Adult Social Care and Environmental Services to look at costs of alternative provision (£200k allowed for this in current estimate). Further detailed work needs to be undertaken.
ACS - Commissioned Services	ACS/SAV/12a	Generalist Advice and Hate Crime Incident Reporting reductions	-	280	-	280		To remove the generalist advice and enhanced welfare rights advice to residents in the borough by ceasing the commissioned service as the contract expires on 31st March 2015. The Care Act requires a review of Information and Advice provision and it may well be that a different range of services needs to be commissioned.
ACS - Commissioned Services	ACS/SAV/12f	The Foyer Supported Living for 18-24 year olds	275	92	-	367		The Foyer has accommodation for 116 young people who are referred via the Homeless Young People Panel. A range of low level interventions are in place via a commissioned service to support daily living and to help the young people lead positive lives. This contract ends on 3 July 2015. The proposal is to cease the contract. Consideration will have to be given to the requirements of the Care Act around 'prevent, reduce and delay' and therefore the need for resources for early intervention. Children's Services commission other services in the same building.
ACS - Commissioned Services	ACS/SAV/12i	Bevan House supported living for vulnerable families	98	97	-	195		This service is aimed at supporting disadvantaged vulnerable families with housing and other needs to develop their skills and capacity to maximise their potential to live together as family independently in the community. It is proposed to cease the commissioned supported living service when the contract ends on 31 September 2015. Consideration will have to be given to the requirements of the Care Act around 'prevent, reduce and delay' and therefore the need for resources for early intervention.
ACS - Social Care	ACS/SAV/15a	Integration and Commissioning and Directorate Support teams	200	-	-	200	8.60	Rationalisation and realignment of funding for support staff across the Directorate.
Sub Total Adult Social Care			1,499	1,041	-	2,540	43.47	
Community Safety	ACS/SAV/17	Reduce range of crime and ASB interventions - Victim Offender Location Time work	47	-	-	47		The proposed saving is £47,300 from a budget of £78,900 (a 60% reduction). This budget covers a range of Anti-Social Behaviour interventions with the community, from environmental change through to mediation and civil court action. The Team receive over 1000 enquiries a year (336 in the first quarter of 2014) requesting support and action regarding Anti-Social Behaviour. They addressed these issues and as a result through the Anti-Social Behaviour Standing Case Conference they deliver home visits (130), Acceptable Behaviour Contracts (127) Anti-Social Behaviour Orders (26), Injunctions (2), Dispersal Orders (2), and Anti-Social Behaviour Restraining Orders (3).
Community Safety	ACS/SAV/18	Community Safety and IOM work - fund the ASB Team from a range of funding streams rather than the GF	75	-	-	75		The Team comprises six staff who deal with the continuum of anti-social behaviour intervention from low level through to civil and criminal court action. The Team receive over 1000 enquiries a year (336 in the first quarter of 2014) requesting support and action regarding Anti-Social Behaviour. They addressed these issues and as a result through the Anti-Social Behaviour Standing Case Conference they deliver home visits (130), Acceptable Behaviour Contracts (127) Anti-Social Behaviour Orders (26), Injunctions (2), Dispersal Orders (2), and Anti-Social Behaviour Restraining Orders (3). It is proposed to retain the team but to fund it through alternative sources including: Mayors Office for Policing and Crime, Troubled Families, Serious Youth Violence, Private Licensing Scheme, Registered Social Landlords and Housing Revenue Account. This removes all General Fund funding for this service

Appendix B - Revised Consulted Savings Proposals

Service	Savings Reference	Savings proposal	2015/16 £000	2016/17 £000	2017/18 £000	Total £000	Comments
Community Safety	ACS/SAV/19	Youth Offending Service reduction in Out of Court work	92	-	-	92	The Youth Offending Service is a statutory children's service delivered through Community Safety and Offender Management. The Youth Offending Service deals with young offenders aged 10-18 and those at risk of offending. The YOS has to deliver any out of court criminal justice disposals for young people between the ages of 10 and 17.9, in line with the statutory obligation derived from the Crime & Disorder Act and the LASPO Act. This route is used for approximately 200 young people per year in Barking & Dagenham and is the only option that offers children and young people who have committed a low level offence the ability to engage with reparation to the victim, reconnect with their community and not be given a criminal record. Where reoffending rates increase offenders are taken through the courts and have more intensive sentences managed by the Youth Offending Service, these offenders may be subject to remand. Those offenders remanded are deemed 'looked after' and the costs of remand are met from the Children's Service budget. Therefore keeping young people out of court and free from reoffending is key to not increasing the burden on that budget. The loss of income from Havering of £108k would in effect mean a budget reduction of £200k to the Youth Offending Service.
Sub Total Community Safety			214	-	-	214	
Libraries	ACS/SAV/24	School library service to be full cost recovery and Home Library Service to be delivered by volunteers.	56	59	-	115	It is proposed to only continue with the Schools Library service for those schools wishing to purchase the service at full cost from 2015/16. In terms of the Home Library service there are a range of opportunities to develop alternative delivery models so that housebound people continue to get access to books.
Libraries	ACS/SAV/26	Delete Libraries casual staffing budget and transfer of centrally controlled costs	35	-	-	35	There will be no casual staffing budget to provide cover when staff are absent from work due to sickness or for some other unforeseen circumstance. This could result in service disruption and unplanned temporary closures.
Libraries	ACS/SAV/27	Valence and Thames View libraries – community management	-	125	-	125	4.50 Transfer the two remaining branch libraries into community management arrangements with the library services provided by volunteers. It will be a major challenge to establish and maintain community managed library services at additional venues, and will require Member led active community engagement. Additional savings of £88k could be realised if these two libraries were closed, however, this would have a negative impact on disadvantaged wards of the borough.
Sub Total Libraries			91	184	-	275	4.50
Broadway Theatre & Community Halls	ACS/SAV/29a	Broadway Theatre - transfer to College	200	40	-	240	Cabinet considered a proposal on 8 April 2014 to enter into an arrangement for Barking and Dagenham College to take over the management of the Theatre which would deliver this saving.
Broadway Theatre & Community Halls	ACS/SAV/30	Community Halls - community managed or close	52	-	-	52	1.00 This proposal would bring the remaining halls in line with the previous asset transfer arrangements.
Sub Total Broadway Theatre & Community Halls			252	40	-	292	1.00
Community Sport	ACS/SAV/31	Leisure centres - Management and reception staff	47	150	-	197	9.00 Once Abbey Leisure Centre is established and the new arrangements are embedded, it will be possible to reduce staffing levels and manage across the two centres.
Sub Total Community Sport			47	150	-	197	9.00
Culture & Sport	ACS/SAV/36	Options appraisal for leisure and cultural services	250	750	-	1,000	A high level options appraisal is being undertaken to identify the potential financial and operational benefits that could be achieved by pursuing an alternative management model to the current 'in house' arrangement. Savings could potentially be made in relation to NNDR, treatment of VAT, support services, staffing costs and increased income.
Culture & Sport	ACS/SAV/39	Active Age Centres income	120	-	-	120	Raise income by introducing a charge for the Active Age programme, which currently provides free access for residents aged 60+ to the leisure centres at certain times of the week.
Sub Total Community Sport			370	750	-	1,120	-
Total for Adults & Community Services			2,473	2,165	-	4,638	57.97
Children's Services Savings Ideas 2015/16 to 2017/18							
School Services	CHS/SAV/23	Significant reduction in improvement support for education	100	-	200	300	Reduce to 1 Secondary Inspector and 1 Primary Advisor. School outcomes not at national levels in all schools and lower than London. schools have limited support to improve. Benchmarks show costings to be below national averages. This will further reduce our capacity to support schools to improve on educational outcomes.
Sub Total School Improvement Services			100	-	200	300	
Childrens Centres	CHS/SAV/25a	Reduction in support to quality Childcare and early years provision	200	167	-	367	5.00 First £200,000 achievable, beyond that increasing risk and will impact on improving (but still below national and London) early years outcomes and our Childcare Sufficiency responsibilities.
Childrens Centres	CHS/SAV/26	Children's Centres, part of policy paper re frontline service delivery (use of libraries, developing hubs approach etc. and use of assets Closure of a number of centres	400	400	400	1,200	2.00 First 200,000 achievable as a result of Troubled Families Grant. Further savings will mean closure of all satellites and possibly 2 main centres. Significant reduction in targeted family support provision supporting social care.
Sub Total Childrens Centres, Early Years and Childcare			600	567	400	1,567	7.00
Youth Services	CHS/SAV/27	Youth Service - reconfigure to voluntary sector provision with £100k budget	100	200	-	300	18.70 Significant work on market creating and comms required. Needs to link with YOS and ASB and Troubled Families. Ending youth service provision will have potential impact for demand for other services. Aim will be to build alternative provision in community and voluntary sector. We will work to reduce costs starting immediately. It may not be possible to achieve all savings by March 2016.
Sub Total Youth Services			100	200	-	300	18.70

Appendix B - Revised Consulted Savings Proposals

Service	Savings Reference	Savings proposal	2015/16 £000	2016/17 £000	2017/18 £000	Total £000		Comments
Children's Social Care	CHS/SAV/28b	Educational psychology - provision using DSG only	440	-	-	440	1.00	Detailed analysis and comparison with others needed about sharing opportunities and income generation. First £200,000 amber risk, second £240,000, high risk re SEN Tribunals, OFSTED and the requirement to provide statutory assessment.
Children's Social Care	CHS/SAV/34	Reduction in CIN (c20 year 1, c120 year 2, c60 year 3) due to impact of Troubles Families agenda	50	300	150	500		Troubles Families agenda and reduction in CIN due to impact of the agenda and reduction in 10 SWs and 1 PM. Risks here due to increasing demand on social care as population grows and changes. Cashable savings may not be possible even if Troubled Families are turned around because need for CIN remains due to increased social care pressure.
Children's Social Care	CHS/SAV/35	Review children's social care costs to identify areas for spend reduction.	-	500	1,000	1,500		These are target figures only. Detailed proposals will be developed for further consultation, following a full review of costs levels in areas such as No Recourse to Public Funds, contact support, court work, resources for families and SEN transport.
Sub Total Children's Social Care			490	800	1,150	2,440	1.00	
Commissioning And Safeguarding	CHS/SAV/29	Access and connect - reduction in rewards available to young people to incentivise healthy behaviours	50	-	-	50		The card scheme is available to all children 5-19 in B&D. Catering have taken over all costs relating to Cashless Catering and PH have taken over staffing costs. GF only currently funds rewards. If further cuts required, card may have to be withdrawn.
Commissioning And Safeguarding	CHS/SAV/30	CAMHS - reduce to statutory minimum for year 1 and then delete service	100	150	-	250		First 100,000 acceptable. No mental health provision at tier 2 is high risk
Commissioning And Safeguarding	CHS/SAV/31	Limited support to LSCB. Reduce CDOP to .5	15			15		Minimum levels are 30 days per year for LSCB (our agreed level). Already reduced significantly. CDOP reduction deliverable.
Sub Total Commissioning And Safeguarding			165	150	-	315		
Total for Children's Services			1,455	1,717	1,750	4,922	26.70	
Chief Executive Savings Ideas 2015/16 to 2017/18								
Regeneration	CEX/SAV/03	Stop all business support activity e.g. business enterprise centre (move to no cost from 2015-16)	224	-	-	224	1.00	No funding will be available to support the Barking Enterprise Centre or any other externally provided business support activity unless officers obtain grant funding from the Greater London Authority/Local Enterprise Partnership. Business relationship manager post deleted in 2015/16
Sub Total Regeneration			224	-	-	224	1.00	
Legal & Democratic Services	CEX/SAV/09	Reduce democratic services structure dependant on moving towards a shared service and reducing the number and frequency of statutory meetings	47	-	-	47	4.00	Total savings to be achieved through the review of current structures and removal of vacant Posts.
Legal & Democratic Services	CEX/SAV/12a	Member training stopped with exception of the training required for members to serve and operate on the quasi-judicial meetings	55	-	-	55	1.00	Use of alternative budgets/funding to achieve the saving allowing for the retention of the post as a shared role in the Service with a reduced member training and development capacity
Sub Total Legal & Democratic Services			102	-	-	102	5.00	
Finance - CSC&BI	CEX/SAV/50	Taxicard Scheme	160	-	-	160		Reduction in eligibility criteria and/or number of funded journeys
Finance - CSC&BI	CEX/SAV/51	School uniform grants	-	64	-	64		Removal of general fund funding for existing scheme
Finance - Central Services	CEX/SAV/52a	Reduce council tax exemptions	200			200		Remove Council Tax exemptions for second homes, properties undergoing repair and unoccupied and unfurnished properties.
Finance - Central Services	CEX/SAV/52b	Amend council tax support scheme	700			700		Reduce the level of Council Tax Support offered by the Council from 85% to 75%.
Finance - Central Services	CEX/SAV/53	Business rate relief	-	50	-	50		Reduction in eligibility criteria - requires twelve months notice
Finance - Asset Mgt	CEX/SAV/45a	Review of corporate accommodation strategy	-	600	-	600		Reduction in the number of major buildings used by the Council. Savings will be across Facilities Management, running costs etc.
Finance	CEX/SAV/30a	Shared accountancy service	500	-	-	500	10.00	Reorganisation of Accountancy and Treasury Management teams
Finance - Central Services	CEX/SAV/29	Investment income - increase risk appetite	250	-	-	250	-	Would mean lowering counterparty quality increasing default risk. Credit spreads currently very low meaning only limited financial reward for an increase in risk.
Sub Total Finance			1,810	714	-	2,524	10.00	
Human Resources	CEX/SAV/22	Stop Employee Relations team	47	-	153	200	5.00	There are alternative ways of delivering ER, but the function itself cannot stop. We could move to more of a self-service model, backed up by telephone only support. We have a vacancy and would offer that as a saving immediately. The on-going service could be through contract, or by retaining a number of staff to provide the telephone support.
Human Resources	CEX/SAV/23	Reduce Spend on Trade Union representatives	-	-	-	-	-	40% reduction in budget for Trade Unions. Will require a renegotiation of our current recognition agreement with the Trade Unions. Deferred to 2017/18 in recognition of the support the Trade Unions will need to give to the change process.
Human Resources	CEX/SAV/22a	Reduce the size of the HR Business Partner Team	60			60	1.00	Reduction of posts
Sub Total Human Resources			107	-	153	260	6.00	
Elevate	CEX/SAV/55	Elevate Overheads	488	-	-	488		Reduced Elevate management cost and capacity, enabled by reduced reporting with fewer performance indicators and lower governance requirements including quarterly board meetings as well as a move away from a target cost model into a fixed price model for the Elevate contract. As part of the changes, Agilisys will expect the extension of the contract from 2017 to 2020 and the amendment of existing break clauses.

Appendix B - Revised Consulted Savings Proposals

Service	Savings Reference	Savings proposal	2015/16 £000	2016/17 £000	2017/18 £000	Total £000		Comments
Elevate	CEX/SAV/56	B&Ddirect - Customer Services Channel Shift	64	324	387	775	38.00	Shift demand to automated and much lower cost channels: Reduce one stop shops and contact centre capacity via: a. Promote My Account as the free, easy and primary transaction/contact channel. b. Consolidate the one stop shops to achieve economies of scale and plan to replace them with service delivery through community hubs. c. Create incentive structures to reduce traffic on the assisted service routes. d. Increase functionality of My Account and Interactive Voice Response systems. Will require one off investment of £670k.
Elevate	CEX/SAV/58	Withdrawal of the Benefits Direct service at One Stop Shops.	259	-	-	259	9.00	Removal of the enhanced Benefits Direct service to only leave only back office benefits processing. Removing benefit claim processing in this way will mean assessment and processing for housing benefit and council tax support will be done in the "back office" as an end to end process there.
Elevate	CEX/SAV/60	Automation of Inbound Email/Post Processing	270	-	-	270	11.00	Introduction of Agilisys Automate to manage a high proportion of the 175,000 incoming emails and letters per annum to Revenues & Benefits. This can be significantly reduced by policy changes around accepting information from customers and restructuring the communication channels to encourage the use of MyAccount. This in turn will reduce the number of staff required to handle post and emails. Requires one off investment of £445k.
Elevate	CEX/SAV/63a	ICT End User Technologies	135	74	241	302	5.00	This is one of three ICT Savings Proposals that constitute an overall transformation of the ICT Service provided to LBBD. The proposed saving will provide a single, flexible working IT Service that will reduce the complexity of the service. Some services, such as Email, Office applications and File Storage will be moved into the Cloud. This will enable a reduction in local data centre resources and a corresponding reduction in the support overhead. The Council telephone system will be decommissioned, moving staff onto mobile telephones (with the exception of the Contact Centre), and the corporate network will be restructured to provide only Wireless Internet access throughout Council offices. In addition, this solution recommends that a Council policy decision is taken to reduce Off the Shelf applications by 30% to achieve third party and support cost reductions. Requires one off investment of £377k.
Elevate	CEX/SAV/63b	ICT Service Management fulfilment	41	304		345	10.00	Building on proposal 63a above: Replacement of current full IT support service with predominant reliance of self support and resolution of problems. • Self Service portal and Knowledge Base provided to enable users to self-rectify incidents and requests • Service Desk becomes an escalation point for severe system outages only • Centralised workshop with devices couriered to and from the end user. Estimated set up costs of £770k.
Elevate	CEX/SAV/63c	ICT Infrastructure Applications	254	170	36	459		Building on 63a and 63b above: Shift existing local infrastructure to Cloud solution • Decommissioning of the Dagenham Data Centre and migration to a Cloud Based Infrastructure as a Service solution • Migration of some Line of Business applications to hosted models. Estimated set up costs of £1.1m.
Sub Total Elevate			1,511	724	663	2,898	73.00	
Total for Chief Executive			3,754	1,438	816	6,008	95.00	
H&E Savings Ideas 2015/16 to 2017/18								
Environmental Services	ES001	Loss of proactive drainage clearance	80	-	-	80	2.00	Reduce the Highways DLO by one crew of 2 staff. The consequence will be that there will be no proactive cleansing programme to highways gullies. Gullies on the highway will only be cleared on a reactive basis, by complaint or where a highways inspector requests it. Any staffing changes will be subject to formal consultation and normal HR policies will be followed. Risk to resilience of service and responding to flash floods. Proposal should reflect core service delivery across the borough, regardless of funding stream (e.g., HRA) otherwise danger of double standards. This would result in a saving to the HRA, however, it would be possibly for tenants, leaseholder, other community groups to fund additional services.
Environmental Services	ES002	Changes to winter maintenance of highway network	35	-	-	35	-	Saving relates to the current service delivered through the Highways DLO and will be achieved by reducing level of work carried out, overtime & standby payments to staff and the coverage of the borough. The work affected will only be the salting and gritting of carriageways when temperatures fall below zero and result will be ice, frost, snow etc which may affect vehicles adherence to the road surface.

Appendix B - Revised Consulted Savings Proposals

Service	Savings Reference	Savings proposal	2015/16 £000	2016/17 £000	2017/18 £000	Total £000		Comments
Environmental Services	ES004	Removal or self funding for School Crossing Patrols from 23 primary school locations across the borough	-	82	83	165	6.76	Each patrol will either be deleted or made self funding by sponsorship. The responsibility for any child's safety on the way to and returning from school is that of the parents or carer. Risk of increased accidents and increased use of car journeys to school. School travel plans to include measures to mitigate risk. Site audits to be carried on each location. Expected to be introduced at the start of the academic year in 2015/16. Mitigated through school travel plans, sponsorship from schools, PTA's etc.
Environmental Services	ES006	To increase zones and the sale of permits in line with the Parking Strategy	-	125	125	250	-	Consolidation of existing zones to create comprehensive clearly defined geographical areas. Areas will be all those with identified parking pressures, such as around shopping areas, transport hubs, car free developments. All parking around secondary shopping areas location will be through cashless and paperless permitting. Programming of works, consultation and implementation in 2015/16 for saving from 2016/17. Risk of resistance from residents and businesses.
Environmental Services	ES007	Increase Parking Charges for all parking locations	190	-	-	190	-	Increase all charges by minimum of 50% for permits and pay and display excluding staff permits. Subsidised staff parking to be re-considered. Risk of petitions and resistance from business, residents and staff. Visitor vouchers to increase only by RPI as most sensitive permit based upon complaints. For example if raised by 50% a resident's permit will increase from an average cost of £43.94 to £65.91 per annum (based on current sales)
Environmental Services	ES009A	Streamlining Building Cleaning	49	-	-	49	3.00	Reducing costs through a review of cleaning regimes and cover arrangements to corporate buildings reflecting shared spaces and modern ways of working. Any staffing changes will be subject to formal consultation and normal HR policies will apply. Risk to reduced standards of cleanliness, hygiene and housekeeping.
Environmental Services	ES010B	Prestart payment to drivers	52	17	-	69	-	Prestart payments are made to all drivers of vehicles over 3.5t, or that drive other specialist vehicles. The payment has been traditionally paid to drivers to allow them to fully check the safety of their vehicles in advance of starting their shift. Payments are contractual overtime for most drivers but some drivers will claim as and when they are required to drive affected vehicles. Prestart pays for one half hour overtime per shift. The Council has invested significantly in modern and reliable vehicles for its services. Whilst these still require safety checks, in many cases the period traditionally allowed far exceeds what is actually required. The saving will still require full safety checks to be undertaken, but provided that this can be built into a drivers normal shift period. Any staffing changes will be subject to formal consultation and normal HR policies will be followed.
Environmental Services	ES012	Cease green garden waste collection	110	110	-	220	-	This service collects green garden waste 10 months of the year. There are two additional collections made over January and February. This is not a statutory service. Option 1 To cease this service and recall the entire green 240 litre bins. Residents will be encouraged to compost their green garden waste or to bring this to the council's Re-use and Recycling Centres. Any remaining green waste will enter the residual waste collection stream through grey bins, which would have an impact on The Waste England and Wales Regulations 2011 (amended 2012). Option 2 This proposal also includes alternative option to charge for green garden waste collections based upon full cost recovery and benchmarking with other local authorities. Risk of increased fly-tipping, reduced recycling, increased traffic at Frizlands Reuse and Recycling Centre. Impact on disabled and elderly, particularly the assisted collection scheme.
Environmental Services	ES015	Redesign of street cleansing operations	243	40	-	283	10.00	The service will be re-designed to facilitate more modern methods of working. This will realise staff savings of £110k (4 FTEs) and transport savings of £235k. By increasing the use of mechanical sweepers we will be able to reduce the number of barrow beats cleaning areas from 25 to 14 and increasing mechanical sweeping of roads in the evenings which will give greater sweeping coverage of the borough. We will also extend double shifting of vehicles and extend the working day so that cleansing operation can cover the beginning and end of the day. Any staffing changes will be subject to formal consultation and normal HR policies will be followed.

Appendix B - Revised Consulted Savings Proposals

Service	Savings Reference	Savings proposal	2015/16 £000	2016/17 £000	2017/18 £000	Total £000		Comments
Environmental Services	ES018	Achieve revenue budget savings by transferring the Councils current repair and maintenance responsibilities for allotments to the Allotment Society	-	17	-	17	4.00	There are 17 allotment sites across the borough and leases exist with 10 allotment societies for the management of these facilities. In accordance with the current leases the Council as the Landlord is responsible for: fencing, water supplies, main site roads and trading huts and buildings that are the property of the Council. The proposal is to pass these costs on to the Allotment Societies. The proposal requires the termination of the current allotment leases and the issue of new leases to the Allotment Societies on a fully repairing basis.
Environmental Services	ES022	Marketing in the public realm	70	-	-	70	-	We will establish new locations for the sale of advertising space. This will include street furniture and within park spaces. This saving is subject to agreement on advertising protocols that ensures advertising is appropriate to the location and the Council's own priorities. In some locations installations will be subject to planning restrictions.
Sub Total Environmental Services			829	391	208	1,428	25.76	
GF Housing	HGF001	Expand Council hostel portfolio to accommodate temporary placements instead of using expensive B&B accommodation.	900	600	-	1,500		Increasing the number of Council owned hostel units as part of the Temporary Accommodation portfolio will result in an increase in income and reduction in expenditure. As the units are Council owned, placement costs are expected to be lower than externally provided accommodation with rental income retained by the authority. A significant benefit would be the reduced use of Bed and Breakfast which is an expensive option. The provision of 100 new hostel units across a range of possible sites will allow a reduction in the number Bed and Breakfast placements, subject to the level of demand not increasing above current levels and the continued availability of PSL accommodation. The saving is also subject to there being no further changes to benefit regulation for homeless households. Savings profile based upon when potential units could become available.
Sub Total Housing General Fund			900	600	-	1,500	-	
Total Housing & Environment			1,729	991	208	2,928	25.76	
Grand Total			9,411	6,311	2,774	18,496	205.43	

Appendix C - Additional Savings Proposals for Cabinet Approval

Service	Savings Reference	Savings proposal	2015/16 £000	2016/17 £000	2017/18 £000	Total £000	Estimated reduction on FTE	Comments
Children's Services Savings Ideas 2015/16 to 2017/18								
Commissioning And Safeguarding	CHS/SAV/37	Reduce GF contribution to Information & Statistics team	30			30		The service is income generating and has increased its school SLA income sufficiently to directly fund another post, thereby releasing £30K from its general fund budget
Total Children's Services			30	-	-	30	-	
Chief Executive Savings Ideas 2015/16 to 2017/18								
Regeneration	CEX/SAV/08b	Capital Commissioning & Delivery Group	140	-	-	140		<p>There is a commission payable to the Authority if another public body uses one of our Framework contacts for the delivery of capital project. Although there is an income budget that relates to this income, there has been an over recovery of £50k per year in recent years and this trend is likely to continue.</p> <p>The project teams within the section currently allocate their time between revenue activities, such as feasibility studies, and the delivery of projects which is charged, for the most part, to the capital programme.</p> <p>Recent activity studies have shown that a higher proportion of staff time is actually spent on project delivery rather than revenue activities and the resulting change in charging will produce a general fund saving of £90k.</p>
Strategy	CEX/SAV/15a	Further remodelling of marketing and comms	50	-	-	50		Make a further of £50k in addition to the £250k already agreed at Cabinet on the 7th October for CEX/SAV/15
Strategy	CEX/SAV/14a	Centralisation and top slicing of marketing and publicity budgets across the Council	100	-	-	100		A further saving of £100k in addition to the £300k already agreed at Cabinet on 7 th October for CEX/SAV/14
Sub Total Regeneration			290	-	-	290	-	
Human Resources	CEX/SAV/23a	Additional savings to be delivered through centralising training and development budgets to improve efficiency of use	175	-	-	175	-	<p>This is set out in detail in CEX – SAV18. This proposal increases the level of saving from 35% to 50% of the centralised budget. This will impact on the level of learning and development activity that we can support. We will need to be better at prioritising and planning and there will be a greater reliance on E-Learning to ensure we meet needs at lower cost.</p> <p>We will also explore the extent to which we can do more in partnership with other Councils and organisations, as a way to achieve more with the resources that we do have available.</p>
Human Resources	CEX/SAV/23b	Reduction in Business Change team staff	22	-	-	22	1.00	The intention is to delete the role and require the Business Partners to take responsibility for job evaluations in their own areas of responsibility and to manage the job description database and data library around job evaluation.
Sub Total Human Resources			197	-	-	197	1.00	
Finance	CEX/SAV/54b	Energy and utility efficiencies	-	60	-	60	1.00	Refocus role towards energy development and look to widening of role to drive out greater efficiencies on all utilities costs.
Finance	CEX/SAV/54c	Reduction in Council Tax bad debt provision	100	-	-	100	-	Relies on improved debt collection performance by Elevate in addition to existing savings proposals
Finance	CEX/SAV/54d	Reduction in Temporary Accommodation bad debt provision	250	-	-	250	-	Relies on housing managing homelessness levels
Finance	CEX/SAV/54f	Pay Pension Fund contributions on 1 April instead of monthly	60	60	-	120	-	Essentially early payment discount. Pension Fund can achieve a higher return so paying earlier reduces the increased employer contribution.
Finance	CEX/SAV/54g	Increase saving from centralisation of Fol/Complaints	110	-	-	110	-	Increase on existing saving. Need to work on new service/structure but would depend on single Council process including Member enquiries.
	CEX/SAV/79	Corporate Procurement Saving	500			500		Additional saving from existing procurement arrangements, achieved through realisation of higher benefits through negotiated contract arrangements e.g. Adecco
Sub Total Finance			1,020	120	-	1,140	1.00	
Total Chief Executive			1,507	120	-	1,627	2.00	
Grand Total			1,537	120	-	1,657	2.00	

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Appendix D – Additional Consulted Savings Proposals

Service	Savings Reference	Savings proposal	2015/16 £000	2016/17 £000	2017/18 £000	Total £000	Estimated reduction on FTE	Comments
Adult & Community Services Savings Ideas 2015/16 to 2017/18								
Libraries	ACS/SAV/23a	Reduce book fund	10	-	-	10	-	Reduction of budget for purchasing of new library books
Total Adult & Community Services			10	-	-	10	-	
Children's Services Savings Ideas 2015/16 to 2017/18								
Commissioning And Safeguarding	CHS/SAV/36	This proposal is to reduce funding to the Early Help Service	-	120	-	120	3.00	1. Reduce the scope of integrated early help through the central team. 2. Reduce the evaluation and quality assurance framework by ¼ . 3. Reduce team establishment from 5 fte by 3 fte posts, down to 2
Total Children's Services			-	120	-	120	3.00	
Chief Executive Savings Ideas 2015/16 to 2017/18								
Regeneration	CEX/SAV/7b	Reduction of costs in Sustainable Communities area	200	(50)	(30)	120	1.00	Staff costs will be funded to a larger degree from the budgets allocated to the capital projects they deliver. There is also a possibility of staff costs being charged to future externally funded projects. This saving is to be considered along side CEX/SAV/07. The proposal is now for a total saving of £220k all to be delivered in 2015/16. CEX/SAV/07 currently includes £50k saving in 2016/17 and a further £30k saving in 2017/18. These two amounts should now be ignored as these savings will be achieved in 2015/16.
Regeneration	CEX/SAV/08a	Recharge to the HRA in respect of supporting Housing Tenants into permanent employment.	200	-	-	200		With effect from the 2013/14 financial year, the Employment and Skills Team targeted job seeking Housing Tenants as a priority group with a view to supporting them into permanent employment. This initiative has been beneficial to the Authority in terms of rent recovery and Housing has made payments to the Employment & Skills Team based on the quantity of successful outcomes. It is proposed to formalise these arrangements by creating an annual recharge to the HRA in respect of this activity.
Regeneration	CEX/SAV/04a	Reduction of staff in Development Planning area	-	42	-	42	1.50	Reduce 1 admin post in Development Planning and reduce 0.5 post in Strategic Transport.
Sub Total Regeneration			400	(8)	(30)	362	2.50	
Human Resources	CEX/SAV/72	Freeze increments	-	500	(500)	-	-	Agree to not pay staff increments where due in 2016/17 but to recommence payment of increments from April 2017
Human Resources	CEX/SAV/73	Reduce redundancy multiplier	-	667	-	667	-	Removal of 1.5 multiplier for the Council's redundancy scheme
Sub Total Human Resources			-	1,167	(500)	667	-	
Chief Executive	CEX/SAV/77	Business Support review	60	90	-	150	5.00	Review of business support tasks across the Council
Chief Executive	CEX/SAV/78	Reduction in middle management	300	300	-	600	15.00	The Council is introducing a number of new ways of working as well as reducing the scale of its operations . This will provide opportunities to manage services in different ways and automate some management tasks. It is therefore proposed to review the management arrangements currently in place and reduce the number of these posts
Sub Total Chief Executive			360	390	-	750	20.00	
Finance	CEX/SAV/54e	Increase duration risk on external investments	100	-	-	100	-	Reviewing the proportion of investments placed out longer term to increase potential return.
Finance	CEX/SAV/54a	Additional recharge to the HRA - Innovation & Funding	25	-	-	25	-	Already 50% charged to the HRA and the role has wider scope now with Property, Asset Strategy
Sub Total Finance			125	-	-	125	-	
Total Chief Executive			885	1,549	(530)	1,904	22.50	
H&E Savings Ideas 2015/16 to 2017/18								
Environmental Services	ES025	Domestic bins rental	17	-	-	17	-	The proposal is to seek full cost recovery from the Housing Revenue Account (HRA) for all bins supplied for the storage of domestic waste on flatted estates. The current recharge is based on a bin count of 2,823. In 2014 the bin count is 3,126 domestic bins on housing estates. The additional recharge to the HRA represents the net effect of increased bins and adopting fairer charging by basing the charge per bin on 2015/16 proposed fees & charges price of £125 hire charge per bin.
Environmental Services	ES026	Recycling bins rental – Recharge to HRA	135	-	-	135	-	The proposal is to seek full cost recovery from the Housing Revenue Account (HRA) for all bins supplied for the storage of recycled waste. There are currently 1,076 recycling bins on LBBB housing estates for which no rental fee is currently charged. Charge per bin based on 2015/16 proposed fees & charges price of £125 hire charge per bin.

Appendix D – Additional Consulted Savings Proposals

Service	Savings Reference	Savings proposal	2015/16 £000	2016/17 £000	2017/18 £000	Total £000	Estimated reduction on FTE	Comments
Environmental Services	ES027	Housing bulky waste disposal - Withdrawn (See below)	182	-	-	182	-	It is proposed that a charge for disposal of waste should apply to bulk waste collected at flatted estates. This change will ensure that we are consistent with charging for other residents and other Housing estate bulk waste generated in the ELWA region Based on previous activity and trends it is predicted that the cost of bulk waste disposal would be £182k per year as from 2015/16 (based on the expected rate of £151/tonne). Final charges are dependent on actual volumes, but any changes would also be reflected in the charges made by ELWA.
Parking	ES030	Parking review opportunity	-	450	-	450	-	Opportunities from review of on line permits, channel shift, more effective debt collection and borough wide charging.
Environmental Services	EH001	Food Safety Team Funding - Transfer of funding liability from General Fund to Public Health Grant	100			100	2.20	This proposal is to part fund the work of the food team from the Public Health Grant, to the extent that this work furthers both the aims of the Council and public health imperatives.
Sub Total Environmental Services			434	450	-	884	2.20	
GF Housing	HGF003	Housing Strategy	31			31		Saving identified following review of supplies budgets and expenditure levels on consultants, contracts, books and public transport.
GF Housing	HGF002	Housing Advice & Temporary Accommodation	74		-	74		Increase Boundary Road Hostel charges to LHA rate in line with other hostel charges. Introduce weekly service charge to cover communal services such as cleaning
Sub Total Housing General Fund			105	-	-	105	-	
Total Housing & Environment			539	450	-	989	2.20	
Grand Total			1,434	2,119	(530)	3,023	27.70	

Amendments Post PAACS Scrutiny

Environmental Services	ES027	Housing bulky waste disposal	(182)	0	0	(182)	0	It is proposed that a charge for disposal of waste should apply to bulk waste collected at flatted estates. This change will ensure that we are consistent with charging for other residents and other Housing estate bulk waste generated in the ELWA region Based on previous activity and trends it is predicted that the cost of bulk waste disposal would be £182k per year as from 2015/16 (based on the expected rate of £151/tonne). Final charges are dependent on actual volumes, but any changes would also be reflected in the charges made by ELWA.
Revised Additional Savings Proposals - Grand Total			1,252	2,119	(530)	2,841	28	

CHILDREN'S SERVICES SELECT COMMITTEE
17 NOVEMBER 2014

Budget savings discussion record sheet for reporting to Cabinet

Proposal	Support	Support with recommendations for adjustments (see comments)	Do not support (see comments for reasons)	Comments
CHS/SAV/27 Youth Service – close Council run Youth Provision and reconfigure to voluntary sector provision only	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>The Committee did not support the proposal and expressed concern that the reduction in the Service to a bear minimum would lead to the Council potentially falling foul of its statutory duties to:</p> <ul style="list-style-type: none"> • secure access to sufficient youth services and activities, as well as • take steps to ascertain the views of young people and take them into account in making decisions about services for them. <p>This would be exacerbated by the lack of expertise within the Voluntary Sector to provide alternative services that would be adequate to meet the needs of young people.</p>
CHS/SAV/28b Significant reduction in Educational psychology provision	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Budget saving supported</p>

<p>CHS/SAV/35 - Review children's social care costs to identify areas for spend reduction</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>The Committee was not able to support this proposal due to a lack of detail as to how the savings would be achieved and the particular impact of the proposals on the different service users groups.</p>
<p>CHS/SAV/26 Closure of Children's Centres – all satellites and possibly main centres</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>The Committee were not in support of this proposal as it included the closure of nine children's centres, albeit the closures would not take place in 2015/16. This will make it likely that the centres would lose their 'outstanding' Ofsted status, the proposal did not clearly specify what alternative sources of funding could be utilised to support or continue services currently offered at the centres.</p>
<p>CHS/SAV/25a Reduction in support to quality Childcare and early year's provision</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>The Committee agreed to support the proposal on the basis that the loss of four currently vacant apprentice level posts in the service will be compensated through additional child care apprenticeship places</p>
<p>CHS/SAV/34 Reduction in Children in Need worked with in Social Care</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Budget saving supported</p>

<p>CHS/SAV/30 CAMHS - reduce to statutory minimum for year 1 and then delete service</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>Whilst the Committee supported the saving proposal relating to 2015/16, insofar as reducing the service by 50% and notwithstanding that officers will seek to secure other funding, it could not support the proposal in its entirety namely that the service be stopped completely by 2016/17</p>
<p>CHS/SAV/32 Reductions in Short breaks for Disabled Children and their Families</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>The Committee expressed concern that the risk of family breakdown, and in turn, additional pressure on Social Care services, would be high should this proposal be implemented.</p>
<p>CHS/SAV/23 Significant reduction in improvement support for education</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Budget saving supported</p>
<p>CEX/SAV/51 Removal of general fund funding for school uniform grants</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>The Committee recommended that this proposal be deferred for one year so that discussions could be had with schools around whether this provision can be legally funded from the Dedicated Schools Grant.</p>
<p>CHS/SAV/29 Access and Connect - reduction in rewards available to young people to incentivise healthy behaviours</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>The Committee recommended that the saving proposal be reduced by £10K to fund a level of incentivised rewards for young people.</p>

<p>CHS/SAV/31 Limited support to LSCB. Reduce CDOP to 0.5</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Budget saving supported</p>
<p>CHS/SAV/24 Adult College - explore closure, social enterprise and other delivery options</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>The Committee expressed concern that the proposed saving of £600K planned for 2017/18 would only be realised if by closing the College central support costs actually reduced by the same amount.</p> <p>In noting it was not planned to make the budget saving next year the Committee asked that a further report be presented on the breakdown of the £600K contribution from the Council in central support charges for back office functions before the proposal is implemented in 2017/18.</p>

**HEALTH & ADULT SERVICES SELECT COMMITTEE
19 NOVEMBER 2014**

Budget savings discussion record sheet for reporting to Cabinet

Proposal	Support	Support with recommendations for adjustments (see comments)	Do not support (see comments for reasons)	Comments
ACS SAV01 – Adult Social Care Workforce	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budget saving supported
ACS SAV06a – Personalising Learning Disability Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budget saving supported
ACS SAV10 – Double-handed calls for personal care in the home	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budget saving supported

ACS SAV09 – Independent Living Fund	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The Committee felt unable to support the proposal seeing the potential negative impact it would have on current ILF recipients' independence and wellbeing given their high level of need(s).
ACS SAV 11 – Passenger transport	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The Committee felt unable to support this proposal planned to be implemented in 2016/17 due to the lack of detail around how the proposed saving of £400K would be achieved. However, members agreed with the Cabinet Member's proposal to undertake a review of the Service to establish whether efficiencies could be made by, for example, turning the Service into a cross borough one.
CEX SAV50 – Taxicard Scheme	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budget saving supported
ACS SAV 12f – Commissioning Supported Living provision: The Foyer	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budget saving supported
ACS SAV 12g – Commissioning Supported Living provision: The Vineries	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The Committee felt unable to support this proposal , noting that this Service was for young people who were likely to be from very difficult backgrounds. They expressed concern that should the supported element of the accommodation be removed, it would have negative effects on young people's wellbeing with the risk that support would need to be provided from other Council services leading more expenditure, which would defeat the objective of the proposal.

ACS SAV 12i – Commissioning Supported Living provision: Bevan House	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budget saving supported
ACS SAV 12a – Generalist Advice and Hate Crime reporting contract	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The Committee felt unable to support this proposal on the basis that the advice services covered by it were all the more necessary at a time of substantial welfare reform. Furthermore, in light of statistics showing that a high level of the Borough’s residents were in debt, unemployed or in receipt of housing benefit, Members felt that this proposal would impact upon the Borough’s residents particularly badly. They also noted that should another savings proposal (falling under the Public Accounts and Audit Select Committee) to reduce the number of benefits officers providing ‘face to face’ advice be implemented, this would exacerbate the situation.
ACS SAV39 – Introduction of a charge for the Active Age Programme	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budget saving supported
ACS SAV 15a – ACS administrative and commissioning posts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budget saving supported
ACS SAV08 – Mental Health services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budget saving supported

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LIVING AND WORKING SELECT COMMITTEE

11 November 2014

Budget savings discussion record sheet for reporting to Cabinet

Proposal	Support	Support with recommendations for adjustments (see comments)	Do not support (see comments for reasons)	Comments
CEX/SAV/03 Removal of Business Support Funding	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Committee supported the proposal with a recommendation that the Cabinet Member for Regeneration report back to the Select Committee on alternative proposals (including phasing the removal of funding) and including £25K New Homes funding to support the BEC as proposed.
HGF001 Housing Strategy – Temporary Accommodation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Committee whilst agreeing in principle with the proposal, did request that details of the proposed hostel locations be reported to the Committee before a final decision is taken by the Cabinet.

ES010A Restructuring of Direct Services	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>The Committee could not support the budget saving proposal in its current form particularly its direct affect on front line workers. However in recognising that there may be scope to make savings in this area the Lead Member with the support of the Committee agreed there would be merit in referring this matter to a working group of the select committee to put forward constructive suggestions to Cabinet</p> <p>Budget saving not supported</p>
ES010B Loss of prestart payment to drivers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>The Committee raised concerns that health and safety could be compromised if insufficient time was available for safety checks to take place. There were also concerns that the saving may not be realistic as additional staff going out with the vehicle would be waiting for the driver to undertake the safety checks.</p> <p>Budget saving not supported</p>
ES012 Cease free green garden waste collections	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>The Committee in not supporting either option did suggest that officers look at scaling back the level of service and thereby reducing the costs by restricting the number of months it operates.</p> <p>Budget saving not supported</p>
ES015 Redesign of street cleansing operations	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>The Committee were concerned with the details of the proposal, in particular street cleansing in the evenings when roads are full of parked cars making it impractical to clean, especially with a mechanical street cleaner. There were also concerns that the mechanical vehicles could not cover all areas that were currently covered by the 'barrow beats' and that it was important to strike the right balance between the different forms of sweeping seeing the importance the public place upon the service</p> <p>Budget saving not supported</p>

<p>ES001 Loss of proactive drainage clearance</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>The Committee expressed grave concerns over the proposal and the potential for flash flooding in the Borough if the gullies became blocked. With an increase in property building, the Committee were concerned that drainage levels were not adequate which could result in claims against the Council.</p> <p>There were also concerns raised with regard to any potential detrimental effect on other statutory undertakers. Despite the assurances given the Committee did not support the proposal.</p> <p>Budget saving not supported</p>
<p>ES002 Changes to winter maintenance on the highway network</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>The Committee took into account the current process of staff being on stand-by and considered that savings could be made in the service potentially in different ways and therefore on that basis,</p> <p>Budget saving not supported</p>
<p>ES007 Increased Parking Charges</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>The Committee supported the proposal on the basis that the first 30 minutes of parking are free and 1 – 2 hours parking charge be increased to £1. The Committee also requested the season ticket charge be reconsidered and reduced.</p> <p>Budget saving supported</p>
<p>ES006 To consolidate and extend availability of permits in line with a new parking strategy</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Budget saving supported</p>

<p>ES022 Marketing in the public realm</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The Committee in supporting the proposal requested the Council take a more proactive stance on ensuring advertising was up to date and removing flyposting within the Borough.</p> <p>Budget saving supported</p>
<p>ES018 Transfer of repair and maintenance costs to Allotment Societies</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The Committee considered the rent could be increased by £27 which would cover the £17,000 costs and provide additional funding for the development of allotment sites in the Borough.</p> <p>Budget saving supported</p>

PUBLIC ACCOUNTS & AUDIT SELECT COMMITTEE
29 October 2014

Budget savings discussion record sheet for reporting to Cabinet

Proposal	Support	Support with recommendations for adjustments (see comments)	Do not support (see comments for reasons)	Comments
Reduce Council Tax exemptions (CEX/SAV/52a)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>The Committee raised concerns regarding the collection of Council Tax on unoccupied properties and a potential impact on the HRA in relation to properties where the Council is the landlord.</p> <p>It was suggested that unoccupied properties that remain unoccupied for more than a year which currently receive a 50% premium, i.e. pay 150% of the Council Tax due, be increased to 200%.</p>
Amend the Council Tax support Scheme (CEX/SAV/52b)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>The Committee raised concerns over potential changes to the backdating of benefit claims and how the Council compared to other Boroughs in London. There were also serious concerns raised about the ongoing effects of the “bedroom tax” and that coupled with the proposed changes to the Council Tax Support Scheme, there was a real danger that sections of the community would be forced into increasingly unmanageable levels of debt.</p> <p>Having received assurances from the Cabinet Member for Finance about providing support for those families in greatest need</p> <p>The Committee supported the savings proposal on the understanding the consultation with affected residents (as set out in the report) would take place and requested figures of those residents who would be affected by both the “bedroom tax” and the revised Council Tax support proposals are provided.</p>

Review of the corporate accommodation strategy (CEX/SAV/45a)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>The Committee whilst accepting the need to rationalise council accommodation noted that the projected savings for each of the major buildings were not substantially different and therefore based on the arguments of history, maintaining the democratic process and for the unity of the borough the suggestion was that Roycraft House should be closed, with a sustainable plan for the future of the building put in place</p> <p>The Committee also suggested that other properties currently utilised by the Council within the Borough could be reduced.</p> <p>In response to the points raised by the Committee, the Cabinet Member for Finance advised that other properties used by the Council were already being considered as part of other budget saving proposals. With regard to the major buildings, efficiency savings were currently being worked out for each premises.</p> <p>The Committee supported the proposal and recommends the closure of Roycraft House, with a sustainable plan for the future of the building put in place.</p>
Elevate overheads (CEX/SAV/55)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>The Committee raised concerns in relation to changes such as the extension of the contract to 2020 and the removal of the 40 day break clause. The Committee were also concerned that the Council may lose its current level of control in Elevate if the proposals were to go ahead. The Cabinet Member for Finance advised that negotiations were still taking place and no change in control would take place.</p> <p>The Committee supported the proposal on the understanding more scrutiny would take place on the extended contract before it was agreed.</p>
Withdrawal of the Benefits Direct Services at One Stop Shops (CEX/SAV/58)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>The Committee raised concerns regarding access for vulnerable residents, in particular the elderly and those with disabilities. The Committee were aware there could potentially be further major changes to the benefits system following the General Election in 2015 and in those circumstances:</p> <p>The Committee supported the proposal in principle but are recommending that implementation should be deferred for up to four months to await the outcome of the General Election in May 2015.</p>

B&D Direct – Customer Services Channel Shift (CEX/SAV/56)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budget saving supported
Automation of inbound email/post processing (CEX/SAV/60)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Committee supported the proposal and requested that a rigorous examination of the figures provided be undertaken of this and the other budget proposals involving Elevate.
Charging for discretionary face to face contact services (CEX/SAV/71)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not supported on the basis of the disproportionate impact of the budget saving on the more vulnerable sections of the community
Introduction of premium rate number to the Contact Centre for discretionary service calls (CEX/SAV/57)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not supported on the basis of the disproportionate impact of the budget saving on the more vulnerable sections of the community
Relocation of Barking Contact Centre to a lower cost area (CEX/SAV/59)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>The Committee were concerned that there would be a significant number of redundancies brought about by the proposals meaning the loss of local jobs with no guarantee of the new jobs paying the London living wage which this Council was committed to. On that basis:</p> <p>Budget saving not supported</p>

ICT Technologies, service management and infrastructure (CEX/SAV/63a, b and c)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>The Committee were concerned that the proposals were too ambitious to be delivered and that a self service approach to ICT would place considerable pressure on an already stretched workforce Furthermore it was felt that more financial information was required before informed scrutiny of the proposals could be undertaken. Questions were raised about the level of savings the proposals would generate and despite assurances from the Cabinet Member for Finance that the savings which amount collectively to £4.6m are guaranteed and not negotiable with Agilisys,</p> <p>Budget saving not supported</p>
Accountancy service (CEX/SAV/30a)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budget saving supported
Investment income – increase risk appetite (CEX/SAV/29)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budget saving supported
Discretionary business rate relief (CEX/SAV/53)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budget saving supported
Reduce the size of the HR Business Partner team (CEX/SAV/22a)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budget saving supported
Stop Employee Relations team (CEX/SAV/22)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budget saving supported

Reduce spend of Trade Union representatives (CEX/SAV/23) - <u>withdrawn</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Not applicable
Reduce Democratic Services structure (CEX/SAV/09)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>The Committee in considering each of the posts put forward for deletion expressed the view that with the growing member demands and expectations on the service and seeing the limited officer support currently available that the post of Scrutiny Officer should be retained. With regard to the role of the Political Assistant, despite the findings and recommendations in the Peer Review, the committee questioned the need to fill a similar role in light of the current political and financial climate. On that basis,</p> <p>The Committee supported the proposed budget saving with the exception of the Scrutiny Officer role being retained.</p>
Reduce Member training (CEX/SAV/12a)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>The Committee were concerned with the original proposals and in linking this to the previous budget saving would be prepared to:</p> <p>Support the alternative approach to achieving the saving which would allow for the retention of the post combining member training with additional support to scrutiny.</p>
Streamlining Building Cleaning (ES009A)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budget saving supported

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SAFER AND STRONGER COMMUNITY SELECT COMMITTEE

26 November 2014

Budget savings discussion record sheet for reporting to Cabinet

Proposal	Support	Support with recommendations for adjustments (see comments)	Do not support (see comments for reasons)	Comments
ES004 – Road Safety	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Committee supported the proposal on the basis that alternative sources of non council funds are identified to allow the continuation of this vital road safety service.
ACS SAV 36 – Trust Option	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Committee supported the proposal however members were concerned that the Council may lose some control of the leisure facility and emphasised the importance that subsequent contracts include appropriate break clauses as well as ensuring member representation on any future Trust Board. Questions were raised about future wage guarantees for staff TUPE. The Lead Member requested that the Committee be kept updated with progress to enable full scrutiny.

ACS SAV 31 – Leisure Centres Management and Reception	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Committee supported the proposal however concerns were expressed that elderly and disabled residents may not be able to access the services available and re assured by the Leader that even with a reduced reception service where necessary face to face engagement would still be available.
ACS SAV 33 – Leisure Centres terms and Conditions	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Committee supported the proposal but expressed reservations as to the possible legal challenges from staff and Unions over changes to T&C's, wage levels and TUPE arrangements in the context of the earlier budget proposal re the establishment of a Leisure Trust.
ACS SAV 17 – VOLT (Victim Offender Location Time)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budget saving supported
ACS SAV 18 – Anti-Social Behaviour Team	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Committee supported the proposal to remove the General Fund budget to meet staffing costs on the basis of the assurances provided as to both the legality and extent of long term funding from alternative sources including the HRA.
ACS SAV 19 – Youth Offending Service	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Committee supported the proposal despite reservations that reducing the level of the intervention budgets could adversely affect the YOS ability to undertake its statutory responsibilities.
ACS SAV 23 – Library Shift Patterns	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budget saving supported

ACS SAV 24 – Home Library Service, School Library Service and Library Resources	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Committee supported the proposal although concerns were expressed that elderly and vulnerable residents could be negatively impacted by the changes, making them more isolated.
ACS SAV 26 – Library Casual Staffing Budget	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Committee supported the proposal but raised concerns over potential ad hoc closures and short notice to staff who may be asked to work elsewhere. There were also concerns over the quality and reliability of the potential volunteers.
ACS SAV 27 – Thames View Library and Valence Library	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budget saving supported
ACS SAV 29a – Transfer Broadway to Barking and Dagenham College	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budget saving supported.
ACS SAV 30 – Community Halls	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Budget saving supported

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PUBLIC ACCOUNTS AND AUDIT SELECT COMMITTEE

2 December 2014

Budget savings discussion record sheet for reporting to Cabinet

Proposal	Support	Support with recommendations for adjustments (see comments)	Do not support (see comments for reasons)	Comments
ACS/23A - Reduce Book Fund	x			The committee supported the proposal
CHS/36 – Integrated Early Help QA services	x			The committee in supporting the proposal expressed concerns that the information in the pro forma regarding the no of posts to be deleted was not consistent with all the paperwork at the meeting.
CEX/7b – Reduce costs in Sustainable Communities area	x			The committee supported the proposal
CEX/72 – Freeze Increments		x		The committee noted that as incremental progression formed part of contractual terms and conditions the Council would be obliged to seek a voluntary agreement, failing which any change would need to be imposed. Bearing in mind the wider motivational impact on the work force particularly at the lower pay scales it was decided to recommend that the one year freeze in 2016/17 only apply to staff on grades P04 and above.

CEX/73 – Reduce Redundancy Payments			x	The committee did not support the proposal as it currently stands. Seeing it was not planned to introduce until 2016/17 it was requested that more work be undertaken on comparisons with other Council schemes including Redbridge that previously adopted a tiered approach to protect the lower paid.
CEX/77 – Business Support Review	x			The committee supported the proposal on the basis that the review coupled with further proposals to reduce the number of middle management posts will draw out wider areas of saving to include the likes of policy teams.
CEX/78 –Reduce Middle management	x			The committee supported the proposal
CEX/54e – increase duration risk on external investments	x			The committee supported the proposal
ES030- Review of Parking Services	x			The committee supported the proposal on the basis that there will be a detailed examination of the ways to achieve the desired channel shift in the service ahead of its planned implementation in 2016/17.
CEX/04a – Development Planning	x			The committee supported the proposal
CEX/08a – Employment Skills recharge to HRA	x			The committee supported the proposal but requested that a future report be presented to LWSC and other interested members detailing the success against targets of the Employment and Skills Team in working with local agencies to support housing tenants to find permanent employment.
12 CEX/54a – Finance Innovation & funding – additional recharge to HRA	x			The committee supported the proposal
EHTS/001 – Food safety team funding to PHG	x			The committee supported the proposal

ES025- Domestic Bin Rental	x			The committee supported the proposal
ES026 – Recycling Bin Rental	x			The committee supported the proposal
ESO27 – Bulk Waste			x	The committee did not support the proposal
HGF002 – Service charges for hostels	x			The committee supported the proposal. LWSC to consider undertaking a visit to the three Council hostel sites to compare conditions against rental charges.
HGF003- Support budgets for housing	x			The committee supported the proposal

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CABINET

16 December 2014

Title: Corporate Delivery Plan Update	
Report of the Leader of the Council	
Open Report	
Wards Affected: All	Key Decision: No
Report Author: Karen Wheeler Head of Strategy & Communications	Contact Details: Tel: 020 8227 2317 E-mail: karen.wheeler@lbbd.gov.uk
Accountable Divisional Director: n/a	
Accountable Director: Graham Farrant, Chief Executive	
<p>Summary: This report provides an update on progress for the priority projects and performance indicators agreed as part of the Corporate Delivery Plan by Cabinet in October 2014. In addition, this report provides a progress update for the LGA Peer Challenge implementation plan. This is the first performance report since the plan was agreed and provides an update for quarter 2 2014/15, up to the end of September. Good progress has been made.</p> <p>The Corporate Delivery Plan is a key document to ensure the Council has a co-ordinated approach to delivering the vision and priorities, and makes best use of the limited resources available. The priority projects have been identified in consultation with Cabinet members, and represent projects that are integral to the delivery of the overall priorities and running of the Council. KPIs have also been developed to monitor performance towards the priorities and of frontline services.</p> <p>Progress for the priority projects, Peer Challenge implementation plan, and KPIs will be reported quarterly to CMT and Cabinet and every six months to the Public Accounts and Audit Select Committee (PAASC).</p>	
<p>Recommendation(s)</p> <p>Cabinet is asked to:</p> <ul style="list-style-type: none"> (i) Note the performance for the priority projects and KPIs, agreeing any actions to address any lack of progress or deteriorating performance, and (ii) Note the progress towards delivering the actions set out in the Peer Challenge implementation plan. 	
<p>Reason(s)</p> <p>The vision and priorities were agreed by Assembly in September 2014. They reflect the changing relationship between the Council, partners and the community, and the Council's</p>	

role in place shaping and enabling community leadership within the context of a significantly reducing budget.

The Corporate Delivery Plan update provides Members with the opportunity to monitor progress towards achieving the vision and priorities, consider organisational performance, celebrate improvements, tackle areas of poor performance, and learn lessons from areas of good practice.

1 Introduction

- 1.1 The new vision and priorities were agreed by Assembly in September 2014. Following this, the Council produced a Corporate Delivery Plan which was agreed by Cabinet in October. The delivery plan is an important part of ensuring the Council has a clear focus on delivering the new vision and priorities for Barking and Dagenham. The plan will allow the Council to make best use of limited resources in areas that will make the greatest difference in achieving the overall vision and priorities. It is intended to help frame the ambition of the Council with the resources available to deliver them.
- 1.2 The delivery plan has been developed in order to ensure that the Council's contribution to achieving the priorities is proactive, co-ordinated, resourced in line with the MTFs and monitored so that Members and residents can see progress. The delivery plan captures the priority projects and KPIs that are required to effectively deliver the new vision. Progress will be reported quarterly to Cabinet and six-monthly to Public Accounts and Audit Select Committee (PAASC).
- 1.3 The delivery plan is a key part of the Council's overall performance framework and 'golden thread' which links the vision and priorities through to the corporate priority projects and indicators, business plans, team work programmes and individual objectives in appraisals. At the Managers Conference in October all managers were asked to review the delivery plan and consider what they would do within their service to contribute to its delivery.
- 1.4 Through the business planning process after Christmas we will ensure that each service area has a plan for next year that links the priorities to the resources available. Each service area will produce a plan detailing the actions they will take (with timescales) to take forward the priorities in the delivery plan. As part of the business plan, services will identify their learning and development needs enabling the Council's Learning and Development Plan to be pulled together.
- 1.5 To complete the golden thread all staff have an annual appraisal (with a formal six monthly review). Through this process performance in the last year is reviewed and objectives set for the year ahead. Individual objectives will be set based on business plans, thereby ensuring all staff are focused on priorities. We also assess staff against competencies based on the values, on the basis that success depends on the way they go about their job as much as what they do. Individual learning and development needs are also identified through this process.
- 1.6 The appraisal process is being reviewed to ensure it is aligned to the new vision, priorities and values, and:

- align it with the new Oracle R12 system
- introduce a new set of competencies
- assess people in terms of their potential as well as performance as part of our approach to talent management.

1.7 Alongside formal appraisal all staff should have regular supervision or one to ones. This enables performance to be monitored and issues addressed. Our aim is to help people maximise their performance, but there are formal capability processes should there be consistent under-performance.

2 A co-ordinated approach to organisational performance

2.1 This report provides an update on the priority projects, the LGA Peer Challenge implementation plan (a priority project itself), and the performance framework for quarter 2 2014/15. This provides a holistic picture of organisational performance in these areas.

2.2 This report is divided into three sections:

- Update on the priority projects (Appendix 1)
- Update on the LGA Peer Challenge implementation plan (Appendix 2)
- Update on the key performance indicators (Appendix 3)

2.3 The delivery plan identifies 27 projects, which will support the achievement of the overall vision and priorities. An update on how these projects have progressed as at November 2014 is provided in Appendix 1. Overall good progress has been made.

2.4 Earlier this year the Council invited the LGA to carry out a peer challenge and provide feedback in areas of interest to the organisation. In response to the feedback the Council produced an implementation plan to deal with the issues raised. An update on actions is provided in Appendix 2. Delivery of the implementation plan is one of the 27 priority projects. Many of the actions are already complete and significant progress has been made overall. It is recognised though that more work is needed to define the future operating model of the Council to clarify how we align the ambitions set out in the vision and priorities with the resources available to deliver them. This is an issue raised by staff in recent briefings with the Chief Executive and Leader.

2.5 We also know that despite aiming to set a balanced budget for 2015/16 and 2016/17 in February 2015, there will be further savings required and although we believe we have the resources available to deliver the priorities at present we must look forward to ensure we are as efficient as we can be by maximising the opportunities to be digital by design, manage demand for services, generate income and adopt new ways of working through community hubs and a new relationship with the voluntary sector and the community. This is in line with the direction of travel of many local authorities. Further work will need to align with the approach of the incoming chief Executive.

3 Performance Summary - Key performance Indicators

3.1 The key performance indicators were developed by services in consultation with portfolio holders. These focus on high level areas of interest and allow Members and officers to monitor performance. In addition to these corporate indicators, services may have service level indicators which provide a more detailed picture of performance monitored locally.

3.2A detailed breakdown of performance for quarter two is provided in Appendix 3. However, indicators which have seen a significant improvement or may be an area of concern have been included in the body of this report.

3.3 In order to report the latest performance in a concise manner, a number of symbols have been incorporated in the report. Please refer to the table below for a summary of each symbol and an explanation of their meaning.

Symbol	Detail
↑	Performance has improved when compared to the previous Quarter
↔	Performance has remained static when compared to the same period last Quarter
↓	Performance has deteriorated when compared to the same period last Quarter
G	Performance is expected to achieve or has exceeded the target
A	Performance is within 10% of the target
R	Performance is 10% greater than the target

3.4 Of all the Corporate Priority indicators which are reported on a quarterly basis, the following table provides a summary of performance at Quarter 2. This should be considered in the context of significant budget reductions and our continuation to improve services.

↑	↔	↓	G	A	R
43%*	14%*	23%*	30%**	16%**	14%**

* Please note that 20% of the performance indicators are still 'Awaiting Data' and therefore not possible to provide an indication of the Direction of Travel. This may be due to a number of new indicators which services are now trying to collect for the first time. Services have provided assurance that this data will be available for the next quarterly update.

** Please note that RAG rating performance indicators where no target has been supplied by the service area is not possible. This is indicated in the table above which shows that 40% of KPIs have not been RAG rated. The strategy team will be working with services to carryout a data quality exercise to ensure all indicators have appropriate targets.

4 Corporate Priority Performance – Focus on Performance

4.1 For Quarter 2 performance reporting, focus has been given to a small selection of indicators where performance has either greatly improved or has shown a deterioration. It is hoped that by focusing on specific indicators, senior management and Members will be able to challenge performance and identify where action is required.

4.2 Improved Performance

No. 4 Number of Residential Burglaries

- Performance YTD in September 2014 highlighted a decrease of 123 offences reported (18%) compared to the same period last year, exceeding the 2014/15 target of an 8% reduction and better than the London average (-15%).
- This improvement in performance is being attributed to the focus that the police and partnership have put into this via tasking and target hardening events.

No.44 Time taken to process Housing Benefit / Council Tax benefit new claims and No.45 Time taken to process Housing Benefit / Council Tax benefit change events

- Both indicators relating to Housing Benefit/Council Tax processing times are exceeding their 2014/15 targets and made significant improvements upon last year.
- New Claims are currently being processed within 23 days, which is below the target (25 Days) and an 8% improvement on the same time last year.
- Change Events are currently being processed within 11 days, which is below the target (14 days) and a significant 27% improvement on the same time last year.

4.3 Areas for Improvement

No.30 Average time taken to re-let Local Authority housing (calendar days)

- Current performance for this indicator is 68 days, which is over double the 2014/15 target of 30 days, however, performance has improved from Quarter 1 when it was 73 days.
- A number of long term voids have been brought back into stock, which needed more work and thus a longer turnaround time.
- Fortnightly monitoring of re-let times is taking place to ensure a focus on reducing them.

5 Consultation

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

6 Financial Implications

Prepared by – Carl Tomlinson, Finance Manager

6.1 There are no specific financial implications as a result of this report; however in light of current financial constraints it is imperative that Officers ensure that these key performance indicators are delivered within existing budgets. These budgets will be monitored through the existing monitoring process to identify and address potential issues and also any benefits as a result of improved performance on a timely basis.

7 Legal Implications

Prepared and verified by Chris Pickering, Principal Solicitor - Employment & Litigation

7.1 Assembly agreed the vision and priorities in September 2014. The responsibility for implementing them rests with Cabinet. The delivery of these will be achieved through the projects set out in the delivery plan and monitored quarterly. As this report is for noting, there are no legal implications.

8 Other Implications

- 8.1 **Risk Management** – There are no specific risks associated with this report. The delivery plan and ongoing monitoring will enable the Council to identify risks early and initiate any mitigating action. The Council's business planning process describes how risks are mitigated by linking with the Corporate Risk Register.
- 8.2 **Contractual Issues** - Any contractual issues relating to delivering activities to meet borough priorities will be identified and dealt with in individual project plans.
- 8.3 **Staffing Issues** - There are no specific staffing implications.
- 8.4 **Customer Impact** – The new vision and priorities give a clear and consistent message to residents and partners in Barking and Dagenham about the Council's role in place shaping and providing community leadership.
- 8.5 **Safeguarding Children** - The priority **Enabling social responsibility** encompasses activities to safeguard children in the borough and is delivered through the Local Safeguarding Children Board and Children's Trust.
- 8.6 **Health Issues** - The priority **Enabling social responsibility** encompasses activities to support the prevention and resolution of health issues in the borough and is delivered through the Health and Wellbeing Board.
- 8.7 **Crime and Disorder Issues** - The priority **Encouraging civic pride** encompasses activities to tackle crime and disorder issues and will be delivered through the Community Safety Partnership.

Background Papers Used in the Preparation of the Report:

Corporate Delivery Plan 2015/16 - 2016/17

List of appendices:

Appendix 1: Priority Projects Update

Appendix 2: LGA Peer Challenge Implementation Plan Update

Appendix 3: Key Performance Indicators Update

**One borough; one community;
London's growth opportunity**

Priority 1 - Encouraging civic pride

Priority project and brief description	Progress at Nov 2014	Service area and Portfolio Holder
<p>Festival 2015 A community led programme of events to celebrate the borough's 50th anniversary leaving a lasting legacy for community access to our parks.</p>	<p>A full programme of events for 2015 is being co-developed with community organisations. Local business have pledged that they are 'in for 2015' including sponsorship. Activity to attract additional investment to fund the programme is underway.</p>	<p>Culture and Sport Leader of the Council</p>
<p>Strengthening school partnerships Provide leadership to our family of schools in order to improve the educational offer within the borough.</p>	<p>Ofsted inspection w/c 24 November will report on this (see inspection section).</p>	<p>Education Cabinet Member for Education and Schools</p>
<p>Barking Town Centre as the cultural hub for East London Expand the existing offer to become east London's cultural hub, a vibrant and culturally rich community, with space for creative industries.</p>	<p>There is a report on the Cabinet agenda for December regarding the Broadway Theatre which is linked to the overall approach to developing a cultural hub.</p>	<p>Culture and Sport Leader of the Council</p>
<p>Enforcement and charging Encourage socially responsible behaviour from residents and penalise those who act irresponsibly. Ensure a consistent and fair approach to enforcement and charging policies.</p>	<p>Verbal update to be provided</p>	<p>Environment Cabinet Member for Crime and Enforcement</p>

Priority 2 - Enabling social responsibility

Priority project and brief description	Progress at Nov 2014	Service area and Portfolio Holder
<p>All schools as good or outstanding All schools good with 20% outstanding by December 2015. Priority areas for action are set out in the Council's School Improvement Strategy 2016-17 including support for improvement in governance and leadership of teaching.</p>	Closing gap with national – 75% good or outstanding – national 80%	Education Cabinet Member for Education and Schools
<p>Tackling obesity To undertake a programme of activities commencing from January 2015 in order to encourage healthier lifestyles and tackle obesity.</p>	<p>A programme of activities is planned from January 2015 and activity in Children's includes:</p> <ul style="list-style-type: none"> • Continuing work on improving catering offer in schools to ensure children are eating healthily • Educate children on the benefits of healthy eating and physical exercise with the use of incentives through the access and connect card and reward scheme. • Early identification pilot with GP's to include identifying children at risk of obesity and refer to children's early help services • Children's centre programmes all focus on healthy lifestyles 	Public Health Cabinet Member for Adult Social Care and Health
<p>Enabling the community through the voluntary sector including volunteering Enable the BanD Together group to harness the service delivery potential of the voluntary sector, building the capacity and opportunity for VCS providers, supported by a Council funded Co-ordinator.</p>	<p>The CVS is currently recruiting a secondment for one year to take this work forward. Short listing is taking place on 16th December.</p> <p>Extensive volunteering programme run by the Employment Lead in Children's services. Very successful in moving people into employment as demonstrated in Troubled Families programme with payments by results in this area.</p>	Strategy & Communications Leader of the Council
<p>Community hubs network Help create a Borough infrastructure to optimise joint work for community empowerment.</p>	Pilot in Marks Gate led by Children's services in collaboration with partners including community and Voluntary sector.	All - led by Children's Services
<p>Tackle other boroughs housing their residents in the borough</p>	The London Inter Borough Accommodation Agreement (IBAA) oversees the use of temporary accommodation, discharge of duty into the private sector and	Housing

<p>Implementation of London Inter Borough Accommodation Agreement preventing boroughs from paying rates higher than local LBBB agreed rates thereby limiting the number of external placements.</p>	<p>preventative placements made by London boroughs into another London borough, including placements made and received by the LBBB. This agreement is overseen and monitored on a quarterly basis through the formal London sub-regional housing partnerships where discussion and agreement takes place on cross borough placements.</p> <p>Our approach is to minimise the number of placements into B&D and to secure agreement and protocols through the IBAA to this end. One of the major areas of focus is upon social care placements, adult and children's. Our aim for 2015/16 is to secure a protocol covering these placements either via sub-regional arrangements or directly between boroughs (whichever is most appropriate).</p>	<p>Cabinet Member for Housing</p>
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Priority 3 - Growing the borough

Priority project and brief description	Progress at Nov 2014	Service area and Portfolio Holder
<p>Barking Riverside One of the largest residential developments in the UK, 11,000 homes with superb River Thames frontage, in a strong partnership with the GLA.</p>	<p>Considerable design work is being undertaken to alter the current masterplan to take account of the future London Overground Station, the traffic system and development around it.</p> <p>Discussions about the future structure of Barking Riverside Ltd are ongoing</p>	<p>Regeneration</p> <p>Cabinet Member for Regeneration</p>
<p>Gospel Oak line extended to Barking Riverside Continue lobbying and work with partners to ensure the Gospel Oak line is extended to Barking Riverside improving transport links for the area.</p>	<p>Announcement on the London Overground extension expected as part of the Autumn Statement announcement first week in December.</p>	<p>Regeneration</p> <p>Cabinet Member for Regeneration</p>
<p>Barking Town Centre Work with a range of partners and residents to continue to improve the experience of living, working or doing business in Barking Town Centre This would include developing a new cinema, re-invigorating the market and widening its appeal and establishing</p>	<ul style="list-style-type: none"> • Barking Magistrates Court redevelopment under construction • Abbey Sports Centre - negotiations starting with preferred bidder regarding redevelopment of the sports centre. • Phase2 of the Ice House quarter development (144 units) under construction due for completion in July summer 2015. It will be part of the Gascoigne SPV and will be largely 80% rent units aimed at generating an income for the General Fund. • Gascoigne Regeneration proposal - likely start on site in March 2015. 	<p>Regeneration</p> <p>Cabinet Member for Regeneration</p>

Priority project and brief description	Progress at Nov 2014	Service area and Portfolio Holder
Care City.	<ul style="list-style-type: none"> • Draft Town Centre Strategy out for consultation. • Sainsbury proposal at Abbey Retail Park has been formally agreed by all parties' • High St Fund bid to GLA being submitted 1st December c£0.75m • Heritage Lottery bid c£1.3m submitted 14th November for heritage along East St • Housing Zone bid for Barking Town Centre submitted. Challenge meeting with the GLA January 2015 c£8m • NHB topslice programme bid agreed for c£700k for places of work in Barking Town Centre and improving East St linked to the market) • TfL under spend funding bid agreed for £321k for public realm improvements in Barking Town Centre • Vicarage Field have signed up Costa Coffee to go into a unit on Ripple Road 	
<p>londoneast-uk Work with the private sector to transform the former Sanofi site into a bio tech based economic hub that is unique in the capital.</p>	<ul style="list-style-type: none"> • Marstons Pub/Restaurant - construction started due to open in April/May 2015. • Sainsburys construction likely to be April 2015. • Sanofi have signed agreement with SOG Ltd. and other tenants are likely to be confirmed shortly. 	<p>Regeneration</p> <p>Cabinet Member for Regeneration</p>
<p>Beam Park Beam Park/Ford Stamping Plant – major brownfield site with great potential for housing and commercial activity with 2,500 new homes and over 1,000 new jobs.</p>	<p>GLA currently undertaking some soft market testing of the site with a number of housing developers with a view to going out to the market in Spring 2015. Ford meanwhile have shortlisted 3 bidders and are expecting final offers in February on an unconditional basis ie without the bidder having a planning consent in place. The Council and the GLA's favoured approach is for housing led mixed use scheme.</p>	<p>Regeneration</p> <p>Cabinet Member for Regeneration</p>
<p>Energy company Maximise the borough's potential to generate significant levels of renewable energy including exploring opportunities to become an energy trading Council and reduce energy consumption.</p>	<p>Establishment of Energy Services Company is an agenda item for Cabinet in January 2015</p>	<p>All - led by Finance</p> <p>Cabinet Member for Finance</p>
<p>London's Sustainable Industries Park (LSIP) London's Sustainable Industries Park</p>	<p>Chinnook Waste to Energy Plant will start construction within the next 2 weeks. Saria's anaerobic digester is due to start in Spring 2015. Thames Gateway Park are building speculative warehouse /industrial units which will complete in spring 2015.</p>	<p>Regeneration</p> <p>Cabinet Member for</p>

Priority project and brief description	Progress at Nov 2014	Service area and Portfolio Holder
(LSIP) vision to be delivered at Dagenham Dock so that we can become London's greenest borough.	Barking Power Station have formally decided to shut the plant and the processes for closing it are in train.	Regeneration
<p>More apprenticeships for young people</p> <p>Priority in the draft employment and skills strategy. Key actions include supporting the Council's apprenticeship offer, and promoting apprenticeships with employers and local and regional partners including the colleges.</p>	<p>Apprenticeship Development Manager post has now transferred to Regeneration. A total of 74 apprentices were recruited into the Council's workforce in the year to November 2014. Work is ongoing with local employers, in particular in construction where 20 apprentice starts took place over April-October 2014 and care where Skills for Care funding has been secured to support 30 apprenticeships over 2 years. Work is underway to improve engagement with young people working with a range of local partners. Wages for apprentices in groundwork, care and business admin are being funded by Regeneration, with five Level 3 apprentices working within the division itself. Apprentice wage within the Council has risen from £110 to £125 and will rise to £130 in April 2015.</p>	<p>Regeneration</p> <p>Cabinet Member for Regeneration</p>
<p>Shared housing ownership</p> <p>Phase 2 of Leys Estate renewal and phase 1 of Gascoigne to include 200 Council developed shared ownership units.</p>	<p>The Housing Service has plans to provide 1,000 shared ownership units over the four year 2015/19. Of this number 500 will comprise of new build schemes of which phase 2 of Leys Estate renewal and phase 1 of Gascoigne which include 200 Council developed shared ownership units.</p> <p>In addition to the above work is under way to develop plans and mechanisms for delivering the remaining 500 units from existing Council stock by converting Council void properties into shared ownership units, a more flexible use of Right to Buy (RTB) legislation by allowing RTB discount to be used for shared ownership.</p> <p>The area of shared ownership is a well developed market for most RSLs and they have experience and expertise in this field. Local Council housing providers have not been the traditional domain for developing and providing shared ownership options and this is evidenced by the lack of examples that can be found. Given this lack of in house expertise it will be necessary to bring this experience in and there are plans to recruit a project manager to lead on this.</p> <p>There are agreed proposals for 180 new shared ownership units as part of the Gascoigne Regeneration phase 1. There are 10 units being provided at the new Castle Green development. Separately officers are looking at the possibility of some shared ownership on other estate renewal sites and as part</p>	<p>Housing</p> <p>Cabinet Member for Housing</p>

Priority project and brief description	Progress at Nov 2014	Service area and Portfolio Holder
	of the Council's London Housing Zone bid. In addition the Housing Department is looking at other ways of increasing the supply of shared ownership units	
Recruitment of social workers Increase recruitment and retention of social workers to improve the service and reduce use of agency staff reducing costs	<ul style="list-style-type: none"> • A programme focused on the recruitment of social workers is in place and being implemented. The programme includes recruiting social workers both locally and from Europe. • The council website has been developed, signed off corporately and launched on 24th Nov 2014. The website includes information on forthcoming housing offers and other benefits the Council offers. • The specific post, recruitment and retention officer is filled. • Recruitment activity focused on moving agency staff to temporary contracts is underway. 	Children's Services Cabinet member for Children's Social Care
Housing for key workers Prioritisation will be given to local working people on moderate incomes for new housing schemes with immediate effect for policy implementation.	<p>The Housing Service plans to implement a key worker strategy to increase the supply of affordable housing and improve access to housing for key workers and local working residents on moderate incomes, across the next four year period 2015/19. B&D has one of the highest housing affordability gaps (the difference between average house prices and average household incomes) in London, with the average home in the borough costing nearly seven times the average annual household income.</p> <p>The policy will initially prioritise shared ownership and affordable rent homes to specific key worker groups: teachers and social workers. Housing supply will focus upon key worker schemes on phase 2 of the Leys and at the Gascoigne. We are also looking to develop a shared ownership scheme of up to 25 units specifically for teachers and social workers in Barking Town Centre in partnership with a Housing Association during 2015/16.</p> <p>A detailed policy with specific targets will be developed and implemented for 2015 onwards.</p>	Housing Cabinet Member for Housing

Priority 4 - A well run organisation

Priority project	Progress at Nov 2014	Service area and portfolio holder
Income generation Maximise opportunities to generate new	Children's services continue the drive to create new services for trading with schools to generate income. Three new services have been developed: <ul style="list-style-type: none"> - Family support workers in schools 	All

Priority project	Progress at Nov 2014	Service area and portfolio holder
<p>and additional income including opportunities to sell services to other authorities and build on the successful traded services in Children's Services and the Legal Service.</p>	<ul style="list-style-type: none"> - CAF advice and support to schools - Selling Children's Centres expertise to other boroughs and running national getting to good conference. <p>Work is ongoing across the Council to identify and progress new opportunities.</p>	
<p>Housing restructure Creation of an integrated and accountable housing service that will deliver excellent customer services and effective stock investment, promote tenant responsibility and support growth.</p>	<p>The top level structure of the new Housing Directorate was endorsed at the JNC Salaries and Conditions Panel in September 2014 and formal consultation with staff and trades unions has now been completed. Recruitment consultants are being sought to progress appointment to the three Divisional Director posts.</p> <p>The restructuring proposals for the repairs service have completed the consultation period and are being assessed as a result of number of new factors:</p> <ul style="list-style-type: none"> • The Council's overall financial deficit in the current year and the need for the HRA to also demonstrate value for money across all activities • The overspend that has arisen on empty property (voids) works • The need to bring the repairs and capital delivery service together in one division <p>It is now expected that revised restructure proposals for repairs will be circulated in the very near future. In advance of this an Improvement and Service Transformation Manager is being appointed to develop and implement detailed proposals for the new Asset Management and Development Division which will bring together and integrate the repairs and maintenance and the capital stock investment services. This will involve the production of comprehensive Service Improvement Plans for both capital investment and for repairs and maintenance.</p>	<p>Housing</p> <p>Cabinet Member for Housing</p>
<p>Senior management restructure Review the senior management structure to ensure it is fit for purpose and contributes to the delivery of the vision.</p>	<p>Chris Naylor has been appointed to the Chief Executive role. The management restructure will be addressed by the new Chief Executive from February 2015.</p>	<p>Chief Executive</p> <p>Leader of the Council</p>

Priority project	Progress at Nov 2014	Service area and portfolio holder
<p>Website A new Council website will be contemporary, user friendly, fully mobile responsive and designed for all modern devices. It will be fully integrated with My Account and support digital by design services.</p>	<p>Work to create the new website has been progressing well with new content created or migrated from the current site. The website is on track to go live on 15th December.</p>	<p>Strategy and Communications Leader of the Council</p>
<p>Equalities in employment Ensure a diverse work force and increase currently underrepresented groups to be more reflective of the community.</p>	<p>Implementing the Equalities and Diversity in Employment Policy is an agenda item for Cabinet in January 2015</p>	<p>HR and Organisational Development Cabinet Member for Central Services</p>
<p>Implement the People Strategy Implement the actions in the People Strategy to ensure that we fulfil our ambition to have the right people, with the right skills in the right places, with the right kinds of management and leadership, motivated to perform well.</p>	<p>The People Strategy has been reviewed to ensure it is aligned to the new vision and priorities. Implementation is underway.</p>	<p>HR and Organisational Development Cabinet Member for Central Services</p>
<p>Peer Challenge Implementation Plan Respond to the recommendations of the LGA Corporate Peer Challenge by delivering the implementation plan</p>	<p>An update on progress with the Peer Challenge implementation plan is included as part of this report.</p>	<p>All - led by Chief Executive Leader of the Council</p>

London Borough of Barking & Dagenham LGA Corporate Peer Challenge Implementation Plan

Theme 1: New leadership, new ambitions, new approaches

Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at November 2014	Portfolio Holder
1.1 Manage expectations of residents, partners, members and staff by articulating the vision and priorities into a set of clear and deliverable objectives underpinned by clear targets and measures and focusing the council's efforts and resources accordingly	Produce a delivery plan for the new vision and priorities linked to the refreshed performance framework, identifying the key projects and outcomes sought	Cabinet – October 2014 Quarterly monitoring at CMT and Cabinet	Karen Wheeler	Complete - Corporate Delivery Plan agreed by Cabinet in October. First quarterly update to be reported to Cabinet in December 2014.	Cllr Rodwell
1.2 Communication and understanding by all staff and members about new vision, priorities and what that means in practice	Series of internal communications events and initiatives, including Managers Conference, Staff Conference, CEX Blog and new internal marketing campaign	October 2014, then ongoing	Karen Wheeler/ Martin Rayson	Complete - The manager's conference took place in October and a series of all staff briefings have taken place in October/November. These sessions have covered the new vision and priorities, and the budget challenge. Other activities are ongoing.	Cllr Rodwell / Cllr Ogungbose
	Staff engagement strategy and action plan agreed by CMT	October 2014	Martin Rayson	Complete - The staff engagement strategy and action plan have been agreed.	Cllr Ogungbose
	People Strategy and revised Values agreed by Cabinet	September 2014 (complete)	Martin Rayson	Complete - The People Strategy and the new values have been agreed by Cabinet. Work is now underway to implement the actions set out in the People Strategy. The values have been promoted alongside the new vision and priorities and are included in the Delivery Plan.	Cllr Ogungbose

	Embedded in all strategies and communication activity	Ongoing	All	Ongoing	Cllr Rodwell
1.3 Maximise every opportunity to capitalise on the potential of the borough as a whole	Greater visibility at London Councils' events including Leaders Committee and other representation at pan-London networks	Ongoing	All	Ongoing - The Leader and other portfolio holders have attended London Councils and pan-London events including the Leader's Committee.	Cllr Rodwell
	Lobbying of Mayor's Office – develop a forward plan of key issues	October 2014 then ongoing	Karen Wheeler	A draft lobbying strategy and key issues is being prepared for discussion with CMT and Cabinet to inform a forward plan.	Cllr Rodwell
	Consistency of messages to be ensured by Members and officers by developing an inspiring presentation with key messages to be prepared including new vision, priorities and logo etc., to be used by all	October 2014 then ongoing	Karen Wheeler/ All	A powerpoint presentation template has been produced including the new vision and priorities which can be used by Members and officers. Inspiring presentations and videos for the festival 2015 have also been developed and used to attract sponsors and investment, and promote the events. A standalone presentation to promote the vision and priorities is being developed.	Cllr Rodwell
1.4 Greater understanding is needed by members, staff, partners and residents regarding the level of savings required and how the change from the traditional paternalism of the authority will impact service delivery and our community	Internal and external communications campaign linked to budget savings consultation process Members to ensure budget position and savings proposals understood and considered by Labour Group, Select Committees etc.	October 2014 to February 2015	Karen Wheeler/ Martin Rayson	The budget consultation process runs until 27 November. During this 6 week consultation period both an internal and external communications campaign has been used successfully to communicate key messages about the savings proposals. Both staff and residents have been given the opportunity to provide feedback in a number of ways including through face to face meetings and online. Six public consultation meetings have been held along with 6 all staff briefings.	Cllr Rodwell / Cllr Ogungbose / Cllr Twomey

	External campaign for inner London funding levels predicated on demographic growth (linked to 1.3)	October 2014 onwards	Jonathan Bunt	Campaigning work has focused on multi borough challenge to damping system impacting on East and North London boroughs. Subsequent work will investigate basis and relative strength of arguments for inner London funding for services.	Cllr Twomey
	Working with partners to enable BanD Together approach to succeed including appointment of CVS BanD Together Co-ordinator	November 2014	Karen Wheeler	Recruitment to a BanD Together Co-ordinator is in progress. Meetings of the BanD Together group take place regularly with the Leader, Chief Executive and Head of Strategy & Communications.	Cllr Rodwell
1.5 Delivering the vision, core business and the savings requirement must be seen as a single focus that the whole council unites behind and delivered holistically rather than three separate workstreams – a significant cultural change is required to achieve this, which necessitates extremely strong and consistent leadership	Review the People Strategy to ensure that it focuses on delivering the vision and objectives	September 2014 (complete)	Graham Farrant/ Martin Rayson	Complete - The People Strategy has been reviewed and does now link to the new vision and priorities. Implementing the People Strategy is also one of the priority projects identified in the Delivery Plan allowing for CMT and Cabinet to monitor progress on a quarterly basis.	Cllr Ogungbose
	Corporate delivery plan and new performance framework – see 1.1			Complete - Both agreed. An update on the delivery plan will be reported to Cabinet in December 2014.	Cllr Rodwell
	Internal communication campaign – see 1.2, 1.3 and 1.4			Internal and external communications campaign has focussed on the vision, priorities, values and savings requirement. Work is ongoing to link these more holistically with core business and to clearly identify a future operating model that reflects the ambition and resources available to deliver it.	Cllr Ogungbose
	Expectation that all senior managers and members will use a common narrative externally and			A common narrative is included as part of the Delivery Plan. This will be developed further and communicated. This is also being explored in work to	Cllr Rodwell

	internally – see 1.3			look at how we align the ambition with the resources available through an agreed operating model with a supporting narrative to bring clarity on the future shape of the organisation bringing together all of these elements.	
1.6 A permanent senior management structure needs to be put in place quickly that provides the necessary capacity and focus to deliver the authority's agenda	Senior management structure to be confirmed via appropriate members approval processes, and recruitment to be carried out ASAP	October 2014 to full implementation by March 2015	Graham Farrant	The recruitment process for a full time Chief Executive is complete. Work to ensure a permanent senior management structure will commence on the arrival of the new Chief Executive in February 2015.	Cllr Rodwell

Theme 2: Financial planning and viability

Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at November 2014	Portfolio Holder
2.1 Clarify and communicate final savings requirement for 2015/16 and beyond, then establish an agreed set of clear savings proposals, shaped by a focus on clear priorities, which are politically led and owned	Savings proposals developed and agreed for implementation (management action) or public consultation via Select Committees and Cabinet (see 1.4/1.5)	For agreement at Cabinet – 7 October 2014	Jonathan Bunt	Complete - Savings proposals identified for management action are currently being implemented following agreement at Cabinet in October. Savings proposals for public consultation have been published. These have been discussed at select committees as well as public consultation meetings. A decision as to the final savings will be taken at Cabinet in December feeding into the budget to be agreed in February 2015.	Cllr Twomey
2.2 Structural underspends in the budget need to be identified and removed in order to assist the savings challenge	Review all budget codes to identify structural underspends and reallocate or make savings	October 2014	Jonathan Bunt	Budget reviews and reallocation agreed for Environment service. Base budget review for Children's Services initiated as part of wider review. No identified contribution to savings but has addressed structural pressures within service budgets.	Cllr Twomey

2.3 The council's capital programme needs to be reviewed to ensure it is aligned with the new vision and priorities	Internal member-led review to be set up via PAASC	October 2014	Jonathan Bunt	Agreed as a topic for review by PAASC at September meeting.	Cllr Twomey
2.4 Consider ways in which the council may use its finances to further support growth and assist the revenue budget - as has been seen with the authority's house building	Prepare paper setting out options for Cabinet	November 2014	Steve Cox with Steve Tucker	The agreement to use European Investment Bank funding to provide sub-market housing in Barking Town Centre in the general fund will, when the homes are completed, (first tranche of 144 units due to be completed in July 2015) start to generate a surplus income for the general fund which can be used to assist other services. Separately a report will be coming forward shortly to Cabinet regarding energy efficiency initiatives which may be funded either by reserves or EIB type funding to help generate surplus income.	Cllr Twomey
2.5 Key support activities such as communications, training and development and community engagement need to be centralised to improve consistency and efficiency	Centralise budgets and develop agreed policy for use	October 2014	Jonathan Bunt with Karen Wheeler and Martin Rayson	The communication/publicity budgets across the Council will be centralised from 1 January 2015. This will deliver an in-year saving and £400k saving for 2015/16.	Cllr Twomey / Cllr Rodwell / Cllr Ogungbose
	Agree any savings for 2015/16 and implement in-year savings during 2014/15 if possible			The majority of learning and development budgets will be centralised from 1 April 2015.	Cllr Ogungbose

Theme 3: Organisational capacity

Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at November 2014	Portfolio Holder
3.1 The council needs to make a massive shift in relation to how it corporately uses internal and external communications,	Develop a communication strategy to include all of these elements to develop a more strategic approach linked to centralised communications budgets and	October 2014	Karen Wheeler	Communications budgets will be centralised from 1 January 2015. Consultation with staff on a proposed structure for the communications team is currently underway and it is anticipated that the new structure will	Cllr Rodwell

lobbying/public affairs, resident insight, engagement and performance management to deliver the vision and priorities	new team structure			be fully implemented by the end of March 2015. This will inform the development of a communication strategy early in 2015. A draft lobbying strategy and key issues is being prepared for discussion with CMT and Cabinet to inform a forward plan.	
	Performance management covered in Rec.1.1	January 2015 (new structure in place)		Performance management framework is set out in the Delivery Plan. Business plans for each service area will be developed for 2015/16.	Cllr Rodwell
	Develop use of Experian Mosaic for core customer intelligence and insight across the council	October 2014		Analysis of Experian Mosaic data for 2014 is now complete and will be shared with Leadership Group in December.	Cllr Rodwell
3.2 There is no visible organisational change programme - the role and purpose of the Future Business Board is unclear and it has little profile in the organisation. A new cross council organisational change infrastructure needs to be put in place going forward which needs to take precedence over arrangements within departments	Clarify the structure and content of the People Strategy and revitalise the programme with supporting internal communication plan	October 2014	Martin Rayson	Complete - The People Strategy and the new Values have been agreed by Cabinet. Work is now underway to implement the actions set out in the People Strategy.	Cllr Ogungbose
	Establish the Future Business Board (FBB) as leading the Council's change programme and clarify its relationship to CMT and wider executive and partnership boards	October 2014	Graham Farrant	This is underway with additional work to clarify the overarching future operating model to align the ambition, as set out in the vision and priorities, and resources available to deliver them.	Cllr Ogungbose
	Communicate this work, include FBB updates in CMT briefing	Ongoing	Martin Rayson	A communication and engagement plan will be developed for January 2015 linked to the work referred to above and specific activity from each of the areas of work under FBB.	Cllr Ogungbose

3.3 Review the arrangement with Elevate to ensure the council is receiving the right support and the desired savings are realised	Contract review to be reported to Cabinet in autumn including options for realigning services and ICT provision	October 2014	Jonathan Bunt	The review is complete and will be reported to Cabinet in December 2014. Savings proposals from Elevate have identified areas where efficiencies can be made through changing the method of service delivery. These are also subject to decision by Cabinet in December.	Cllr Ogungbose
3.4 Staff need greater engagement and involvement generally	Review of engagement activity and internal communication tools to develop consistent approach	October 2014	Martin Rayson	Complete - New interim employee engagement role in HR/OD in place. The review of internal channels is complete and engagement strategy agreed at CMT. There is a weekly CMT briefing providing staff with all key messages and news, and a series of staff briefings through the autumn. Review of notice boards complete.	Cllr Ogungbose
	Staff engagement strategy and action plan agreed by CMT	October 2014			Cllr Ogungbose
3.5 The new set of values currently being developed need to empower much greater innovation, creativity, managed risk-taking and commercial acumen. Once agreed, the senior leadership need to champion and demonstrate the new values to permeate throughout the organisation	Complete values project and ensure strong internal communication plan linked to vision and priorities	October 2014	Martin Rayson	Complete - The values have been agreed and are being communicated alongside the vision and priorities.	Cllr Ogungbose
	Senior managers to champion new ways of working e.g. co-location	Ongoing	All	Ongoing as part of the flexible working project co-ordinated through FBB.	Cllr Ogungbose

Theme 4: Role of elected members

Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at November 2014	Portfolio Holder
4.1 To address issues of transparency, officer and elected member behaviours and a lack of clarity about respective roles and responsibilities, there needs to be absolute clarity that elected members focus on policy and direction and managers are responsible for delivery	Culture of challenging inappropriate behaviour and embedding the Member Code of Conduct and Protocol on Member and Officer Relations	Ongoing	All officers and members	Addressed at the October Managers conference.	Cllr Ogungbose
	Active training and leadership on an ethical culture and the Nolan principles	October 2014	Fiona Taylor/ Leadership	Rolling out of a new Constitution and updating of the relevant provisions. This was delayed from September 2014 to the Assembly meeting in November to allow for pre-decision scrutiny by PAASC.	Cllr Ogungbose
	Review of Member and officer relations – highlighting of the Protocol on Member and Officer Relations including relevant training	October 2014	Fiona Taylor	This has been delayed due to the new Constitution not being implemented until November 2014. An employee on line training course has been developed on Member and Officer relationships and will be compulsorily rolled out in January 2015.	Cllr Ogungbose
	Review Member roles on internal boards and forums	October 2014	Fiona Taylor	This has been completed under the Constitutional review. In respect of Members' roles on Outside Bodies a new chapter has been added to the Constitution for clarity.	Cllr Ogungbose
	Review of Personnel Board	October 2014	Martin Rayson	Agreed to defer a review for six months, given that the new Personnel Board had been constituted post-election.	Cllr Ogungbose
4.2 Greater collective dialogue between administration and senior managers	Regular CMT/Cabinet joint meetings and maximising use of Pre-Assembly sessions and any informal opportunities	Ongoing	All	Informal briefing sessions have been held for Cabinet members on the budget and the pre-Assembly briefings are continuing	Cllr Ogungbose

4.3 Adequate support both internally and externally urgently needs to be put in place to enable the Leader, Cabinet and Administration to fulfil their roles effectively in three main areas: <ul style="list-style-type: none"> • Administrative support (internal) • Policy/research (internal) • Mentoring (external) 	LGA 'buddy' arrangement for Leader and portfolio holders	From September 2014	Fiona Taylor	Buddy arrangements are in place	Cllr Ogungbose
	New structure of political support posts			This has been reviewed and implementation is in progress subject to the budget process for 2015/16	Cllr Ogungbose
	Clarity of integration of Member support in PA hub			This will be part of the overall review of business support across the Council	Cllr Ogungbose
	Consider Away Day for members and/or Cabinet Development Programme			Cabinet members meet regularly and recently visited Nottingham City Council	Cllr Ogungbose
4.4 Review of the role of elected members as community leaders and look at ways members can be better engaged outside of Council buildings in wards and communities	Members training and development to address this and specifically consider Member roles in building civic pride and social responsibility in the community	From October 2014	Fiona Taylor/Member Development Committee	Chair's Training – churning skills for Council and community meetings Public Speaking Training – voice skills and presentation structure Role of the Community and Voluntary Sector – increase awareness of range of community organisations and how they operate Casework Training – to more effectively assist residents with their concerns The Leader and Portfolio Holder for Crime and Community Safety are both enrolled on the Leadership Academy which includes a module on Community Leadership	Cllr Ogungbose
	See 5.1 re community engagement and growth		Steve Cox	See 5.1	Cllr Rodwell
	Explore opportunities through Community Networks as part of work of Future Business Board		Helen Jenner	Strong member engagement (all ward councillors) in pilot areas (Marks Gate and Thames View). Cllrs Rodwell, Ogungbose and Twomey actively engaged in shaping programme, including visits to South Ockendon and Marks Gate.	Cllr Rodwell

Theme 5: the Growth Agenda

Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at November 2014	Portfolio Holder
5.1 A compelling picture needs to be provided to local people of the benefits that will be delivered for them through future growth, and allow local people to contribute to this.	Community engagement plan to be developed on benefits of growth including how we maximise the opportunities to benefit the existing community, how the community can contribute to the agenda and using Members in their community leadership role.	November 2014	Steve Cox	<p>The borough's business engagement group has been re-shaped to become the Jobs and Growth Board. Its focussed membership includes BDCVS with a specific purpose to connect the growth agenda with local communities.</p> <p>In addition, the board is developing skills and employment programmes to support borough residents gain the necessary skills required by business.</p>	Cllr Geddes
5.2 The borough has traditionally been good at delivering regeneration on a site-by-site basis – what is required now is an over-arching approach, reflected in a 'Masterplan', that draws the whole regeneration and growth agenda together and is further supported by a detailed delivery plan. There needs to be a whole council approach to this, rather than purely one for Regeneration and Planning, and the community needs to be involved in these	Revised Growth Strategy owned by CMT and Cabinet – to be addressed through November Cabinet report and development of single common narrative around growth opportunities.	November 2014	Steve Cox	<p>The growth narrative was agreed as part of the borough's overall revised vision and priorities by Cabinet in August and Assembly in September 2014.</p> <p>The Growth Strategy is being reviewed through the newly constituted Jobs and Growth Board.</p>	Cllr Geddes
	Needs to incorporate a focus on the five agreed growth zones plus consideration of the significance of Chadwell Heath as a potential growth zone, plus focus on key employment sectors			<p>The five Growth Hubs are at the centre of the growth narrative and work has begun to scope the potential for growth at Chadwell Heath linked to the Crossrail station.</p> <p>The growth statement identified the borough's key employment sectors that are being used to shape employment and skills programme bids to the London Enterprise Panel.</p>	Cllr Geddes
	Develop area based cross-Council groups linked to growth hubs e.g. Barking Riverside including NHS, plus			<p>Area-based cross-council groups have been established for both barking Riverside and Barking Town Centre.</p>	Cllr Geddes
5.3 The council needs to lead the growth agenda on					

<p>behalf of local people – playing the most proactive role possible and ensuring it gains the maximum direct control and influence. The focus should be broadened to include social infrastructure, health, education and skills agenda to ensure local people are able to benefit from regen/growth</p>	<p>GLA/Council group considering Chadwell Heath, and links to the voluntary sector where appropriate</p>				
<p>5.4 The council needs to use its influence and utilise its resources to unlock growth schemes that are stalled including developing stronger partnerships</p>	<p>Review approach to business engagement</p>			<p>A review of the Barking Enterprise Centre has commenced which includes a social enterprise model which will include consideration of business support being provided through it.</p> <p>Formal meeting between the portfolio holder and the Chamber will take place quarterly.</p>	<p>Cllr Geddes</p>
<p>5.5 Develop succession plan within the council to ensure the organisation continues to have capacity and skills to fulfil its role</p>	<p>Impact assessment of current policy of placing all private rental blocks in key locations and learn from experience of other authorities</p> <p>Restructure of Regeneration as part of overall senior management review and Housing restructure with associated succession plan</p>	<p>October 2014</p>	<p>Steve Cox</p>	<p>Proposals have been prepared for consideration by the Leader, Portfolio Holder and Chief Executive.</p>	<p>Cllr Geddes</p>

Theme 6: Demand on children's social care

Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at November 2014	Portfolio Holder
6.1 Need to improve recruitment and retention in order to reduce agency costs and improve the service	Work underway in Children's Services to promote the place and opportunities for social workers through appointment of specific post for recruitment and retention. Recruitment Action Plan with targets agreed with Lead member	Specific targets for appointments of permanent social workers each quarter – October 2014	Helen Jenner	Website developed, signed off Corporately and launched on 24 November 2014. The website includes information on forthcoming housing offers and other benefits the Council offers. The specific post, recruitment and retention officer has been appointed to. A recruitment programme is in place and includes recruiting locally and also from Europe.	Cllr Turner / Cllr Ogungbose
	Challenge what else can be done to enhance the corporate offer and profile, including wider promotion of the Council and place linked to recruitment offer being developed, linked to new website	October 2014	Karen Wheeler/ Martin Rayson	In progress, new website to go live in December 2014. Housing have worked with social care to come up with very good housing offer as part of recruitment package.	Cllr Rodwell / Cllr Ogungbose
	Develop key worker Housing opportunities (reasonable rents/shared ownership etc.) for social workers and teachers	November 2014	Steven Tucker	A key worker strategy will be implemented to increase the supply of affordable housing and improve access to housing for key workers and local working residents on moderate incomes, across the next four year period 2015-19. A detailed policy with specific targets will be developed and implemented for 2015 onwards.	Cllr Ashraf
	Implement exit interview programme to identify why permanent staff leave and questionnaires to establish why staff are unwilling to become permanent/accept short term contracts. Feed information into Recruitment	October 2014	Ann Graham	A social care survey monkey exit strategy is operational and staff leaving are invited to complete it. The Divisional Director, Complex Needs & Social Care is holding face to face exit interviews with staff who take up the offer. This information is feeding into the recruitment	Cllr Turner

	Action Plan.			programme.	
	Ensure Star Awards and Writer of the Month systems recognise and celebrate the staff that are loyal and effective long term officers eg five Children's Services nominations per year	Annually	Ann Graham	The Director's Writer of the Month awards inform staff nominated for Star Awards.	Cllr Ogungbose
6.2	Ensure the growth agenda broadens the social and economic mix, making the case to government for increased funding and looking for increased resources from within the council. Agenda must also include recognition of the medium term increases and how to respond to these.		Steve Cox	See 5.2	Cllr Geddes
6.3	Bring in external expertise to undertake a review into how children's services operates, which would include looking at ways of operating in other authorities to help reform of services and scale back the volume of delivery	October 2014	Helen Jenner with Karen Wheeler/ Jonathan Bunt	Complete – the Ofsted action plan reflects these issues Ofsted Action Plan accepted by OFSTED as meeting inspection recommendations, feedback received 20/11/14	Cllr Turner
	Appoint external expert providing corporate input leading to development of a demand strategy (linked to growth strategy and Housing Strategy). Specific focus on cost reduction as well as demand management.	October 2014	Ann Graham	East London Solutions Project with leadership from John Harris (LGA). Impower analysing workflow in Children's social care, Isos helping review No Recourse to Public Funds and Court-directed contact. Nicky Pace bringing in expertise and experience from her work in Thurrock.	Cllr Turner
6.4	More needs to be done to reform services and scale back the volume of	December 2014	Ann Graham	Children's Services Financial Efficiency programme established. Reported to Cabinet 18/11/14	Cllr Turner

<p>delivery if the vision, savings requirement and core business are to be achieved together. This includes understanding of all staff around the need for reducing costs within the service</p>	<p>Local Safeguarding Children's Board. Programme must reduce costs but maintain safe levels of safeguarding in the borough.</p>				
<p>6.5 The issue of increasing demand is a corporate issue. Corporate leadership and working is required to develop a strategy to deal with the issues of demand</p>	<p>Growth Strategy recognises demand as well as opportunity (see 5.2)</p> <p>Model projections for short, medium and longer term position in terms of:</p> <ul style="list-style-type: none"> a) Housing availability, quality, affordability, tenure b) Council resources /budget c) Partners resources d) Council service provision 	<p>October 2014</p>	<p>Steve Cox</p>	<p>See 5.2</p>	<p>Cllr Geddes</p>
			<p>All – linked to actions above</p>	<p>a) In progress</p> <p>b) Council budget and resource estimates completed though subject to ongoing review as other items are completed and announcements made.</p> <p>c) An approach to this needs to be developed and agreed with input from all and identifying key partners etc. Work has taken place in some services particularly in developing savings proposals in consultation with partners.</p> <p>d) See b) above - work is commencing to look at the future operating model in line with the priorities and resources available to deliver them and service provision following decisions on the budget for 2015/16 and 2016//17..</p>	<p>Cllr Rodwell</p>

Priority Performance 2014/15 - Quarterly Indicators

Ref. No.	Key Performance Measure	Departmental Responsibility	Historical Performance					Last Year's Performance				2014/15 Current Performance Results				2014/15 Target	Performance against Target	Target RAG	Direction Of Travel	Benchmarking		
			2008/09 Result	2009/10 Result	2010/11 Result	2011/12 Result	2012/13 Result	Qtr 1	Qtr 2	Qtr 3	End of Year 2013/14	Qtr 1	Qtr 2	Qtr 3	End of Year 2014/15					London Average	National Average	
Encouraging Civic Pride																						
1	Repeat incidents of domestic violence	Adult and Community Services	---	---	32.0%	22.0%	21.0%	26%	23%	24%	25%	26%	22%			No more than 28%	On Target	G	↑	19%	24%	
2	The number of criminal damage offences	Adult and Community Services	---	---	---	1,928	1,583	358	754	1190	1,583	369	789			Reduction	On Target	A	↔	7.0%	N/A	
3	The number of serious youth violence offences	Adult and Community Services	---	---	207	236	145	31	75	120	176	41	83			Reduction	On Target	A	↔	0% No Change	N/A	
4	The number of residential burglaries	Adult and Community Services	---	---	1,573	1,710	1,835	400	699	1,101	1,470	261	576			-8%	On Target	G	↔	-15%	N/A	
5	The number of calls to the Council reporting Anti-Social Behaviour	Elevate	---	---	---	---	6,445	1,409	2,951	3,860	5,106	1,340	2,795			Reduction	On Target	G	↔	N/A	N/A	
6	The percentage of household waste that is recycled or composted	Environment	24.91%	31.93%	30.9%	29.49%	26.38%	28.84%	27.91%	26.46%	24.80%	27.11%	Awaiting Data			N/A	N/A	N/A	↑	N/A	N/A	
7	The percentage of land that has unacceptable levels of litter	Environment	4.74%	10%	8%	7%	4%	3% (Tranche 1)	3% (Tranche 2)	1% (Tranche 3)	2%	1%	Awaiting Data			7%	On Target	G	↑	N/A	N/A	
8	Care leavers in employment, education or training (aged 19) (From 2013/14 onwards this indicator changed and now includes 19, 20 and 21 year olds)	Children's Services	49.20%	48.65%	48.98%	40.40%	56.40%	44.1%	50.0%	48.0%	51%	51%	54%			60%	On Target	A	↑	Not Yet Published	45%	
9	The percentage of Council employees form BME communities	Human Resources	18.34%	18.47%	19.05%	21.28%	21.97%	22.39%	23.66%	24.60%	25.08%	27.25%	28.98%			N/A	N/A	N/A	↑	N/A	N/A	
Enabling Social Responsibility																						
10	The number of leisure centre visits	Adult and Community Services	---	---	841,696	993,039	1,101,565	306,907	616,954	909,741	1,244,668	332,838	659,947			1,270,000	On Target	G	↔	Local Measure		
11	The number of Active Age (over 60's) leisure memberships	Adult and Community Services	---	---	2,648	3,123	3,245	3,260	3,324	3,293	3,513	3,649	3,881			3,800	Exceeding Target	G	↑	Local Measure		
12	The number of active volunteers	Adult and Community Services	Not Available - New Local Measure					1,733	510	901	1,282	1,719	344	565			200 Per Month	Below Target	A	↓	Local Measure	
13	The proportion of social care clients accessing care and support in the home via direct payments	Adult and Community Services	---	---	---	51.6%	49.07%	57.0%	65.5%	69.4%	72.3%	74.7%	75.2%			Increase	Exceeding Target	G	↑	Local Measure		
14	Number of successful smoking quitters aged 16 and over through cessation service	Public Health	1,022	1,303	1,115	1,115	1,069	431	325 (756)	233 (989)	185 (1,174)	124	109 (233)			700 (175 Per Qtr)	Below Target	R	↓	Local Measure		
15	Percentage uptake of MMR (measles, mumps and rubella) vaccination (2 doses) at 5 years old	Public Health	52.9%	69.9%	70.5%	81.96%	85.5%	83.8%	85.4%	80.9%	81.7% (Jan 14-Mar 14 only) Awaiting final 2013/14 end of year data	82.2%	Awaiting Data			95%	Below Target	R	↑	79.9%	88.5%	
16	Percentage uptake of DTaP/IPV (diphtheria, tetanus, whooping cough and polio) vaccination at age 5	Public Health	N/A	71.43%	70.5%	82.65%	86.4%	85.1%	85.5%	82.4%	82.4% (Jan 14-Mar 14 only) Awaiting final 2013/14 end of year data	82.8%	Awaiting Data			85.1%	Below Target	A	↑	77.3%	88.6%	
17	The total Delayed Transfer of Care (DTC) Days in month (per 100,000) (Better Care Fund Indicator)	Adult and Community Services			372.1 (Average)	435.2 (Average)	302.2 (Average)	187.0 (Average)	121.8 (Average)	146.8 (Average)	143.2 (Average)	123.5 (Average)	165.3 (Average)			225 (Average)	Exceeding Target	G	↓	N/A	280	
18	Children's Social Care Assessments completed within timescales (45 days)	Children's Services	Not available due to definition change					48.1%	56%	67%	78%	70%	76%			80%	On Target	A	↑	Not Yet Published	Not Yet Published	
19	The number of child weight referrals	Public Health	Awaiting Data										Awaiting Data	Awaiting Data			N/A	N/A	N/A	N/A	N/A	
20	The number of child weight referrals completed	Public Health	Awaiting Data										Awaiting Data	Awaiting Data			N/A	N/A	N/A	N/A	N/A	
21	16 to 18 year olds who are not in education, employment or training (NEET)	Children's Services	8.9%	7.9%	6.9%	6.5%	5.4%	7.6%	15.3%	6.6%	5.80%	6.50%				At National Level	Below Target	R	↓	3.8%	5.2%	
22	The percentage of primary schools rated as outstanding or good	Children's Services	50.0%	47%	55%	59%	64%	64%	64%	64%	67%	67%	71%			100% By Dec 2015	Below Target	R	↑	84.0%	80.0%	
23	The percentage of secondary schools rated as outstanding or good	Children's Services	56.0%	63%	67%	67%	89%	89%	89%	78%	67%	67%	75%			100% By Dec 2015	Below Target	R	↑	83.0%	71.0%	
24	Pupil attendance at primary school	Children's Services	---	94.7%	94.9%	95.7%	95.6%	---	---	---	96%	Awaiting Data				Above National Average	On Target	G	N/A	96.0%	96.1%	
25	Pupil attendance at secondary school	Children's Services	---	93.1%	93.5%	94.7%	94.9%	---	---	---	95%	Awaiting Data				Above National Average	On Target	A	N/A	95.3%	94.9%	
26	Timeliness of children in care placed for adoption following an agency decision that the child should be placed for adoption	Children's Services	---	---	81.8%	63.6%	66.70%	100%	100%	60%	53%	54%	58%			65-70%	Below Target	A	↑	Not Yet Published	74.0%	
27	The number of Common Assessment Frameworks / Family Common Assessment Frameworks (CAFs/fCAFs) initiated	Children's Services	---	---	1054	832	721	206	186 (392)	260 (652)	339 (991)	303	250 (553)			N/A	N/A	N/A	↓	N/A	N/A	
28	The percentage of children referred to Children's Social Care with Common Assessment Frameworks / Family Common Assessment Frameworks (CAFs/fCAFs) in place	Children's Services	Not Available - New Local Measure					Not Available - New Local Measure				7%	6%			N/A	N/A	N/A	↑	N/A	N/A	
Growing the Borough																						
29	The number of long-term empty properties	Housing Services	Not Available - New Local Measure					Not Available - New Local Measure				Awaiting Data	292			< 300	On Target	G	N/A	Local Measure		
30	Average time taken to re-let local authority housing (calendar days)	Housing Services	No Data Available	52.47 days	30 days	29 days	43 days	63.33 days	76 days	68 days	71 days	73 days	68 days			30 days	Below Target	R	↑	Local Measure		
31	The number of licensed landlords	Housing Services	Not Available - New Local Measure					Not Available - New Local Measure				Awaiting Data	8749 (Applications)			N/A	N/A	N/A	N/A	Local Measure		
32	The percentage of Council Housing rent collected	Housing Services	Not Available - New Local Measure					97.49%	97.05%		97.35%	97.16%	96.80%			97.20%	On Target	G	↑	Local Measure		
33	The percentage of housing repairs and maintenance appointments made and kept	Housing Services	Not Available - New Local Measure					Not Available - New Local Measure				70.7%	89.4%			N/A	N/A	N/A	↑	Local Measure		
34	The percentage of all housing repairs and maintenance jobs completed on time	Housing Services	Not Available - New Local Measure					Not Available - New Local Measure				90.5%	89.6%			N/A	N/A	N/A	↓	Local Measure		
35	The percentage of urgent repairs completed within Government time limits	Housing Services	Not Available - New Local Measure					Not Available - New Local Measure				95.5%	97.5%			N/A	N/A	N/A	↑	Local Measure		
36	The number of homeless applications received	Housing Services	Not Available - New Local Measure					Not Available - New Local Measure				396	452			N/A	N/A	N/A	N/A	N/A	N/A	
37	The number of homeless applications accepted	Housing Services	No Data Available	224	269	246	664	205	474	707	874	161 (41%)	194 (43%)			45%	Exceeding Target	G	↓	N/A	N/A	
38	The number of households living in temporary accommodation	Housing Services	636	568	709	1,155	1,188	1,240	1,312	1,375	1,393	1,433	1,376			1,400	Exceeding Target	G	↑	N/A	N/A	
39	Take up of housing offer by new social workers in Children's Services	Housing Services	Not Available - New Local Measure					Not Available - New Local Measure				0	0			N/A	N/A	N/A	↔	N/A	N/A	
40	The percentage of economically active people in employment	Strategy Team	63.40%	62%	62.0%	64.3%		62.5%	63.7%	64.5%	63.2%	Awaiting Data	Awaiting Data			N/A	N/A	N/A	N/A	N/A	N/A	
41	The number of apprenticeships within the Council	Employment & Skills	Data Will Be Supplied By Qtr 3									89	85			N/A	N/A	N/A	↓	N/A	N/A	

Ref. No.	Key Performance Measure	Departmental Responsibility	Historical Performance					Last Year's Performance				2014/15 Current Performance Results				2014/15 Target	Performance against Target	Target RAG	Direction Of Travel	Benchmarking	
			2008/09 Result	2009/10 Result	2010/11 Result	2011/12 Result	2012/13 Result	Qtr 1	Qtr 2	Qtr 3	End of Year 2013/14	Qtr 1	Qtr 2	Qtr 3	End of Year 2014/15					London Average	National Average
A Well Run Organisation																					
42	The percentage of Council Tax collected	Elevate	93%	92.9%	92.9%	94.1%	94.6%	29.40%	55.60%	81.30%	94.10%	29.50%	55.70%			94.00%	Below Target	A	↓	N/A	N/A
43	The percentage of rent collected including arrears brought forward	Elevate	Not Available - New Local Measure				96.95%	Not Available - New Local Measure				Awaiting Data	Awaiting Data			N/A	N/A	N/A	N/A	N/A	N/A
44	The time taken to process Housing Benefit / Council Tax benefit new claims	Elevate	Old BVPI	26 days	27 days	20.05 days	22.77%	28 days	25 days	25 days	25 days	23 days	23 days			25 days	Exceeding Target	G	↔	N/A	N/A
45	The time taken to process Housing Benefit / Council Tax benefit change events	Elevate	Old BVPI	14 days	16 days	13.7 days	17.92%	16 days	15 days	15 days	9 days	10 days	11 days			14 days	Exceeding Target	G	↓	N/A	N/A
46	The average number of days lost due to sickness absence	Human Resources	10.27 days	10.5 days	9.08 days	9.06 days	9.76%	8.12 days	7.84 days	7.81 days	7.88 days	7.38 days	6.26 days			N/A	N/A	N/A	↑	N/A	N/A
47	The percentage of Stage 1 complaints responded to within deadline	Elevate	No Data Available			60%	76%	68%	89% (78% YTD)	95% (83% YTD)	96% (87% YTD)	97%	Awaiting Data			100%	On Target	A	↑		Local measure
48	The percentage of Stage 2 complaints responded to within deadline	Elevate	No Data Available			58%	65%	61%	85% (71% YTD)	92% (75% YTD)	85% (78% YTD)	69%	Awaiting Data			100%	Below Target	R	↓		Local measure
49	The percentage of Stage 3 complaints responded to within deadline	Elevate	No Data Available			71%	86%	79%	68% (75% YTD)	82% (79% YTD)	82% (77% YTD)	100%	Awaiting Data			100%	On Target	G	↑		Local measure
50	The percentage of complaints upheld	Elevate	No Data Available			48%	34%	34%	34% (34% YTD)	37% (35% YTD)	35% (35% YTD)	Awaiting Data	Awaiting Data				N/A	N/A	N/A	N/A	
51	The percentage of member enquiries responded to within deadline	Elevate	No Data Available			82%	83%	87%	90% (89% YTD)	98% (91% YTD)	96% (93% YTD)	99%	Awaiting Data			100%	Below Target	A	↑		Local measure
52	The percentage of staff who are satisfied working for the Council	Human Resources	Not Available - New Local Measure					65%	No Survey	62%	No Survey	72%			70% (Target To Be Agreed)	Exceeding Target	G	↑		Local measure	
53	The percentage of staff who believe change is managed well in the Council	Human Resources	Not Available - New Local Measure					64%	No Survey	56%	No Survey	31%			50% (Target To Be Agreed)	Below Target	R	↓		Local measure	
54	The percentage of staff who believe our IT systems meet the needs of the business	Human Resources	Not Available - New Local Measure					Not Asked	No Survey	Not Asked	No Survey	37%			45% (Target To Be Agreed)	Below Target	R	↓		Local measure	
55	The current revenue budget account position (over or under spend)	Finance	No Data Available	£4.4m Over Spend	£2.8m Over Spend	£2m Under Spend	£3.11m Under Spend	£1.043m Under Spend	£1.793m Under Spend	£3.193m Under Spend	£4.6m Under Spend	£2.5m Over Spend	£2.9m Over Spend			N/A	N/A	N/A	↔		Local measure
56	The percentage of the planned in year capital programme delivered in year	Finance	New Performance Indicator			78% Delivered	Forecast Of 100%	Forecast Of 98%	Forecast Of 93.8%	85.50%	Forecast Of 99%	Forecast Of 93%			N/A	N/A	N/A	↓		Local measure	

Priority Performance 2014/15 - Annual Indicators														Appendix A		
Ref. No.	Key Performance Measure	Departmental Responsibility	Historical Performance					Last Year's Performance			Current Year's Performance 2014/15		Performance this time last year	Percentage improvement / decline	Benchmarking	
			2008/09 Result	2009/10 Result	2010/11 Result	2011/12 Result	2012/13 Result	End of Year 2013/14	2013/14 Target	Target RAG	End of Year 2014/15	2014/15 Target			London Average	National Average
Encouraging Civic Pride																
57	The percentage of people who believe people from different backgrounds get on well together	Strategy Team - Sal Asghar	49.1%	56.0%	Survey not conducted	52%	Survey not conducted					Survey not conducted			Local measure	
58	The percentage of people who perceive people not treating one another with respect and consideration to be a problem in their area	Strategy Team - Sal Asghar	59.2%	56.0%	Survey not conducted	58%	Survey not conducted					Survey not conducted			Local measure	
59	The percentage of Looked After Children (LAC) achieving 5 GCSE grades A*-C (including English and Maths)	Children's Services - Vikki Rix									2014/15 data relates to Summer 2015 exams		↓ ↑ ↔	%		
60	The percentage of pupils eligible for Free School Meals (FSM) achieving 5 GCSE grades A*-C (including English and Maths)	Children's Services - Vikki Rix	33.3%	38.5%	45.5%	49.5%	49.1%				2014/15 data relates to Summer 2015 exams		↓ ↑ ↔	%		
Enabling Social Responsibility																
61	The percentage of children in Reception recorded as obese	Children's Services - Vikki Rix	12.1%	14.1%	13.8%	13.7%	13.2%	Data due December 2014	14.0%	Awaiting data			↓ ↑ ↔	%		
62	The percentage of children in Year 6 recorded as obese	Children's Services - Vikki Rix	24.2%	23.6%	24.2%	26.9%	25.1%	Data due December 2014	24%	Awaiting data			↓ ↑ ↔	%		
63	The percentage of pupils achieving 5 GCSE grades A* - C (including Maths and English)	Children's Services - Vikki Rix	45.1%	51.7%	57.2%	58.6%	60.2%	Awaiting data	At or above national average	2013/14 data relates to Summer 2014 exams	2014/15 data relates to Summer 2015 exams		↓ ↑ ↔	%		
64	The percentage of pupils achieving Level 4 or above in both English and Maths at Key Stage 2	Children's Services - Vikki Rix	72%	70%	71%	78.3%	75.0%	Awaiting data	At or above national average	2013/14 data relates to Summer 2014 exams	2014/15 data relates to Summer 2015 exams		↓ ↑ ↔	%		
Growing the Borough																
65	The number of affordable homes delivered	Regeneration - Dan Pope			144	372	347	575 (provisional)	472 by 2014	G			↓ ↑ ↔	%	Local measure	
66	The percentage of Council homes made decent	Housing Services - Tom Hart											↓ ↑ ↔	%		
67	The percentage of working age population with no qualifications	Strategy Team - Stuart Whitaker	23.9% (2008)	18.9% (2009)	17% (2010)	13.8% (2011)	13.9% (2012)	15.7% (2013)	Achieve London average by 2015	R			↓ ↑ ↔	%		
68	The percentage of working age population qualified to at least Level 4	Strategy Team - Stuart Whitaker	20.5% (2008)	22.4% (2009)	26.6% (2010)	27.1% (2011)	26% (2012)	28.2% (2013)	3%-4% gap with London average	R			↓ ↑ ↔	%		
69	Median weekly earnings for full-time workers living in the area	Strategy Team - Stuart Whitaker	£499.40 (2008)	£523.70 (2009)	£496.70 (2010)	£500.80 (2011)	£549.20 (2012)	£521.60 (2013)	£25 gap with London average (£588.30)	R			↓ ↑ ↔	%		
70	The percentage of working age people on out of work benefits	Strategy Team - Stuart Whitaker	16.9% (May 2008)	18.3% (May 2009)	17.7% (May 2010)	17.2% (May 2011)	17.1% (May 2012)	16.1% (May 2013)	Not applicable	n/a			Increase / decrease	%		

CABINET

16 December 2014

Title: Future Delivery of Vehicle Maintenance and Related Services	
Report of the Cabinet Member for Environment	
Open Report	For Decision
Wards Affected: None	Key Decision: Yes
Report Author: Beau Stanford-Francis, Contracts and Compliance Manager, Assets & Transport	Contact Details: Tel: 020 8227 5629 E-mail: beau.stanford-francis@lbbd.gov.uk
Accountable Divisional Director: Robin Payne, Divisional Director, Environment	
Accountable Director: Anne Bristow, Corporate Director, Adult and Community and Services	
<p>Summary</p> <p>The Council maintains a large and diverse fleet of vehicles and machinery that are used to support a wide range of services. In order to ensure that service delivery is not disrupted and that we meet our legal as well as health and safety obligations to staff and the public it is vital that our vehicles and plant are well maintained.</p> <p>The current maintenance arrangement is due to expire in August 2015. The nature and size of the fleet is likely to change significantly in the short to medium term as budget savings are implemented. During this time maintaining flexibility and reducing costs will be vitally important.</p> <p>An options analysis has been completed that takes into account the need to provide a flexible, cost effective service that can support the objectives of the council by creating opportunities for young people through apprentice positions and providing high quality good value services to the community such as MOT's.</p> <p>As a result of the requirement to retain flexibility and based on the projected vehicle maintenance budget surplus this report recommends providing an in-house vehicle maintenance model supported by local specialist companies.</p>	
Recommendation(s)	
The Cabinet is recommended to:	
(i) Approve the recommended option to 'in-source' the Vehicle Maintenance Workshop at the expiry of the current contract on 31 August 2015, including the transfer of the current workforce back to the Council under Transfer of	

Undertakings (Protection of Employment) Regulations 2006 (TUPE); and

- (ii) Authorise the Corporate Director of Adult and Community Services, in consultation with the Chief Finance Officer and the Head of Legal and Democratic Services, to explore the potential for the incorporation of a Trading Company to facilitate 3rd Party Vehicle Maintenance with the objective of income generation.

Reason(s)

In line with the requirements of the Heavy Goods and Passenger Service Vehicle Operator Licence Undertakings the Council has a legal obligation to ensure that the fleet is maintained to the required standards.

Reinstatement of the apprenticeship programme supports the Councils vision to 'Develop a local, skilled workforce and improve employment opportunities'.

The use of local businesses to provide specialised vehicle maintenance services support the Councils commitment to 'Growing the Borough'

1. Introduction and Background

- 1.1 The Council is required to have a robust and auditable maintenance arrangement in place as part of the obligations of its Operators Licence. Failure to have adequate maintenance in place will lead to the suspension or removal of the Operators Licence. If this was to happen then front line services across the Council will be severely disrupted and in many cases cease completely.
- 1.2 The requirement for services to make savings has had an effect on the size of the fleet. Services are increasingly looking to alternative methods of service delivery for example; double shifting and the use of multi purpose vehicles to reduce the requirement for cover vehicles. These changes have resulted in an ongoing reduction in the size of the fleet. The current round of savings proposals and the need to make savings on top of those means that the fleet size over the next 3 years is very uncertain and likely to change considerably.
- 1.3 Services have been consulted to determine what maintenance requirements they have over and above satisfying the terms of the Operators Licence. The feedback from services is that they require a local and flexible solution. This service needs to be local to maintain transport cost, so that reactive maintenance can be undertaken quickly to minimise disruption to services and so that services that operate a split shift can have vehicles maintained in down time. As further savings are required flexible operating practices will need to be considered to reduce downtime during shifts.
- 1.4 The Council currently operates 420 vehicles and over 600 items of machinery. These are maintained at the Vehicle Maintenance Workshop located at Frizlands Depot. The workshop employs 10 staff qualified in vehicle maintenance. In addition to maintaining the borough's corporate fleet, the workshop maintains a number of community transport vehicles and also offers MOT's to members of the public. The workshop building is owned by the Council and is fully equipped to carry out a wide

range of vehicle maintenance functions.

1.5 In 2009 to address the Council's ageing fleet profile a procurement process took place. The Council undertook the procurement process in 2009 prior to the Elevate Partnership. The contract included the supply of new vehicles on a lease basis, this included fixed price maintenance. The inclusion of fixed price maintenance in the vehicle agreements created TUPE implications. This ultimately led to the inclusion of the workshop facility in the letting of the contract. After extensive negotiations the contract was let to Translinc Ltd in August 2011 for a 4 year term. The contract is currently run by Kier following a takeover of Translinc by May Gurney and the subsequent buy out of May Gurney by Kier.

2. Current status

2.1. The business case for the current contract has a number of fundamental problems:

2.1.1 The full volume of work delivered by the workshop was not considered. The current contract considers work that is related to the scheduled maintenance of vehicles only. This scheduled work was used as the basis for the calculation of the contract rates. There is however a large number of reactive works that take place which amount to £550,000 pa, these works are in effect 'out of scope' of the current contract. If this reactive activity was considered in the initial tender then the economies of scale that it would generate would have considerably reduced unit prices within the contract.

2.1.2 The contract was set up in such a way that all new vehicles would be leased at the start of the contract and on a 4 year lease term. This was not realistic; services were at different stages in the replacement cycle meaning that new fleet procurement has been staggered, and some vehicles have a working life of over 4 years meaning that to procure on a 4 year basis would not have been best value for money. The Council is in a situation where at contract end the majority of the fleet has a significant period of time to run. Any incoming supplier would be required to maintain vehicles from a mid point in their lifespan. This makes a like for like re-procurement exercise far more expensive.

Figure 1: Current Contract Spend

Cost Category	Cost Line	£PA	notes
Vehicle Contract Hire	Vehicle Finance	£1,833,970.92	These costs are fixed for the duration of vehicle lease agreements.
Generally Scheduled Maintenance	Vehicle Fixed Price Maintenance	£862,055.76	Variable cost upon contract expiry. Opportunity to save.
Out of Scope Works	Fair, Non-Fair Wear and Tear works and customer requests	£600,000*	Variable cost Significant opportunity to save.
		£3,296,027.00	

*based on 2013/14 figures

- 2.2. The workshop in partnership with the local college has traditionally employed a number of apprentices. Under the incumbent contractor the apprenticeship programme has ceased. Continuation of the apprenticeship programme was not written into the current contract, this means that the Council does not have the authority to compel the current contractor to recommence the scheme.
- 2.3. Corporate Procurement have advised that contract rules mean that there is not an option to extend the existing contract with Kier. Progressing with a Single Tender Action and direct award would result in a significant risk of challenge and would not represent best value for money or provide the flexibility that uncertain fleet sizes will require.
- 2.4. As an operator of both Heavy Goods and Passenger Service Vehicles the Council is required by law to hold an Operators Licence. The workshop is currently contracted to maintain fleet vehicles in line with legal requirements. The Council however cannot subcontract the actual 'holding' of the licence and has retained both day to day oversight and responsibility. The Operators Licence is managed by the Fleet Management Service.

3. Options Appraisal

3.1. Do nothing

- 3.1.1 This is not a feasible option; the Council needs to have in place adequate maintenance facilities to maintain its fleet. Failure to have maintenance provision in place would result in suspension or termination of the Council's Operators Licence bringing front line services across the Council to a halt.

3.2. To re-procure the service on a 'like for like' basis

- 3.2.1. The value of the contract would be in the region of £1.25million pa and would be in scope of Public Contracts Regulations 2006. This enforces a standardised time table. Using the Cabinet date of December 2014 as a starting point and with adequate time set aside to specify the contract and advertise, the earliest that a compliant contract could be let is December 2015. This would in effect leave the Council without a vehicle maintenance provision for 4 months, again this is not feasible.
- 3.2.2 The current savings proposals, both approved and going through consultation will reduce fleet size. Even in cases where service provision is not reducing, fleet savings, are being generated by double shifting vehicles or modifying work patterns. The effect of these measures is a direct reduction in fleet, inevitably this will continue over time. Current and short term fleet volumes are uncertain. Hence, there is a significant risk to re-procuring an outsourced maintenance service on a like for like basis. An answer to this could be to only advertise using indicative volumes, however in any potential outsource tender, potential suppliers will price this risk into bids again increasing maintenance costs.
- 3.2.3 Services have made it clear that flexibility is essential. Savings are still being considered and the picture of service delivery is still being determined, there is a requirement for vehicle maintenance arrangements to be adaptable. Until the

Council has a clear understanding of fleet size and maintenance requirements letting a contract over a standard 3 or 5 year term represents a significant risk.

- 3.2.4 Re-procurement of a like for like contract would not represent best value for money. The fixed price maintenance agreements within the current contract are structured in such a way that any incoming supplier would be faced with increased maintenance risk, 3 year MOT requirements and outside of manufacturers' warranty periods. These factors combined mean that any incumbent supplier will price in a large degree of risk. This will make any new like for like contract significantly more expensive than the current contract. Budget over and above the current vehicle maintenance cost is not available.
- 3.2.5 The workshop represents an excellent opportunity for the Council to generate income by providing high quality well priced services to the public and local businesses. Outsourcing the workshop will prevent the Council generating income using the asset. The Council currently misses out in £20,000 pa in MOT income. The workshop has the potential to offer services to residents, local business, other public sector bodies and community partners. Outsourcing the facility means that any third party revenue generated will go to the supplier and not the Council.
- 3.3 Bring the management of the Vehicle Maintenance Workshop back in-house - The recommended option**
- 3.3.1 The most cost effective, lowest risk and most flexible option in the current savings driven environment is for the management of the Vehicle Maintenance Workshop to be brought back in-house. Analysis of the data available suggests that an in-house workshop will deliver a budget surplus of £147,508 per annum.
- 3.3.2 In-sourcing the workshop provides the Council with a degree of flexibility that a fixed term contract does not. With direct control over the workshop the Council can alter opening hours or service level agreements to support services to deliver savings as and when required. In the case of fluctuations in fleet size the workshop establishment can be tailored appropriately. Whilst the service is delivered in-house these changes can be implemented in good time and without the threat of any contractual issues or penalties.
- 3.3.3 The workshop operation houses the skills and equipment required to provide a significant income for the Council. Under current legislation the Council can extend its offer to local publicly funded bodies and deliver public MOT's. In the medium to long term future the formation of a trading company would allow the workshop to trade and provide further services to the public and local businesses. Additional income generation could offset the effect of any reduction in fleet size helping to retain jobs whilst delivering an income stream for the Council.
- 3.3.4 The performance of the workshop will be monitored via the use of defined Key Performance Indicators and via a service level agreement. Key Performance indicators will be set in line with consultation with key service users and will focus on cost. Initial consultation has suggested that performance indicators relating to 'vehicle downtime', 'maintenance on schedule' and 'response to breakdown' are a priority. A service user group chaired by the relevant Group Manager will take place on a regular basis in order to ensure that common issues are identified and that any proposals from services are highlighted and reviewed.

- 3.3.5 In this scenario at the end of the current contract the lease of the building and equipment will revert to the Council. The workshop will report through the existing Fleet Management Service and the employees engaged in the delivery of the workshop's activity will return under TUPE, back to the Council. The finance element of the lease agreements with Kier will remain in place and will run to the end of each individual term.
- 3.3.6 Profit and Loss forecast using the incumbent supplier's profit and loss figures suggests a surplus of £147,508 pa based on the current volumes (see fig 3). The fixed price maintenance element of the contract hire agreements will be pooled to fund the workshop and its activity. The combined value of scheduled and reactive maintenance (based on a 4 year period) amounts to an estimated revenue budget of £1.105 million.

Figure 2: Forecast Workshop Profit & Loss Account

Income		
*	Fixed Price Vehicle Maintenance	£856,284.00
#	Out of Scope Works (<i>labour only</i>)	£101,916.00
#	Non Fair Wear & Tear (<i>labour only</i>)	£146,859.00
#	MOT Income	£20,000
	total income	£1,125,059.00
Expenditure		
*	Workshop Staff (establishment cost)	£402,207.96
#	Parts	£280,000.00
#	PPE	£4,754.00
#	Plant and Tools	£5,000.00
*	Equipment	£10,000.00
#	Office Costs	£7,336.00
#	Utilities (Heat, Light, Power)	£19,610.00
#	Consumables	£7,108.00
*	Vehicles	£11,755.00
#	Vehicle Fuel	£6,000.00
*	Premises (<i>as per current lease rate/council owned</i>)	£147,000.00
*	Business Rates (<i>as per rateable value</i>)	£76,780.00
	total expenditure	£977,550.96
	Net surplus	£147,508.04

*These figures are based on a combination of actual figures (marked *) and estimates based on the current data available (marked #).*

- 3.3.7 The in-source of the workshop presents the opportunity to employ young people in skilled apprentice positions. As previously identified the workshop has traditionally offered a number of apprentice positions. Since the initial outsource this has ceased. As part of the in-source model a minimum of one apprentice motor fitter position would be offered together with one other apprentice positions.

3.3.8 Barking and Dagenham has a thriving sector offering commercial vehicle specialist services. A number of small and medium enterprises were previously engaged by the workshop to provide specialist work in areas such as bodywork, hydraulic repairs, steam cleaning, aluminum welding and vehicle modifications/conversions. If the in-source option is approved a contract for the provision of 'Local Specialist Automotive Services' would be let. This contract would place specialist vehicle maintenance work with local businesses.

4 Procurement Strategy

- 4.1 Implementing the recommended in-source option will not require the letting of a large scale like for like contract, however there will be a requirement to let of a series of support contracts:
- 4.2 Provision of Vehicle Maintenance Stores: A contract will need to be let provide parts and consumables for the workshop facility. This contract will operate along the lines of the Travis Perkins stock contract in Housing Repairs. The rear warehouse area of the workshop will be used for the storage of fast moving impress stock. There is the opportunity to lease this area to the stock supplier as a concession that they can use to fulfil orders to their other contracts. The benefits of this would be to increase the volume and range of stock held at the facility, avoid any direct cost of holding stock to the authority as well as delivering a lease income.
- 4.3 Mobile Tyre Fitting Contract: The proposal is for the letting of a third party tyre fitting service. The range of stock required, staff cover cost and range of operations mean that in house tyre fitting would not be a viable option. This would be procured via one of many existing framework contracts, for example the Crown Commercial Services Framework
- 4.4 Vehicle Procurement Contract: The current contract ties the Council into procuring vehicles on a lease basis. Going forward the proposal is to procure vehicles on a case by case basis using the myriad number of framework contracts that exist. This will allow the Council to tailor any finance options to the requirements at the time of procurement. For example if funds are available it would be more cost effective to take advantage of internal borrowing then to lease via third party finance.
- 4.5 Local Specialist Automotive Services: There will be an ongoing requirement for work to be placed with local specialist businesses. The value of this work will be well below EU thresholds. Formal tender exercises will be undertaken to ensure that the authority obtain best value whilst developing the extensive local market for specialist automotive services.
- 4.6 All Procurement exercises will be conducted in line with the council's constitution and where appropriate in line with the Public Contract Regulations 2006. Any support contract will be required to be approved by Procurement Board and Cabinet as appropriate. Potential suppliers will be evaluated on their economic and financial standing, health and safety standards, relevant British Standard (BS) and corporate human resource policies, particularly in relation to recruitment and selection procedures and training, and customer references.
- 4.7 Applicants will be assessed on a range of criteria relevant to the contract tender

process based on an 80% price 20% quality basis. The quality assessment will include:

- Contract management and control
- Contract implementation
- Recording and reporting systems
- Risk management
- Complaints managements
- Customer references

4.8 Corporate Procurement has been consulted as to the content of this report and has raised no issue with its content or the approach contained within. As per 4.2 All Procurement exercises will be conducted in line with the council's constitution and where appropriate in line with the Public Contract Regulations 2006. Any support contract will be required to be approved by Procurement Board and Cabinet as per the scheme of delegation.

5. Consultation

5.1 Consultation has taken place between the Divisional Director for Environment and the Head of Housing Repairs and Maintenance. Their key requirements are as follows:

- A local facility to reduce vehicle downtime and avoid the need for staff time to be spent transporting vehicles for repairs and servicing.
- No above inflation increase in maintenance costs.
- Greater flexibility for services to be undertaken outside of traditional 9-5 hours to reduce vehicle downtime and the requirement for costly cover vehicles.

5.2 Upon Cabinet decision formal consultation will need to take place with the workshop staff. Staff will be in scope of TUPE transfer to the Council. Informal discussion with the workshop staff and employee representatives indicates that they are in favour of a return to the Council. The majority of the workforce were previously Council employees and have been employed in the workshop for a significant period of time.

6. Financial Implications

Implications completed by: Carl Tomlinson, Finance Group Manager

6.1 The budgets for this contract (fig 1) were decentralised when this service was outsourced and are now held across several Council services. The costs for this service are charged to Vehicle fleet within Environmental services and then recharged in full across all the services that utilise. These costs will continue to be recharged in full if this service is brought back in house and there is not expected to be any financial risk to Environmental services or the services where the budget sits, based on the proposals in section 3.3 above.

6.2 The finance element of the Vehicle Contract hire agreements are shown in fig 1 as part of the overall contract value. There is no change to the vehicle leasing

contracts and they sit outside the scope of this report. If the decision is taken to move the service back in house this contract will still remain at £1.8m and be recharged out to all services in full. The vehicle contract hire agreements will be run down in each instance commensurate with the working life of each vehicle.

6.3 There are proposals to reduce the Council's current fleet of vehicles in the current round of savings, by re-procuring on a like for like basis will leave the Council open to financial risk of the contract being more than our requirements, negating any potential savings we would make from reducing our fleet.

6.4 The figures in Figure 2 are primarily based on estimates derived from actual data provided by Kier, the current supplier. These could change when the service is brought back in house, but basing on current operational costs increases the validity of the figures in the proposal and the estimated saving of circa £147k, as shown below, based on current budgets:

Total current contract value:	£1.125m
Total expected expenditure:	£0.978m
Total Saving on current contract:	£0.147m

6.5 Bringing the service back in house offers the most flexibility and financial security and also appears to maximise the income generation possibilities, i.e.

- Provide an MOT service to local residents generating income for the Council and provide a quality low cost service to residents.
- Training local apprentices in vehicle maintenance and mechanics will save on staff costs and provide essential skilling for local youths.
- Utilising dead hours between jobs to provide vehicle maintenance services to local residents.

6.6 This report does not outline the potential income generation possibilities from the options above. It is expected that once the service is re-established back in house, further income generation possibilities will be sought.

7. Legal Implications

Implications completed by: Daniel Toohey, Principal Corporate Solicitor, Legal and Democratic Services)

7.1 This report is seeking the approval of Cabinet to bring the future delivery of vehicle maintenance 'in-house' following expiry of the current contract with Kier, which is due to expire on 31st August 2015.

7.2 In the event that the recommendation to bring the services of the workshop back 'in-house' is authorised by Cabinet the provisions of the Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE") will apply. The Council will need to ensure that it complies with the consultation requirements under TUPE. The responsible directorate should ensure that it receives support from HR in the first instance during this process and also contact Legal Services if necessary.

7.3 It is noted in the report that if the Council does proceed with bringing these services 'in-house' the responsible directorate has indicated that a further report will be

produced, in the form of a Procurement Strategy Report, setting out the proposed series of support contracts it wishes to tender for and the possible procurement routes it wishes to utilise. Any such tender process will need to be conducted in compliance with the Public Contracts Regulations 2006 and the Council's Contract Rules.

7.4 Legal Services will be available to advise and assist with any further queries that may arise in this process.

8. Other Implications

8.1 **Risk Management** - A risk analysis of the recommended in-source option has taken place. The key risks identified are as follows:

Significant Reduction in Council Fleet Size

<i>Details</i>	The Council is in the process reviewing all costs relating to service delivery. Inevitably this will result in a reduced fleet sizes going forward.
<i>Consequence</i>	The level of fixed income from internal fixed price maintenance contracts will reduce.
<i>Mitigation/Solution</i>	The workshop is currently under resourced. Permanent appointments will only be made once the full impact of savings proposals has been determined. Continued significant fleet reductions will need to be mitigated by a proportional reduction in the establishment. Income from external maintenance agreements need to offset any fleet size reductions.
<i>How would this risk vary if we didn't choose the 'In-source' option.</i>	If instead of in-sourcing, the option to re-procure an 'as-is' contract was taken, a third party supplier would be faced with an identical risk and would likely take similar mitigating actions.

ICT Systems - not in place for contract handover

<i>Details</i>	The workshop uses the ICT system of the incumbent supplier. The Council Fleet Management Department uses an identical system however the live data is stored within the system of the current supplier. There is a risk that this data migration may not have fully taken place by the contract handover date.
<i>Consequence</i>	At contract handover a number of workarounds will need to be implemented via existing corporate systems, in the short term this may result in limited access to performance information and the some administrative tasks taking longer due to additional data input.
<i>Mitigation/Solution</i>	Use of the existing corporate suite of IT applications. Vehicle Maintenance will be undertaken using the existing Tranman system invoices will be raised solely using Oracle. In order to resolve any issues relating to the retention of historical records hard copy maintenance data will need to be printed off prior to

	contract end. This can be supported by an excel data file.
<i>How would this risk vary if we didn't choose the 'In-source' option.</i>	Any new supplier would be faced with this issue. The incumbent supplier will take their ICT infrastructure with them at contract end.

8.2 **Contractual Issues** - There is no option to extend the current contract with Kier. Upon expiry of the overarching current contract vehicles leases will continue as per each individual agreement, the fixed price maintenance element of the each vehicle contract hire agreement will cease upon contract expiry

The in-sourcing of the workshop will have TUPE implications for the staff that are currently employed maintaining the Corporate Fleet. Discussions will need to be held with Kier FPS to determine which staff that they believe are in scope. Kier will be required to issue to the Council with a detailed report outlining the staff details, wages and any additional information required. This will then need to be reviewed, ratified or disputed by the Corporate Legal Team.

8.3 **Staffing Issues** - It is assumed that all staff currently employed by Kier FPS at the workshop will transfer under TUPE to the Council. For the majority of the workforce this will mean a return to council employment. At present there are two vacant posts. As discussed in 8.1.2 the staff in scope of TUPE will need to be confirmed with both the incumbent supplier and legal services.

The apprenticeship programme has ceased entirely. If the in-source is confirmed the apprenticeship programme will recommence from September 2015 in line with the new academic year. Based on current fleet volumes 2 apprentice positions will be offered.

8.4 **Corporate Policy and Customer Impact** - The reinstatement of the workshops apprentice programme supports the vision 'Develop a local, skilled workforce and improve employment opportunities'.

The use of local businesses for the delivery of specialist services supports the Council's commitment to 'Growing the Borough'.

The workshop is the support service for front line services across the Borough including Street Cleansing, Grounds Maintenance, Waste Collection, Housing Repairs and Passenger Transport. Without adequately maintained fleet these services would be restricted in their ability to support the Authority in delivering its Vision and Objectives. For example; Grounds Maintenance & Parks 'Promote and Protect our Green and Open Spaces, Passenger Transport 'Narrow the gap in attainment and realise high aspirations for every child' and Housing Repairs 'Support investment in Housing...' and 'Build high quality homes and a sustainable community'.

No specific equalities group will be affected by the proposed changes to the delivery of vehicle maintenance.

8.5 **Safeguarding Children** - Due to the movement of vehicles and the operation of industrial machinery the workshop facility is not open to children. The apprenticeship programme will be managed in line with wider council policy

- 8.6 **Health Issues** - Workshop employees are in scope of Hand and Whole Body Vibration Legislation. The Council has a robust Hand Arm Vibration policy in place supported by health surveillance delivered by the Occupational Health Service. Workshop employees will be enrolled into the Council Hand Arm Vibration scheme
- 8.7 **Crime and Disorder Issues** - The workshop is located at Frizlands Depot. The depot has extensive security measures in place including alarm systems and closed circuit television cameras.
- 8.8 **Property/Asset Issues** - As a capital asset there will be an ongoing requirement to maintain the workshop building.

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

List of appendices: None

CABINET

16 December 2014

Title: The Broadway Theatre – New Management Arrangements	
Report of the Leader of the Council	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Paul Hogan, Divisional Director of Culture and Sport	Contact Details: Tel: 020 8227 3576 E-mail: paul.hogan@lbbd.gov.uk
Accountable Divisional Director: Paul Hogan, Divisional Director of Culture and Sport	
Accountable Director: Anne Bristow, Corporate Director of Adult and Community Services	
<p>Summary:</p> <p>Cabinet agreed a new vision and strategy for Barking Town Centre at its meeting in September 2014. A key part of that vision is for Barking to become East London's cultural hub building on the sector's presence at the Ice House Quarter. Central to that is enabling and supporting the Borough's communities and businesses to realise their creative potential. The Broadway Theatre is a key cultural asset for the Borough, a hub for creative ambition, a draw for London's world class cultural institutions and a focus for live performance. Enabling the theatre to develop and extend its role even further will support the achievement of the Council's vision for the sector, the Borough and Barking town centre.</p> <p>Cabinet has previously agreed in principle (8 April 2014; minute 110 refers) to transfer the management of the Broadway theatre to Barking and Dagenham College via a lease arrangement on a commercial rent and full repairing base; however, at that time Members raised a number of queries about the proposed new management arrangements that needed to be clarified to allow them to make an informed decision about whether to proceed with the assignment of the lease.</p> <p>This report provides further information about the new way of working that is proposed for the Broadway, which is expected to bring the following benefits:</p> <ul style="list-style-type: none"> • An ongoing revenue saving for the Council. • The future of the venue as the Borough's only dedicated performing arts venue would be secured. • Opportunities for local young people to gain skills and employment in the creative industries would be greatly enhanced. This will also support the development of the creative industries hub centred at the Ice House Cultural Quarter in Barking. • The range and quality of the venue's professional and community programme would be improved through a partnership relationship with the Barbican Guildhall. 	

The new role for the Broadway will also form a key element of the proposal to develop, in conjunction with the GLA, an Artist Enterprise Zone in the Borough, which would assist in improving international competitiveness by sustaining the capital's world class artists and creative businesses in successful clusters, and would also address declining affordable workspace provision for artists and creative businesses in London.

The report seeks approval to transfer the venue to the Barking and Dagenham College.

Recommendation(s)

The Cabinet is asked to:

- (i) Authorise the Chief Executive, in consultation with the Head of Legal and Democratic Services and Chief Finance Officer, to grant a lease on 1 April 2015, or sooner, for the Broadway theatre to Barking and Dagenham College to expire on 31 August 2023, on the following terms:
 - (a) a commercial rent and full repairing and insuring basis; or
 - (b) a peppercorn rent.
- (ii) Agree, if a commercial rent is approved, to provide a grant to the College that is equivalent to the rent that would be paid for the duration of the lease on the basis that the shared vision for the theatre is being successfully delivered;
- (iii) Agree to commit to make an additional annual revenue contribution of £50,000 to the Barking and Dagenham College for a guaranteed period of three years from April 2015, which will be used to support the ongoing provision of a professional performance programme at the venue and to enable access by local arts organisations and community groups;
- (iv) Agree to commit up to £500,000 capital programme investment to address essential works that have been identified in the recent condition survey of the building and other improvements that will support the new way of working that is envisaged for the venue;
- (v) Agree to compensate the Barking and Dagenham College for redundancy costs that may be incurred by them for any Council employees who are redeployed to the College under TUPE legislation within twelve months of transfer but payments will be capped at the level the staff would have received if they had remained employees of the Council; and
- (vi) Agree, in principle, to Barking town centre becoming London's first Artists Enterprise Zone and for officers to undertake further work with the Greater London Authority to define an AEZ programme, which will be the subject of a further report to Cabinet for approval prior to implementation.

Reason(s)

The proposal is intended to assist the Council in making better use of its resources and assets. Through its performance and participatory activity programmes, the Broadway provides positive cultural and employment related activities for young people as well as opportunities for social interaction, improving physical and emotional health, lifelong

learning for work, and volunteering for the wider community. In doing so the venue contributes to the achievement of the Council's priority to:

- Growing the borough – develop a skilled workforce and improve employment opportunities; and support investment in housing, leisure, the creative industries and public spaces to enhance our environment.

1. Introduction and Background

1.1 At its meeting on 8 April 2014 (minute 110 refers) Cabinet resolved:

- (i) To approve, in principle, the lease of the Broadway Theatre to Barking and Dagenham College on a commercial rent and full repairing base; and
- (ii) That a further report be presented to Cabinet to seek approval to formally assign the lease, which may include a variation of the rental terms.

1.2 However, the report identified a number of key issues which required clarification before it would be possible for Members to make an informed decision about the merits of this proposal. These are set out in the issues section of this report at paragraph 2.9.

1.3 The focus of this report is to provide Members with further information about these issues so that a decision can be taken on whether to proceed with the transfer of the venue to the Barking and Dagenham College via a lease.

The Broadway theatre

1.4 The Broadway was originally the Barking Assembly Hall, designed in the 1930s as an extension to the Barking Town Hall and completed in 1962. It was used sporadically for a variety of events ranging from ballet to boxing.

1.5 In 2003, following capital investment by Barking and Dagenham College and the Council, the Broadway opened its doors as a professional theatre and home to the College's Department of Performing Arts and Technical Theatre.

Facilities

1.6 The venue has the following facilities:

- an auditorium with flexible seating that can seat up to 341 or up to 850 for a standing event.
- an attractive foyer area that is used for informal performances, social events and corporate hospitality.
- high quality work spaces for Barking and Dagenham College Performing Arts and Technical Theatre Department, including music studio, media suite, dance studio and two rehearsal rooms.
- café, bar and box office.

Programme

- 1.7 The Broadway theatre is the principal performing arts venue in the area and a cornerstone of the cultural offer in the Borough.
- 1.8 The main areas of current activity are as follows:
- Providing a popular performance programme – developing new audiences for professional theatre, comedy and dance that are entertainment based, accessible in both content and price, with a focus on attracting greater numbers of families and members of diverse communities.
 - Participation/education programme – the Broadway Youth Theatre, professional work for and with schools, including workshops and residencies, partnerships with other local arts groups, schools networks and placements for young people.
 - Home to the Barking and Dagenham College School of Performing Arts and Technical Theatre, where young adults are trained for employment in the creative industries in a real and commercial learning environment.
 - Hiring out – the venue is hired out to other arts organisations and for social events and meetings.
- 1.9 In 2012/13 the venue presented a total of 187 performances and events which attracted a total audience of 27,282. It is estimated that this will increase to c30,000 for 2013/14.
- 1.10 Further information on the Broadway programme can be found on the theatre's website: www.thebroadwaybarking.com.

Governance arrangements

- 1.11 In 2003, the Council entered into a twenty year facility management agreement with the Barking and Dagenham College for the operation of the theatre and established a new company with limited liability and charitable status (The Broadway Theatre Company Ltd.) to manage the venue on a day to day basis.
- 1.12 The College invested £1.8 million to renovate the theatre and makes an annual contribution of £100,000 towards running costs. In return they are guaranteed exclusive use of the theatre's facilities for about three days each week so that their students can gain experience in a real work training environment. It is not possible to programme the theatre for professional or community use during these times.
- 1.13 There are no break clauses in the Facility Management Agreement, which also sets out that if the Council were to terminate the agreement with the College then a repayment of their capital investment would fall due but which reduces on a sliding scale over the life of the agreement.
- 1.14 If, for example, the Facility Management Agreement was terminated by the Council in 2014 (the eleventh year of the agreement) then the payment to the College would be £618,000.
- 1.15 The Council and College subsequently decided to wind up the Broadway theatre company and the venue was brought 'in house' by the Council in July 2012, which is the current management arrangement.

1.16 The terms and conditions set out in the Facilities Management Agreement remain in place and are legally binding. When the venue came back 'in house', the College's use of space at the Broadway was formalised via a lease for those areas of the building that are solely used by them and through a licence for those areas that are shared with the Council. Both the lease and licence are co-terminus with the end of the original Facilities Management Agreement in 2023.

2. Proposals and issues

Proposal

- 2.1 The proposal is to transfer the management and operation of the Broadway theatre to the Barking and Dagenham College via a lease that would be co-terminus with the existing Facility Management Agreement and would end in 2023.
- 2.2 It was resolved by Cabinet in April 2014, that in principle the lease will be on a commercial rent basis but that there may be a variation of the rental terms.
- 2.3 It would be against normal Council policy to offer leases on a peppercorn basis, however, it is included as a choice for Members in this instance in order to secure a successful conclusion to the negotiations with the College, enable the transfer and realise revenue savings. This does give away control of the asset with much more limited ability to influence its use and hold to account the lessee compared to a commercial rent and rent subsidy arrangement, as reflected in the advice of the Chief Finance Officer, but is believed that the wider benefits of the arrangement with the College in this example outweigh that. Accordingly Members are recommended to consider a peppercorn rent as an alternative.
- 2.4 If a commercial rent arrangement is the preferred option for Members, it is proposed that the Council agrees to provide a grant to the College that is equal to the rent that would be paid for the duration of the lease, The grant payment would be dependent on the College continuing to work towards delivering the joint vision for the venue that is set out in this report and the practical arrangements for this will be contained in a Community Use Agreement.
- 2.5 It is also proposed that the Council will make an additional revenue contribution of £50,000 for a guaranteed period of three years, which would be used to support the ongoing provision of a professional performance programme at the venue and to enable access by local arts organisations and community groups.
- 2.6 Furthermore that up to £500,000 capital programme investment will be made by the Council to address essential works that have been identified in the recent condition survey of the building and other improvements that will support the new way of working that is envisaged for the venue, but in that order.
- 2.7 TUPE legislation will apply and so the staff on the establishment at the Broadway will be redeployed to the College.
- 2.8 Finally it is proposed that redundancy costs that may subsequently be incurred by the College in relation to former-LBBD employees within the first twelve months of operation following transfer will be met by the Council.

Benefits

- 2.9 If realised, it is considered that this proposal will provide the following benefits to the Council:
- An ongoing revenue saving of c£240,000 but this would reduce if any borrowing costs are incurred in relation to condition survey related works that may be required.
 - The future of the Broadway as the Borough's only dedicated performing arts venue would be secured and so further strengthen Barking town centre's role as East London's cultural hub.
 - Opportunities for local young people to gain skills and employment in the creative industries would be greatly enhanced. This will also support the development of the creative industries hub centred at the Ice House Cultural Quarter in Barking.
 - The range and quality of the venue's professional and community programme could be improved through a partnership relationship with the Barbican Guildhall.
- 2.10 The new role for the Broadway will also form a key element of the proposal to develop, in conjunction with the GLA, London's first Artists Enterprise Zone (AEZ) in the Borough, which would assist in improving international competitiveness by sustaining the capital's world class artists and creative businesses in successful clusters, and would also help to address declining affordable workspace provision for artists and creative businesses in London.
- 2.11 The Council will work closely with the Greater London Authority to develop an AEZ programme to achieve outcomes such as support for the competitiveness of the sector in the Borough, opportunities for creative businesses and young people, and an enhanced reputation for the Borough and for London.
- 2.12 Due to the unique nature of this development, only in-principle support for the Artist Enterprise Zone is requested from Members at this time. A further report will be presented to Cabinet that clearly sets out the benefits as well as any cost implications that may result from the establishment of the Artist Enterprise Zone to enable Members to make an informed decision about whether to proceed.
- 2.13 The proposed vision for the Broadway is attached at **Appendix 1**.

Issues

- 2.14 A response to the issues that were identified in the report to Cabinet (8 April 2014) is set out below:
- (a) **The transfer of responsibility of all revenue costs associated with the operation of the Broadway to the College has not been confirmed**

The Principal and Chief Executive of the College has written to the Leader of the Council (01/10/14) to confirm that the College "*will be responsible for all of the costs associated with the operation and management of the venue from the date that the lease is assigned*".

However, this does not mean that the Council will not be providing support to the venue after it has been transferred to the College.

Members should note that this report recommends that the Council commits to the following: to meet the cost of any redundancy payments that may be incurred following the transfer of the venue to the College for a period of up to 12 months (it is estimated that the maximum liability in this respect will be £25,000); a financial contribution of £50,000 per year for at least three years to support the delivery of the venue's performance and participatory programme; a grant to cover the commercial rent; and £500,000 capital programme investment in the venue.

- (b) **At this time it is unclear what the College's proposed governance arrangements will be for the Broadway and how the Council can ensure that it retains an appropriate level of influence in relation to service development and delivery.**

As part of the discussions around the draft heads of terms for the lease, it has been agreed that the existing Facilities Management Agreement will be amended to incorporate a Community Use Agreement (CUA) to be updated on an annual basis.

The CUA will embed partnership working to ensure that the venue is successfully delivering against the priority objectives of the Barking & Dagenham College and the Council and provide a structure that will enable and encourage effective joint working between the Broadway and local arts organisations to get more local people involved in the arts.

- (c) **A lease could hamper any future development of the Broadway site by the Council, if this were to be considered appropriate. To mitigate against this it is proposed that a condition of the lease is that it can be wound up by the Council if it is intended to re-develop the site.**

It is intended that the lease will be co-terminus with the existing Facility Management Agreement (FMA) and that the current and legally binding position in relation to termination as set out in the FMA will also apply in the new lease.

Whilst there are no break clauses envisaged for either party, the FMA allows the Council to terminate the lease at any time; however, as set out above a penalty payment will apply.

- (d) **There has as yet been no clarity provided by the Barbican Guildhall on the 'offer' they will be providing to support the development of the quality and range of Broadway programme and over what period.**

It is envisaged by the College that the Barbican and London Guildhall School of Music & Drama will base provision at the Broadway extending the cultural links to the east. In partnership with the Broadway, the Barbican and Guildhall will augment their commitment to building sustainable relationships with communities within East London.

Initial joint planning has led to the Broadway already housing Young Peoples' Academy, Open Arts Lab activities, Barbican in a Box, apprenticeship provision and links to their new Performance, Enterprise and Outreach degree.

Other ventures currently being discussed by the College include guest programming at The Broadway, supporting extensive art award provision for the region and programming for the Borough's 50th anniversary celebrations.

The Creative Industries in the UK covers a range of sectors, from advertising and film, media, design and digital. It is anticipated that the Broadway will offer affordable workspaces for digital start-ups. (Links with the Barbican *Open Artist Lab* will help populate the venue with artists who can demonstrate a commitment to living and working in the borough).

It is expected that new creative companies will be offered spaces, resources and offices in exchange for their support for creative and education programmes. (Regular *Open Lab* events will introduce new arts practitioners to the Broadway audiences, but also establish relationships with SME's. This will create a sustainable creative ecology: from training through to employment; and encouraging business and artist to stay in the borough).

- (e) **There is a risk that in becoming a 'learning centre' the Broadway could be predominantly student focussed to the detriment of the professional and community performance programme, which is valued by the Council.**

The vision and programming plan for the Broadway is to be a 'hub' for the cultural and education network locally. In addition, primarily, it will enhance the creative and employment opportunities for the residents of the borough, through SMEs in creative industries and through its attraction to new and established artists to work in the Broadway and in its local network of creative industries.

The proposed vision for the venue is attached at Appendix one. It will be important that the Community Use Agreement, referred to above, clearly sets out what the expectations and targets will be in relation to the venue's performance and participatory programmes.

- (f) **Until the condition survey has been produced, it is unclear what investment may be required to the structure, mechanical and electrical installations and fabric of the building.**

The condition survey has been produced and accordingly this report recommends that up to £500,000 capital funding is committed to meet the costs of essential works and other improvements.

The College will be responsible for all repairs and maintenance for the venue for the duration of the lease.

- (g) **The extent to which the new management arrangement will impact on the ability to lever in funding for the Broadway from Arts Council England (ACE) is unclear. However, it is considered unlikely that ACE will fund a 'learning centre' arrangement.**

It should be the case that there will be elements of the Broadway's programme that would be eligible for Grants for the Arts funding from Arts Council England. However, this is an increasingly competitive process.

3. Financial implications

Financial implications completed by: Roger Hampson, Group Manager – Finance

- 3.1 The net controllable budget for the Broadway in 2014/15 is £380,000.
- 3.2 This budget includes committed funding of £40,000 as match funding for the Creative Barking and Dagenham project. A final payment of the same amount will be due in 2015/16.
- 3.3 The revenue budget also includes an element of the costs associated with staff who spend a proportion of their time supporting the management and operation of the Broadway but who will not transfer to the venue under TUPE legislation.
- 3.4 Further points to be considered are that this report recommends that the Council commits to meet redundancy costs that may subsequently be incurred by them for any Council employees who are redeployed to the College under TUPE legislation within the first twelve months of operation following transfer. It is estimated that the maximum liability for this will be £25,000.
- 3.5 The report also recommends that a revenue payment of £50,000 per year for a guaranteed period of three years will be made to the College to support the development and delivery of a professional arts programme at the venue and to encourage community access.
- 3.6 When these various factors are taken into account, and assuming that the Broadway transfers to the College on 1 April 2015 or sooner, it is estimated that a revenue saving of £200,000 will be realised in 2015/16, rising to £240,000 in 2016/17. There will be sufficient budget available to fund an annual revenue payment of £50,000.
- 3.7 It is proposed to lease the theatre to the College either on a peppercorn rent or on a commercial rent and full repairing basis. If Members agree to a commercial rent it is intended that a grant will be provided to the College to subsidise the amount of market rent payable. This will be cost neutral to the Council as the commercial rent income will fund the rent subsidy payment. A commercial rent and rent subsidy arrangement would be in line with the Council's market rent policy. The amount of the market rent and the annual grant is to be determined. The granting of a peppercorn rent would have the same financial outcome for the Council but would result in the relinquishing of substantially more control and influence over the use of the asset. An arrangement with a rent subsidy payment which has the scope to be reviewed periodically to ensure that the organisation is complying with the terms for the subsidy is a much stronger tool to ensure the delivery of the Council's objectives than the granting of a long term lease with a peppercorn rent. It is therefore the recommendation that the lease should be on commercial rent terms with a rent subsidy offered to the College.

- 3.8 Up to £500,000 of capital is to be committed from the Council's invest to save budget to address essential works identified in a recent condition survey and other improvements. If the service has to meet the cost of borrowing this amount, there will be an annual cost of c£40,000, which will need to be top sliced from any saving that is anticipated from the Broadway revenue budget on top of the figures outlined above.

4. Legal Implications

Implications completed by: Jason Ofosu, Property Lawyer

- 4.1 This report seeks approval to grant a lease to 2023 for a commercial rent or peppercorn rent to the Barking and Dagenham College with the Council retaining the freehold interest.
- 4.2 The Council and College will agree heads of terms for the leasing arrangements. The Chief Executive in consultation with the Chief Finance Officer should have final approval of the Heads of Terms in consultation with the Head of Legal and Democratic Services.
- 4.3 Section 123 Local Government Act 1972 and the Council's Land Disposal rules require land to be disposed of at market value. The Council has a general power of competence under section 1 of the Localism Act, although as always its application of these powers must be carefully considered and appropriate to the relevant circumstances. Section 1 of the Localism Act allows the Council "to do anything that individuals generally may do". Therefore the Council can decide the rent does not have to be market value since the lease holder is acting for the benefit of the Council, its area or persons' resident or present in the area.
- 4.4 Any lease that may be agreed should be a full repairing and insuring lease so that the Council does not bear the cost of repair and maintenance of the Property. The Legal Practice should be consulted on the preparation and completion of the lease.

5. Other Implications

- 5.1 **Risk Management** - The risks association with this proposal are considered in the issues section of this report (para 2.9).
- 5.2 **Contractual issues** - The legal implications section sets out the Council's powers in relation to this matter. Legal Services will be fully consulted and will prepare all the necessary legal documentation.
- 5.3 **Staffing issues** - If Cabinet agrees to a lease then the Council employees working at the Broadway will transfer to the College in line with TUPE legislation.

Staff have been briefed around the implications of the specific proposals set out in this report. Formal consultation has started (20/10/14) in line with the Council's change management policies.

As part of the negotiations with the College, it will be necessary for the Council to meet any redundancy costs that may be incurred for any former Council employees within the first twelve months of operation following transfer.

- 5.4 **Customer impact** - It is expected that, if implemented, this proposal would see a greater focus on provision for young people. It will be important to ensure that the accessibility and attractiveness of the venue's professional performance programme for the current customer base and the commitment to provide opportunities for local people and groups to participate in the arts is maintained.
- 5.5 **Crime and Disorder Issues** - The Council has a statutory duty to consider crime and disorder implications in all its decision making. It is expected that the Broadway will continue to provide a wide range of activities and quality facilities, which will provide positive activities for all residents.
- 5.6 **Safeguarding Vulnerable Adults and Children** - It will be a condition of use that the College has appropriate safeguarding procedures in place.
- 5.7 **Property/Asset issues** – it is intended that the terms of the lease will require the College as lease holder to repair, maintain and insure the facilities at the Broadway.

There are capital investment requirements that have been identified in a condition survey of the venue that will need to be implemented by the Council over the next five years. These can be summarised as follows:

Mechanical	£145,000
Electrical	£30,000
Building	£413,000

The condition survey sets out a schedule for the improvement works, which shows that about half of the expenditure will not be required until year five (2018/19).

This report recommends that the Council commits up to £500,000 capital programme investment to address essential works that have been identified in the recent condition survey of the building and other improvements that will support the new way of working that is envisaged for the venue, but in that order. Whilst this commitment will not address all of the works identified in the condition survey, it is considered to be adequate to address the key issues.

On assignment of the lease the College will be responsible for all repairs and maintenance that is required at the venue for the duration of the lease.

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

List of appendices:

Appendix 1 – The Broadway Theatre New Vision

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Our Vision for the Broadway Theatre

London is a global centre for the creative industries, drawing students and workers from across the world to want to learn from the best. We are right on the doorstep: by working together the London Borough of Barking & Dagenham, The Broadway Theatre and the College have an unprecedented opportunity to take advantage of our proximity to London to maximise the career opportunities for our community, especially our young people. Barking & Dagenham College fully supports the Council's ambitions, and proposes focusing on 4 key areas:

1. Lead the employment generation, youth employment and education and training agendas
2. Establishing a hub of expertise and support for creative start-ups
3. Attracting new creative industries to the area
4. Expanding the community outreach programme

1. Contribute to employment generation, youth employment and education and training agendas

The College provides training that gives a clear line of sight to work in the UK economy. Our role is to ensure that all students develop relevant knowledge, practical skills, and have access to real life work experience opportunities. All of which help students develop 'T-shaped' skills': those softer skills such as good communication, resilience, team work, confidence etc. that employers look for.

The Broadway can provide competitively priced workspace for creative businesses, start-up or established. Tenants will be supported by the College to create employment opportunities for local young people through traineeships, internships and apprenticeships. The Broadway 'community' will lead the agenda by raising awareness and opportunities.

2. Establish a hub of expertise and support for creative start-ups

The Broadway will provide advice, support and guidance for businesses start-ups and entrepreneurial graduates. A programme of networking opportunities will create a hub of excellence where creative entrepreneurs can access the information and practical support they need to thrive.

3. Attract new creative industries to the area

The Creative Industries in the UK covers a range of sectors, from advertising and film, media, design and digital. The College is currently in discussions with a numbers of partners about providing affordable workspaces for digital start-ups. We propose that the scheme be extended to the Broadway. This would help change perceptions of the sector and help to educate the wider public about the range of career opportunities available in the sector.

4. Expand the community outreach programme

The Broadway currently acts as a hub/base for community projects. The programme will be reviewed to ensure it reaches a broader audience.

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Cabinet

16 December 2014

Title: Debt Management Performance and Write-Offs 2014/15 (Quarter 2)	
Report of the Cabinet Member for Finance	
Open Report	For Information
Wards Affected: None	Key Decision: No
Report Author: Steve Cooper, Head of Revenues	Contact Details: Tel: 07972003726 E-mail: steve.cooper@elevateeastlondon.co.uk
Accountable Director: Jonathan Bunt, Chief Finance Officer	
<p>Summary</p> <p>This report sets out the performance of the Council's partner, Elevate East London, in carrying out the debt management function on behalf of the Council and covers the second quarter of the year 2014/15. It also includes details of debt written off in accordance with the write off policy approved by Cabinet on 18 October 2011.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Note the contents of this report as it relates to the performance of the debt management function carried out by the Revenues and Benefits service operated by Elevate East London, including the performance of enforcement agents; and (ii) Note the debt write-offs for the second quarter of 2014/15 and that a number of these debts will be published in accordance with the policy agreed by Cabinet. 	
<p>Reason</p> <p>Assisting in the Council's Policy aim of ensuring a well run organisation delivering its statutory duties in the most practical and cost-effective way. It will ensure good financial practice and adherence to the Council's Financial Rules to report on debt management performance and total debt write-off each quarter.</p>	

1. Introduction and Background

- 1.1 The Council's Revenues, Benefits, General Income and Rents Service are operated by the Council's joint venture company, Elevate East London LLP (Elevate). The service is responsible for the management of the Council's debt falling due by way of statutory levies and chargeable services. Debts not collected by Elevate are not included in this report such as parking and road traffic debt prior to warrants being granted, hostel and private sector leasing debt.

- 1.2 This report sets out the performance for the second quarter of the 2014/15 municipal and financial year and covers the overall progress of each element of the service since April 2014. In addition it summarises the debts that have been agreed for write off in accordance with the Council's Financial Rules. All write offs are processed in accordance with the Council's debt management policy agreed on 18 October 2011.

2. Proposal and Issues

- 2.1 Set out in table 1 below is the performance for quarter 2 of 2014/15 achieved for the main areas of debt managed by Elevate.

Table 1: Collection Rate Performance – 2014-15 Quarter 2

Type of Debt	Annual Target	Target for Quarter 2	Performance	Variance	Actual collected £m
Council Tax	94.0%	55.6%	55.7%	0.10%	32.252*
NNDR	98.1%	56.9%	57.0%	0.10%	34.680
Rent	97.20%	96.75%	96.80%	+0.05%	52.245
Leaseholders	97.50%	49.60%	52.75%	+3.15%	1.949
General Income	95.0%	60.00%	64.21%	+4.21	27.910

*Includes 23% collected for the GLA.

Council Tax collection performance

- 2.2 Council Tax collection at the end of the second quarter was 0.1% above the target. Collection of Council Tax, from those in receipt of Council Tax Support (CTS) and with a sum to pay, so far this year stands at 51.1%. The Council has adopted the same CTS Scheme for 2014/2015 as it administered in 2013/2014 meaning that the calculation for any working age claimant is based upon 85% of the relevant Council Tax liability. The Council also adopted the following discretionary areas within the CTS Scheme:

- i. The ability to backdate working age claims to a maximum of three months.
- ii. To disregard war widows and war disablement pension income.
- iii. To adopt the extended payment scheme and align it with the main Housing Benefit scheme

Council Tax Arrears

- 2.3 By the end of the second quarter of 2014/15 £899,416 had been collected for previous years' arrears. The target is to collect £1.5m of arrears by 31 March 2015.
- 2.4 The collection of Council Tax arrears outstanding at the end of each financial year continues over subsequent years. The table below shows the percentage of collection since 2009/10. The charge year figure below is the in-year collection rate achieved by 31 March of each year.

As at 31 March 2014					
Council tax collection (percentage)					
Year	Charge year	Year 1	Year 2	Year 3	Year 4
2009/10	92.9	95.0	95.7	96.1	96.4
2010/11	92.9	95.0	95.6	96.0	
2011/12	94.1	95.7	96.3		
2012/13	94.6	96.2			
2013/14	94.1				

Changes and improvements

- 2.5 During the second quarter, debt recovery action was initiated against non payers.
- 2.6 Enforcement action has been continued against those with arrears from 2013/14 and earlier years. Where appropriate, attachments to earnings or benefit are applied to a debtor's account. These are identified via a segmentation process which identifies those debtors receiving benefit or where we hold employers details prior to referral to enforcement agent action. This minimises the cases that are referred to the enforcement agent.
- 2.7 The payment arrangement procedure ensures that those requiring more time to pay are managed appropriately. Those that fail to adhere to the terms of the arrangement are quickly identified and recovery action is continued.

Business Rates (NNDR) collection performance

- 2.8 The NNDR collection rate at the end of the second quarter was 57.0%, which was 0.1% above the profile target. The annual target for 2014/15 is 98.1% compared to 97.57% in 2013/2014.
- 2.9 The financial climate continues to have a detrimental effect upon businesses within the Borough making collection of Business Rates increasingly challenging.
- 2.10 Ratepayers are contacted as soon as they fall behind with payments in order to try and stop them slipping further into arrears and therefore avoid recovery action and additional costs.
- 2.11 Where recovery is required, debts are now being placed with two enforcement agents compared to only one in 2013/14. A third enforcement agent will also be used to try and effect recovery should the first placement of debts be unsuccessful.

Rent collection performance

- 2.12 At the end of the second quarter collection reached 96.80% exceeding the profile target of 96.75% by 0.05%.
- 2.13 During the second quarter of 2014/15 various actions have been taken to improve performance in rent collection:

- i. The recovery processes have been improved to ensure that avoidable arrears are minimised with the procedures agreed between the Council and Elevate having been revised to prevent further arrears.
- ii. Work has continued ensuring that new staff in the contact centre have been trained on rents so that they can ensure that callers are fully advised on their obligation to put rent payment first.
- iii. Elevate proactively seeks to backdate housing benefit entitlement for tenants who have experienced a loss of entitlement due to vulnerability which prevents them being able to comply with the standard claim submission timescales. Elevate have included messages on rent statements and on-line reminding tenants to prioritise rent payments and of the possible consequences of non-payment.

Reside collection performance

- 2.14 In addition to collecting the direct monies owed to the Council, Elevate also collect the rent for the Barking & Dagenham Reside portfolio on behalf of the Housing department. In the last quarter, the portfolio continued its progress towards being fully let and the total value of the collectable debt increased. A number of issues in relation to the tenancies, which inhibited our ability to pursue debts, were resolved late into the quarter. This means that recovery action by Elevate can now escalate to the service of legal notices and potential eviction as necessary during quarter 3. It is anticipated that this will result in improved rent collection performance through the rest of the financial year.

Rent raised	£2,228,201
Total; paid	£2,112,854
Percentage paid	94.82

Leaseholders' debt collection performance

- 2.15 The leasehold collection target for 2014/15 is 97.5%, an increase of 5.7% on the 2013/14 target. At the end of the second quarter collection reached 52.75%, which is 3.15% above profile target. Elevate has achieved this ongoing improvement by maintaining a rigorous recovery timetable throughout the year ensuring late payers are consistently reminded to pay as early as possible.

General Income collection performance

- 2.16 General Income is used to describe the ancillary sources of income available to the Council which support the cost of local service provision. Examples of areas from which the Council derives income collected by Elevate include: social care charges; rechargeable works for housing; nursery fees; trade refuse; hire of halls and football pitches. The Oracle computer system is used for the billing and collection of these debts and is also used to measure the performance of Elevate for its activities across all lines of debt. During the first quarter preparation for the implementation of Oracle R12 took place. This included data cleansing in readiness for the go live of the new system that took place on 4 August 2014.

- 2.17 The collection target for 2014/15 is set at 95.00%. The target for the end of the second quarter was 64.00%. Collection reached 64.21%, which was 4.21% above the profile. It should be noted that monthly targets are based upon trends in previous years. While collection is above the profile the collection of General Income has been affected by teething problems since the new system went live. These problems include the fact that reminder notices are unable to be issued. A number of attempts to resolve the problem have been tried without success and work continues towards a solution. In addition there are ongoing issues relating to the production of management information which remain outstanding so while an overall collection rate for quarter 2 has been reported other more detailed information is yet to be produced.

ACS Homes and ACS Residential - Collection of social care charges (home and residential)

- 2.18 The Council's Fairer Contribution Policy commenced from October 2011 and applies to home care. Residential care charges are covered by the Department of Health's *Charging for Residential Accommodation Guide* (CRAG).
- 2.19 Collection of debt for Home and Residential Care are reported separately. The agreed measure for 2014/15 is the amount collected against the in year debt that has been invoiced.
- 2.20 Residential care debt which the Council has secured with a charging order against the client's assets, usually their property, is not included in these figures.
- 2.21 The collection rate for Home Care for the second quarter cannot be reported and this is affected by the issues referred to in 2.17 above
- 2.22 The collection rate for residential care debt for the second quarter is also not available.
- 2.23 The debt recovery process for these debts is similar to that of other debts, but with added recognition given to particular circumstances. In order to ensure that the action taken is appropriate and to maximise payments each case is considered on its own merits at each stage of the recovery process and wherever possible payment arrangements are agreed. In addition a further financial reassessment of a client's contribution is undertaken where there is extraordinary expenditure associated with the care of the service user.

Environment: Penalty Charge Notices

- 2.24 This recovery work only includes debts due to Penalty Charge Notices (PCNs) for parking, bus lane and box junction infringements once a warrant has been obtained from the Traffic Enforcement Centre (TEC). Elevate enforce these warrants through enforcement agents acting on behalf of the Council and closely monitor the performance of these companies. Overall collection rates on PCNs will be reported by Environmental and Enforcement Services (Parking Services). Performance is measured once a batch of warrants has expired, i.e. after 12 months. Since April 2014 nine batches of warrants have expired for which the collection rate was 13.60%.

Housing Benefit Overpayments

- 2.25 For the second quarter of 2014/15 collection totalled £1.627m. This is £214,000 above the profile target.

Enforcement Agent (Bailiff) Performance

- 2.26 Enforcement agent action is a key tool for the Council to recover overdue debts but is only one area of collection work. The start of a local Council Tax Support (CTS) scheme in 2013/14 meant around 13,000 additional households became liable to pay Council Tax. The additional debt recovery action seen in 2013/14 as a result of CTS has been repeated so far during 2014/15. This is not a static group as residents move in and out of work. Elevate's ability to collect sums due on behalf of the Council continues to be made progressively harder as welfare reforms take effect alongside the cumulative yearly effect of CTS on arrears leading to residents overall indebtedness increasing.
- 2.27 Information on the performance of the enforcement agents is set out in the table below by type of debt for 2014/15. It should be noted the debt recovery process for in year collection does not reach the stage of enforcement action generally for Council Tax and Commercial rent until later in the second quarter. We would therefore expect to see a significant increase in the total collected over the third and fourth quarters.

Service	Value sent to enforcement agents £	Total collected by enforcement agents £	Collection rate
Council Tax	3,195,000	65,000	2.05%
NNDR	984,093	74,481	8.7%
Commercial rent	0.00	0.00	NA
General Income	£15,259	£6,477	42%

Arrears and Debt Write-off: Quarter 2 2014/15

- 2.28 At the end of quarter 2 across all lines of debt the total amount of arrears outstanding was £37.63m. This reduced from £43.7m at the start of the year. A proportion of this debt is being collected by arrangement, deductions from earnings and benefits and through enforcement action. Other areas of debt require tracing to establish current whereabouts and processing for write off.
- 2.29 A comparison of arrears outstanding at the start of the year and the end of quarter 2 is provided below:

Debt	Council Tax	NNDR	General Income	HBOP	Rents Former Tenant	Leasehold	Rents Current Tenants	Total
Value 1/4/14	£18m	£4m	£2.5m	£11m	£2m	£2.20m	£4.0m	£43.7
Value 30/9/14	£16.2m	£3.6m	£0.6m	£10m	£1.8m	£2.13m	£3.3m	£37.63

- 2.30 All debt recommended for write off is administered within the Council's policy. The authority to write off debts remains with the Council. The value of debt recommended to the Chief Finance Officer and subsequently approved for write off during the second quarter of 2014/15 totalled: £1,085,216. The value and number of cases written off in quarter two is provided in Appendix A.
- 2.31 Forty-eight percent of the debt written off in quarter 2 related to Business Rates. This is most commonly due to the failure of the company concerned leaving no option but to write off the debt.
- 2.32 699 debts were written off in quarter 2 for which the reasons are set out below. The percentage relates to the proportion of write offs by value:

Absconded/not traced	Uneconomic to pursue	Debtor Insolvent	Deceased	Other reasons
268 debts 38%	172 debts 25%	75 debts 11%	44 debts 6%	140 debts 20%

(The 'Other reasons' category includes examples such as: where the debt liability is removed by the Court or the debtor is living outside the jurisdiction of the English Courts and is unlikely to return).

- 2.33 The figures in Appendix B show the total write-offs for 2011/12, 2012/13 and 2013/14.

Publication of individual details of debts written off (Appendix C)

- 2.34 In line with Council policy established in 2007, due to the difficulties of finding absconding debtors, a list showing the details of some debtors who have had debts written off is attached to this report at Appendix C. The list has been limited to the ten largest debts only and can be used in the public domain.

3. Financial Implications

Implications completed by: Carl Tomlinson, Group Finance Manager

- 3.1 Collecting all sums due is critical to the Council's ability to function. In view of this, monitoring performance is a key part of the monthly meetings with Elevate.
- 3.2 The monthly meetings between Elevate and the Council focus on the areas where the targets are not being achieved and discuss other possibilities to improve collection.

- 3.3 As at the end of quarter two 2014/15, Elevate are exceeding collection targets for all debt types. The Council has written off debts of £1,085,216 in quarter two bringing cumulative write-offs year to date to £1,374,887, with the majority of write offs attributable to business rates. Maximising income collection is essential for the council and the pursuit of newer collectable debts before they become older uncollectable debts is key to this. It is important that bad debts are written off promptly for budgeting purposes so the Council can maintain appropriate bad debt provision.

4. Legal Implications

Implications completed by: Paul Feild, Senior Governance Lawyer

- 4.1 Monies owed to the Council in the form of debts are a form of asset that is the prospect of a payment sometime in the future. The decision not to pursue a debt carries a cost and so a decision not to pursue a debt is not taken lightly.
- 4.2 The Council holds a fiduciary duty to the ratepayers and the government to make sure money is spent wisely and to recover debts owed to it. If requests for payment are not complied with then the Council seeks to recover money owed to it by way of court action once all other options are exhausted. While a consistent message that the Council is not a soft touch is sent out with Court actions there can come a time where a pragmatic approach has to be taken with debts as on occasion they are uneconomical to recover in terms of the cost of process and the means of the debtor to pay. The maxim *no good throwing good money after bad* applies. In the case of rent arrears, the court proceedings will be for a possession and money judgement for arrears. However a possession order and subsequent eviction order is a discretionary remedy and the courts will more often than not suspend the possession order on condition the tenant makes a contribution to their arrears.
- 4.3 Whilst the recent use of Introductory Tenancies as a form of trial tenancy may have some impact as only those tenants with a satisfactory rent payment history can expect to be offered a secure tenancy, the best approach is to maintain a dialogue with tenants and highlight the importance that payment of rent and Council tax ought to be considered as priority debts rather than credit loans as without a roof over their heads it will be very difficult to access support and employment.
- 4.4 The decision to write off debts has been delegated to Chief Officers who must have regard to the Financial Rules.

5. Other Implications

- 5.1 **Risk Management** - No specific implications save that this report acts as an early warning system to any problems in the area of write offs.

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

List of appendices:

Appendix A – Debt Write Off Table for Quarters 1 and 2 for 2014/15.

Appendix B – Total debts written off in 2011/12, 2012/13, 2013/14 and 2014/15.

Appendix C – Ten Largest Debts Written Off in Quarter 2, 2014/15

Table 1: Debts Written Off during Qtr 1 2014/15

Write-offs		Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
Apr-14	Under 2k	5,683	3,502	0	0	0	0	9,185
	Over 2k	0	0	0	0	68,034	0	68,034
	Over 10k	0	0	0	0	0	0	0
	Total	5,683	3,502	0	0	68,034	0	77,219
May-14	Under 2k	5,357	338	27,505	0	0	0	33,199
	Over 2k	6,924	4,991	0	0	0	0	11,915
	Over 10k	0	0	0	0	0	0	0
	Total	12,281	5,328	27,505	0	0	0	45,114
Jun-14	Under 2k	24,839	17,317	121,487	211	0	0	163,855
	Over 2k	3,483	0	0	0	0	0	3,483
	Over 10k	0	0	0	0	0	0	0
	Total	28,322	17,317	121,487	211	0	0	167,338
Quarter 1 Totals		46,286	26,148	148,992	211	68,034	0	289,671

Table 2: Debts Written Off during Qtr 2 2014/15

Write-offs		Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
Jul-14	Under 2k	36,615	1,331	38,583	201	21,835		98,565
	Over 2k	51,981	0	0	0	0		51,981
	Over 10k	22,544	11,227	0	0	0	337,986	371,757
	Total	111,140	12,558	38,583	201	21,835	337,986	522,303
Aug-14	Under 2k	6,354	1,593	15,141	0	0	0	23,087
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	Total	6,354	1,593	15,141	0	0	0	23,087
Sep-14	Under 2k	56,321	532	10,157	1,400	0	0	68,410
	Over 2k	9,842	2,944	256,086	0	0	179,215	448,086
	Over 10k	0	0	23,329	0	0	0	23,329
	Total	66,163	3,476	289,572	1,400	0	179,215	539,826
Quarter 2 Totals		183,657	17,627	343,295	1,601	21,835	517,201	1,085,216

COUNT

		Write-offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
Jul-14	Under 2k	99	5	92	1	49	0	246	
	Over 2k	17	0	0	0	0	0	17	
	Over 10k	2	1	0	0	0	19	22	
	Total	118	6	92	1	49	19	285	
Aug-14	Under 2k	27	8	61	1	0	0	97	
	Over 2k	0	0	0	0	0	0	0	
	Over 10k	0	0	0	0	0	0	0	
	Total	27	8	61	1	0	0	97	
Sep-14	Under 2k	100	4	110	0	0	0	214	
	Over 2k	3	1	57	0	0	40	101	
	Over 10k	0	0	2	0	0	0	2	
	Total	103	5	169	0	0	40	317	
Quarter 2 Totals			248	19	322	2	49	59	699

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Table 2: Debts written off during 2011/12

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2011/12 Totals	£260,487	£145,284	£987,383	£2,808	£205,789	£772,683	£2,374,434

Table 3: Debts written off during 2012/13

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2012/13 Totals	£110,876	£141,896	£886,890	£23,360	£1,015,408	£569,842	£2,748,272

Table 4: Debts written off during 2013/14

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2013/14 Totals	£141,147	£256,804	£806,989	£8,681	£80,755	£221,380	£1,515,756

Table 5: Debts written off during 2014/15

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2014-15 Totals	£229,943	£43,775	£492,288	£1,812	£89,869	£517,201	£1,374,887

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APPENDIX C

NAME	AMOUNT	DEPARTMENT	REASON
Mr ZESHAN AHMED	£13,180.96	NNDR	<ul style="list-style-type: none"> • Account start date was 01.09.2010 and was closed 01.08.2012. • All bills were sent according to legislation, i.e. bill, reminders, final notice, summons to court and Liability Order. • The debt was issued to enforcement agents who were unable to effect recovery. • Credit check searches have been conducted multiple times but the NNDR team was unable to locate Mr Ahmed at any address therefore the account was passed for write off.
MR KINKELA MATEZO	£11,165.93	FTA	<ul style="list-style-type: none"> • Tenancy start date 11.03.2002. • Introductory Notice of Possession was issued in October 2010 when arrears were £4775.12. • Court hearing 17th March 2011. Arrears were £6,788. Hearing was adjourned as the tenant had put in a claim for housing benefit. No benefit was awarded following the claim. • A further hearing was set for 19th July 2011. Arrears were £8,304. An Outright Order of 14 days was granted however there were typing errors made by the Court on the Order so it had to be returned for amendment. • The tenant then advised he has made a further benefit claim so proceedings were suspended. No benefit was awarded following the claim. • Both issues delayed the warrant which was submitted to court in December 2011 when an eviction date was then set for the 7th February 2012. • Tenant left with no forwarding address. • The account was re-checked several times for a forwarding address without success. • Debt was passed for write off as we were unable to trace the debtor.

MISS RACHAL LAWERENCE	£9,666.01	FTA	<ul style="list-style-type: none"> • Tenancy start date 30.07.2007 • Application to evict was made in October 2010. The court gave the tenant a chance to pay off the debt in instalments. • In March 2011 eviction was again requested but the Court refused as the tenant promised to pay in the future. Arrears were £2,115. • A further application was made in April 2011 as payments were not made. The hearing was postponed until June. • A further eviction was cancelled by the Court in August 2011 when arrears were over £4k. • The warrant was re-issued but as it was then over 1 year old it was returned by the court. Due to a backlog of work a new warrant request was not made until February 2012. • It took until October 2012 before a Secure Eviction notice was hand delivered to confirm eviction would take place 10.10.2012. Eviction finally effected 24.02.2012. During this time the tenant made no payments as was not in receipt of benefit so the debt rose to £9.6k. • A forwarding address was found on 21.02.2013 and we attempted to recover the debt as a former tenant arrears. • Debtor again moved but no new forwarding address has been found. • Debt was passed for write off as we were unable to trace the debtor.
MISS DONNA BULL	£8,722.61	FTA	<ul style="list-style-type: none"> • This was a tenancy succession which was granted from 23rd March 2009 but not opened until February 2010 so the tenancy started with £1210.56 arrears. • The tenant made an arrangement to clear the arrears and made some payments but fell further behind over time. • Introductory Notice of Possession was issued in August 2011. Arrears were £4884.86 • Papers were submitted to Ilford County Court 25th October 2011. Arrears were £5801.06. • Court Hearing 1st December 2011. Arrears were £6411.03 • LBBD gave authority for the eviction to proceed on 29.03.2012, when the arrears balance was £8040.66. • Secure Eviction Date notification letter sent to confirm Eviction

			<p>would take place 17.04.2012.</p> <ul style="list-style-type: none"> • Tenant left with no forwarding address. • The account was re-checked several times for a forwarding address without success. • Debt was passed for write off as we were unable to trace the debtor.
THE COMMUNION CHURCH	£7,532.98	NNDR	<ul style="list-style-type: none"> • Account start date was 17.08.2009 and was closed 24.10.2012. • The Communion Church was a registered Charity who applied for Discretionary Relief after they were granted the 80% mandatory relief. This was refused and shortly after the company dissolved and the account was closed. • All bills were sent according to legislation, i.e. bill, reminders, final notice, Court Summons and Liability Order. • The debt was issued to enforcement agents to collect the debt without success. • As the debt was uncollectable it was passed for write-off.
MR DEVON SPENCER	£6,629.95	FTA	<ul style="list-style-type: none"> • Tenancy start date was 20.07.2009. • Introductory Notice of Seeking Possession sent 27.06.2011. Arrears were £2493.10. • On 3.08.2011 Final warning letter sent. Arrears were £2886.10. • Eviction decision ratified 19.04.2012, arrears balance £5972.18. • On 24.04.2012 Eviction date Notification letter sent to confirm Eviction will take place 01.05.2012. • 24.07.2012, system note made stating tenant was in prison and release date unknown. • 06.02.2014 Experian search done, no forwarding address located. • 7.07.2014 a further Experian check was done no forwarding address found. • Debt was passed for write off as we were unable to trace the debtor.
MR SCOTT RUSSELL	£6,115.50	FTA	<ul style="list-style-type: none"> • Tenancy start date 25.05.2011. • Introductory Notice of Possession sent 14.12.2011. Arrears were £495.08. • Tenant made contact and promised to make payments and set up a

			<p>direct debit. He was given several chances to pay but failed to.</p> <ul style="list-style-type: none"> • On 18.07.2012 Final warning letter sent. Arrears were £3218.28. • A possession order was obtained at Court on 24.5.12. • Eviction decision ratified 03.10.2012, arrears balance £5972.18. • On 07.01.2013 Eviction Date Notification letter sent to confirm eviction would take place 05.02.2013. • Account re-checked several times for a forwarding address without success. • Debt was passed for write off as we were unable to trace the debtor.
MR CHRISTOPHER GROOM	£5,405.78	FTA	<ul style="list-style-type: none"> • Tenancy start date 07.03.2012. • Introductory Notice of Possession sent 15.06.2012. Arrears were £88.50. Final warning letter sent 03.08.2012. Arrears were £173.10. • This account was referred to the Court team 22.11.2012 and took over a month to process due to Court officers liaising with tenants support worker to try and work with tenant to reduce/clear arrears - to no avail. • 09.07.2013 arrears were £4814.26 Notification to confirm Eviction will take place 25.07.2013. • 13.12.2013 forwarding address found on Council Tax system. • 1st Former tenant arrears letter sent. A gentleman from the forwarding address telephoned to advise this there was no such person living at that address; Further investigations continued via Experian to find forwarding address, these were unsuccessful. • Debt was passed for write off as we were unable to trace the debtor.
MS LISA OWEN	£4,918.92	FTA	<ul style="list-style-type: none"> • Tenancy start date 05.06.2000. • Introductory Notice of Seeking Possession issued 06.11.2009. Arrears were £891.41. On 12.01.2010 a Final warning letter was sent. Arrears were £1284.26. • Eviction date Notification letter hand delivered through letter box on 7.03.2011 to confirm Eviction will take place 28.04.2011. • On 8.08.2011 Former tenant arrears were passed to Enforcement Agent. Returned back on 29.06.2012 unable to trace and recover.

			<ul style="list-style-type: none"> • Account re-checked several times, the last being on the 21.03.2014 when Experian search was carried out, results no forwarding address. • Debt was passed for write off as we were unable to trace the debtor.
MR DANIEL MANSFIELD	£4,818.85	FTA	<ul style="list-style-type: none"> • Tenancy start date 30.11.2009. • Notice of Seeking Possession issued 09.11.2010. Arrears were £758.47. • On 19.01.2011 a Final warning letter was sent. Arrears were £1145.87. • Eviction decision ratified 12.03.2012, arrears balance £4041.32. • On 28.02.2012 Eviction date Notification letter sent to confirm Eviction will take place 13.03.2012. • 21.06.2012 new searches done on Academy, Locta and Experian. No forwarding address found. • Account re-checked several times, the last being 7.07.2014. Experian search done, no forwarding address found. • Debt was passed for write off as we were unable to trace the debtor.

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