

## Notice of Meeting

### CABINET

**Tuesday, 15 September 2015 - 7:00 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 Lynda Rice, Cllr Bill Turner and Cllr Maureen Worby

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### AGENDA

1. **Apologies for Absence**
2. **Declaration of Members' Interests**

In accordance with the Council's Constitution, Members are asked to declare any interest they may have in any matter which is to be considered at this meeting.
3. **Minutes - To confirm as correct the minutes of the meeting held on 21 July 2015 (Pages 3 - 12)**
4. **Budget Monitoring 2015/16 - April to July (Month 4) (Pages 13 - 65)**
5. **Children's Social Care Annual Report 2014/15 (Pages 67 - 130)**
6. **Corporate Delivery Plan 2015/16 - Quarter 1 Update (Pages 131 - 170)**
7. **Housing Allocations Policy (Pages 171 - 185)**
8. **Re-Procurement of the Education and Built Environment Framework Agreement (Pages 187 - 198)**

- 9. Procurement of Parking ICT System (Pages 199 - 205)**
- 10. Contract for the Provision of Liquid Fuel (Pages 207 - 214)**
- 11. Housing Transformation Programme (Pages 215 - 229)**
- 12. Debt Management Performance and Write-Offs 2015/16 (Quarter 1) (Pages 231 - 247)**
- 13. Any other public items which the Chair decides are urgent**
- 14. 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).

- 15. Becontree Heath Masterplan and Delivery - Appointment of Development Partner (Pages 249 - 261)**  
Concerns the financial and business affairs of tenderers (paragraph 3)
- 16. Any other confidential or exempt items which the Chair decides are urgent**



## **Our Vision for Barking and Dagenham**

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

#### **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, 21 July 2015  
(7:00 - 8:33 pm)

**Present:** Cllr Darren Rodwell (Chair), Cllr Saima Ashraf (Deputy Chair), Cllr Laila Butt, Cllr Evelyn Carpenter, Cllr Cameron Geddes, Cllr Lynda Rice and Cllr Maureen Worby

**Apologies:** Cllr Dominic Twomey and Cllr Bill Turner

### 21. Declaration of Members' Interests

There were no declarations of interest.

### 22. Minutes (23 June 2015)

The minutes of the meeting held on 23 June 2015 were confirmed as correct.

### 23. Budget Monitoring 2015/16 - April to May 2015 (Month 2)

Members received a report on the Council's capital and revenue position for the 2015/16 financial year, as at 31 May 2015.

The General Fund showed a projected end of year spend of £158.6m against the approved budget of £151.4m. The projected overspend of £7.2m was attributable to the ongoing pressures within the Children's Services department and Councillor Geddes, presenting the report on behalf of the Cabinet Member for Finance, advised that the position was being closely monitored and a detailed report on the issue would be presented to the Cabinet's next meeting. Councillor Geddes referred to the identification of £1.2m from the Central Expenses budget to mitigate some of the pressure but stressed the importance of finding a permanent solution in view of the Council's limited reserves.

The Housing Revenue Account (HRA) showed a predicted breakeven position while the forecast outturn for the Capital Programme was £129.6m against the budget of £130.1m. The report also set out details of a proposed loan of £900,000 from the Dedicated Schools Grant (DSG) reserve to Eastbury Primary School to cover a deficit that had accrued over the past two financial years.

Cabinet **resolved** to:

- (i) Note the projected outturn position for 2015/16 of the Council's General Fund revenue budget at 31 May 2015, as detailed in paragraphs 2.1, 2.4 to 2.10 and Appendix A of the report;
- (ii) Note the progress against the agreed 2015/16 savings at 31 May 2015, as detailed in paragraph 2.11 and Appendix B of the report;
- (iii) Note the overall position of the HRA at 31 May 2015, as detailed in paragraph 2.12 and Appendix C of the report;

- (iv) Note the projected outturn position for 2015/16 of the Council's capital budget at 31 May 2015, as detailed in paragraph 2.13 and Appendix D of the report;
- (v) Approve the following budget transfers totalling £2.9m from Central Expenses to support the increased in-year demographic demand pressures within the Children's Services directorate (£1.2m) and the identified shortfalls in respect of the centralisation of Learning and Development and Marketing budgets (£1.1m) and the abandoning of proposals for further shared services with Thurrock Council (£0.6m), as detailed in paragraph 2.11 of the report:

<b>Existing Budget</b>	<b>£'000</b>
• Pension Contribution	1,300
• Redundancy Costs	500
• Welfare Reform Bad Debt provision	500
• Thurrock Shared Services budget	300
• Legacy Contingency budget	300
<b>Total</b>	<b>2,900</b>

- (vi) Approve a loan of £0.9m from the DSG reserve to cover the cumulative deficit at Eastbury Primary School, on the terms set out in paragraph 2.6 of the report.

## **24. Medium Term Financial Strategy Update**

Councillor Worby introduced a report that provided an update on the Medium Term Financial Strategy (MTFS), approved as part of the Budget Framework 2015/16 report to Assembly on 24 February 2015, together with details of the proposed launch of the Council's Ambition 2020 programme and the Growth Commission.

Councillor Worby explained that the Ambition 2020 programme would identify a series of options to close the circa £72m budget gap that was projected by 2020/21, while at the same time deliver the Council's political ambitions. The savings that the Council had already had to make since 2010 and the projected further cuts by Government up to 2020/21 meant that the Council would, by the end of the decade, be spending less than half than it was at the beginning of the decade. Cuts of that magnitude required the Council to apply a radical, new approach to the way that it operated while continuing to meet the needs of the local community.

Alongside the Ambition 2020 programme, a new Growth Commission would be responsible for progressing the Council's ambitions to create 35,000 new homes and 10,000 new jobs over the next 15 years. Councillor Worby stressed that attracting new businesses and delivering the largest regeneration programme since the creation of the Becontree Estate were key components of the Council's plans for a Borough that was fit for the 21<sup>st</sup> Century and the Growth Commission would be the mechanism to drive that forward.

With regard to the additional capacity that was required to support both projects, it was noted that the Council's Divisional Director of Commissioning and

Safeguarding, Meena Kishinani, had been seconded to the position of Ambition 2020 Programme Director while Mike Emmerich, who had been instrumental in developing the devolution plans for Manchester, had been brought in to head up the Growth Commission. Also, funding of £1.5m was required to pump-prime the projects.

Cabinet Members spoke in support of the proposals and the Leader commented on the positive message that the initiatives would send out to local residents and the business community.

In respect of the MTFs, it was noted that the latest assessment showed an increase in the budget gap for 2016/17 to £5.71m. The original budget gap of £2.152m was planned to be met from reserves but in view of the increase it was now proposed that officers commence a savings exercise as part of the Ambition 2020 programme. In response to an enquiry, the Chief Finance Officer advised that the projections within the MTFs assumed an additional £5m in Council Tax income and a further £3m from an increase in the Council Tax Base as a result of the building of new homes in the Borough for the five-year period up to 2020/21.

Cabinet **resolved** to:

- (i) Agree the Council's MTFs as detailed in the report and note the projected circa £72m budget shortfall from 2016/17 through to 2020/21;
- (ii) Agree to the creation of the Ambition 2020 programme as the vehicle for identifying options to close the projected budget gap and deliver the Council's ambitions;
- (iii) Agree the allocation of £1m to fund the initial stages of the Ambition 2020 programme;
- (iv) Agree to allocate up to £0.5m from reserves to fund the Growth Commission;
- (v) Note the impact of the Chancellor's Emergency Budget on 8 July on the Council's in-year position; and
- (vi) Agree that officers commence a savings process in respect of the 2016/17 budget gap of £5.71m, in the first instance working these up as "quick wins" in the Ambition 2020 programme.

## **25. Proposed Youth Zone Development - Parsloes Park**

(The Chair agreed to bring forward consideration of this item in view of the interest in the subject from those in the public gallery.)

The Leader of the Council presented a report on proposals to provide programmed activities and support for young people in a new, state-of-the-art Youth Zone facility in Parsloes Park.

The Leader advised that he had visited two similar projects in the north of England earlier in the year and was very excited at the prospect of Barking and Dagenham

hosting the first Youth Zone in London. In respect of the costs associated with the construction and running of the Youth Zone facilities, it was proposed that the Council would fund 50% of the construction costs in the form of a £3m capital grant, with the remaining £3m being met from investment secured through The Queen's Trust and the Jack Petchey Foundation. OnSide Youth Zone, the registered charity behind the Youth Zone concept, had also been successful in securing the full revenue funding for the project for at least the first three years and was confident of securing on-going funding commitments from private and other investors. The Leader also referred to the personal support for the project from the Chair of Agilysis, the Council's partner in the Elevate East London joint venture, who had offered to lead the Youth Zone Board once it was established.

Cabinet Members expressed their support for the initiative and raised a number of issues which included:

- **Make-up of the Board of Trustees** – The Leader advised that representatives from the Council, local businesses and the community would be invited to join the Board.
- **Social Impact and Lasting Legacy** – Assessments of the impact of the OnSide Youth Zone projects that were operating in the north of England showed that levels of anti-social behaviour and childhood obesity reduced following the introduction of the new facilities, while hundreds of young people had successfully moved from school into work or further education due to the support and encouragement they received via Youth Zone.
- **Facilities at the Youth Zone** – The Cabinet Member for Environment particularly welcomed the inclusion of music suites which she hoped would lead to more young people choosing to pursue music as a subject at school and beyond. Members were also very pleased to note that areas of the building would be dedicated for female-only activities and there would be a dedicated programme of activities and support for young people with disabilities.

It was recognised that Parsloes Park was the ideal location for the Youth Zone as it was in the heart of the Borough and accessible by public transport from across the Borough. The Cabinet Member for Regeneration suggested that if there were ever plans to create a second facility in the Borough, the Barking Riverside area would be an excellent location in view of the significant regeneration of that area in the years to come.

Cabinet **resolved** to:

- (i) Agree, in principle, the development of a Youth Zone in Parsloes Park subject to planning approval;
- (ii) Agree the provision of £3m capital grant funding to the Barking and Dagenham Youth Zone as the Council's contribution to the overall capital development costs of the project;
- (iii) Delegate authority to the Corporate Director of Adult and Community Services, in consultation with the Corporate Director of Children's Services,



the Chief Finance Officer and the Head of Legal and Democratic Services, to approve the final details of the project in respect of the grant funding agreement, lease, facility mix, connection to other Parsloes Park refurbishment proposals and operational detail;

- (iv) Agree ongoing strategic support through representation on the Barking and Dagenham Youth Zone Board of Trustees; and
- (v) Note that whilst there was a guaranteed nil revenue funding requirement for three years there was potential future revenue risk if the Barking and Dagenham Youth Zone failed to attract sufficient future funding support.

## **26. Barking Housing Zone**

Further to Minute 8 (4 August 2014), the Cabinet Member for Housing presented a report on the selection of the Barking Town Centre area as one of nine Housing Zones under the Greater London Authority's London Housing Zones programme.

The Council's successful bid related to 10 specific projects in and around the Town Centre which would be supported by a total of £42.3m Housing Zone funding to deliver 2,295 new homes. Of the total funding, the Council would receive £13.122m of which £8.6m would be in the form of a non-repayable grant and the remaining £4.5m as an interest-free grant payable on completion of the respective developments. It was noted that not all of the 10 projects were subject to additional funding and the Council's role in each would vary from merely assessing planning applications through to leading on delivery.

The Cabinet Member referred to the 10 projects within the Housing Zone – Gascoigne West, Cambridge Road, London Road / James Street, Crown House, North Street, Kingsbridge, Abbey Sports centre, Abbey Road, London Road / North Street and Gascoigne East (Phase 1) – and advised on a further four schemes – 32-58 Ripple Road, Gurdwara Way / Whiting Avenue, Clockhouse Avenue / Broadway and land behind the Barking Enterprise Centre – which were important to the regeneration of the Town Centre but not currently identified as Housing Zone schemes.

The Cabinet Member commented that the projects were integral to the Council's growth and regeneration ambitions and, alongside other commercial developments planned for the area, would help to attract residents that wanted to make a home in the Borough. The Leader also referred to the programme of cultural events across the Borough which was helping to change people's perceptions.

In response to questions raised by the Cabinet Members for Crime and Enforcement and for Environment, the Cabinet Member for Housing clarified that:

- The Police's Designing Out Crime team would be involved in all new development projects of 10 or more homes;
- The planning application / approval system would ensure that disruption was minimised across the various construction sites;
- The results of the study by Countryside Properties into how the Council and

partners could support the delivery of a better and broader mix of retail, food and drink offer in the Town Centre would be shared with all Members; and

- Consultation with residents had commenced in respect of the Gascoigne West site and every effort would be made to meet their expectations.

Cabinet **resolved** to:

- (i) Agree to enter into the Overarching Borough Agreement with the Greater London Authority, forming the basis for the Housing Zone arrangements with the Council as set out in paragraph 1.9 of the report;
- (ii) Delegate authority to the Chief Executive, in consultation with the Cabinet Members for Housing and Regeneration, the Chief Finance Officer and the Head of Legal and Democratic Services, to enter into an Intervention Agreement with the Greater London Authority for the Gascoigne West site, as shown in Appendix 4 to the report, for £4.3m grant funding and £3.5m recoverable grant, as detailed in paragraphs 2.4 to 2.7 of the report;
- (iii) Agree the principle of a comprehensive development of the Cambridge Road site, as shown in Appendix 5 to the report, in partnership with Swan New Homes as detailed in paragraphs 2.8 to 2.11 of the report, subject to a further report to Cabinet setting out the business case and seeking agreement to enter into a Development Agreement;
- (iv) Agree the principle of the Council's land at London Road / James Street, as shown in Appendix 6 to the report, forming part of a comprehensive redevelopment and to delegate authority to the Chief Executive, in consultation with the Cabinet Member for Regeneration, the Chief Finance Officer and the Head of Legal and Democratic Services, to finalise the terms of the Development Agreement;
- (v) Delegate authority to the Chief Executive, in consultation with the Cabinet Member for Regeneration, the Chief Finance Officer and Head of Legal and Democratic Services, to enter into an Intervention Agreement with the Greater London Authority for the London Road / James Street site;
- (vi) Agree the principle of a comprehensive redevelopment of the Crown House site as shown in Appendix 7 to the report and, should negotiations with leaseholders not progress, authorise the use by the Council of its Compulsory Purchase Order (CPO) making powers pursuant to Section 226 of the Town and Country Planning Act 1990 (as amended) for the acquisition of the leasehold interests in the properties for the purposes of securing land needed to allow the redevelopment of the areas, as detailed in paragraphs 2.16 to 2.19 of the report;
- (vii) Authorise the Chief Executive, in consultation with the Head of Legal and Democratic Services, to take all necessary steps to secure the making, confirmation and implementation of a CPO in respect of the Crown House site, including the publication and service of all Notices and the presentation of the Council's case at any Public Inquiry;

- (viii) Agree to seek a development partner for the Crown House site with a further report to Cabinet to approve the details of any Development Agreement and Intervention Agreement with the GLA.
- (ix) Agree that officers explore the feasibility of a comprehensive redevelopment of the 32-58 Ripple Road site, as shown in Appendix 8 to the report, and report back to Cabinet with a recommended course of action;
- (x) Agree the principle of the Gurdwara Way / Whiting Avenue site, as shown as site I in Appendices 2 and 3 to the report, being developed for low cost home ownership or custom build, subject to a further report to Cabinet setting out the detail of any proposals;
- (xi) Agree that officers explore the feasibility of the Council acquiring and comprehensively redeveloping the Clockhouse Avenue / Broadway site, as shown as site K in Appendices 2 and 3 to the report, and report back to Cabinet on a recommended course of action; and
- (xii) Agree to the procurement of a partner to design, manufacture, supply and install an off-site modular mixed used development on the land behind Barking Enterprise Centre, as shown as site L in Appendix 1 to the report, on the terms set out in paragraph 2.24 of the report and with the results of the procurement reported back to Cabinet for approval.

## **27. Housing Asset Management Strategy**

The Cabinet Member for Housing introduced the Housing Asset Management Strategy (HAMS) which set out proposals to ensure that Housing-owned assets were maintained to a good standard and that future decisions on refurbishment or reinvestment would ensure good quality housing stock into the future.

The Cabinet Member advised that the Council presently owned over 18,500 tenanted homes and a further 3,300 leasehold properties. Across the next 10 years, there would be over £300m capital investment and a further £180m in planned and responsive repairs and maintenance via the Housing Revenue Account (HRA), in addition to significant investment in the building of new Council properties. The HAMS would establish the principles and priorities by which investment decisions would be taken and had two principal objectives:

- 1) Delivering a high quality housing stock that meets the needs of our tenants and leaseholders; and
- 2) Optimising the use and value of the housing assets.

The Cabinet Member added that the HAMS would be closely integrated with the Housing Strategy 2012-2017 and the HRA Business Plan.

Arising from the discussions, it was suggested that a report on the implementation of the Strategy should be presented to Cabinet at the end of the first year. It was also noted that the impact of the Chancellor's Emergency Budget and other Government announcements on a number of housing-related issues were currently being assessed by Finance and Housing officers and details would be

shared with Cabinet Members in due course.

Cabinet **resolved** to:

- (i) Approve the Housing Asset Management Strategy for 2015 – 2020, as at Appendix 1 to the report; and
- (ii) Request that a progress report on the implementation of the Strategy be presented to Cabinet in 12 months.

## **28. Barking and Dagenham Local Plan - Issues and Options**

The Cabinet Member for Regeneration presented a report on the review of the Council's Local Plan, which sets out the Council's and its partners' plans for the Borough over the next 15 years and the policies to deliver that change.

The Cabinet Member advised that the current Local Plan was adopted in 2010 and the Issues and Options report represented the first stage in a two-year process of review. The new Local Plan would look at the implications of the vision to deliver 35,000 new homes and 10,000 new jobs across seven growth hubs by 2030 and the infrastructure that would be needed, such as transport, schools and healthcare, to support that level of growth.

The Cabinet Member commented on a number of specific issues covered in the Issues and Options report, which included the expectation that certain industrial sites that were unlikely to attract investment and create new jobs could be made available for retail or housing purposes, as new businesses placed less reliance on industrial areas. The report also focused on the importance of promoting successful communities through new infrastructure and reference was made to the creation of two new stations linked to Crossrail in the Chadwell Heath area and the London Overground line extension to Barking Riverside.

The Cabinet Member for Education and Schools referred to new nursery provision in the Borough and was also pleased to note that the important role of the B&D College and The Adult College in addressing the skills gap would be properly reflected in the Local Plan documentation when it was presented for final approval in two years' time.

The Cabinet Member for Adult Social Care and Health acknowledged the role of the Local Plan in establishing the principles by which future planning proposals and applications would be determined and suggested that the appropriate level of flexibility needed to be built in to the documentation to avoid the need for an entire review every five years. The Cabinet Member for Regeneration undertook to discuss with officers how to make it a more 'live' document.

The Chief Executive concluded that the Local Plan was an essential component in the achievement of the Ambition 2020 and Growth Commission objectives and he stressed the importance of not getting diverted from that path.

Cabinet **resolved** to:

- (i) Agree the Local Plan Issues and Options report at Appendix 1 to the report,

for public consultation;

- (ii) Agree the Local Plan Local Development Scheme at Appendix 2 to the report;
- (iii) Agree the Local Plan Statement of Community Involvement at Appendix 3 to the report; and
- (iv) Agree the Local Plan Sustainability Appraisal Scoping Report at Appendix 4 to the report.

## **29. Discretionary Business Rate Relief Policy**

The Cabinet Member for Education and Schools introduced a report on a revised Discretionary Business Rate Relief Policy to reflect the budget reduction of £50,000 from 2016/17 which was approved by the Cabinet on 16 December 2014 (Minute 71 refers).

The Cabinet Member explained that the new Policy was aligned with Local Authority best practice and retained eligibility for non-profit making, charitable or philanthropic bodies that were able to demonstrate a benefit to the Borough and its residents as well as being linked to the Council's priorities. The tightening of the criteria within the new Policy would reduce the types of ratepayers who would be considered for relief in the future, such as those that already received funding from the Council, Housing Associations and those in buildings used for worship or the promotion of religious belief. In respect of the latter, the Cabinet Member advised that an application had been made to the Valuation Office for certain religious premises to be removed from the valuation list.

Cabinet **resolved** to:

- (i) Approve the Discretionary Business Rate Relief to Charities and Not for Profit Organisations Policy as attached at Appendix A to the report, which reflects the budget for 2015/16 and beyond;
- (ii) Note the potential impact of the new policy on local ratepayers currently in receipt of Discretionary Business Rate Relief;
- (iii) Agree the establishment of a Discretionary Business Rate Relief Appeal Panel, consisting of three Cabinet Members one of whom shall be the Cabinet Member for Finance, and authorise the Chief Finance Officer, in consultation with the Cabinet Member for Finance, to finalise the arrangements for the Appeal Panel; and
- (iv) Note that the necessary amendments to the Council's Constitution to reflect the new arrangements would be made by the Monitoring Officer.

## **30. Policy Framework for the Council's Heritage Collection**

The Leader of the Council introduced a report on the framework of documents that would support the renewal of Valence House Museum's accreditation with the National Accreditation Scheme for Museums and Galleries and the inaugural

accreditation of the Archives and Local Studies Centre via The National Archives' new accreditation scheme.

Cabinet **resolved** to:

- (i) Approve the accreditation framework of policies for Valence House Museum and the Archives and Local Studies Centre as set out at Appendices 1 - 9 to the report; and
- (ii) Note the Council's undertaking not to dispose of any item in the museum collection for primarily financial reasons.

### **31. Disposal of Surplus Library Book Stock**

The Leader presented a report on the outcome of a review of the Borough's library book stock and proposals to dispose of surplus stock.

The review had identified a large number of books that had no relevance to the local area and were no longer being used by library members. A number of those books were of potentially high value and it was therefore proposed to offer the surplus stock for sale, either through book dealers or via auction, with the proceeds being retained within the Library Service. Members discussed the costs associated with, and the benefits of, the preferred sale options.

Cabinet **resolved** to:

- (i) Agree the disposal of surplus book stock held by the Council's Library Service in accordance with the proposals set out under Option 1 (sale by book dealers) and Option 2 (sale by auction) of the report; and
- (ii) Authorise the Corporate Director of Adult and Community Services, in consultation with the Chief Finance Officer, to finalise the disposal arrangements.

## CABINET

15 September 2015

<b>Title:</b> Budget Monitoring 2015/16 - April to July (Month 4)	
<b>Report of the Cabinet Member for Finance</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> No
<b>Report Author:</b> Kathy Freeman Group Manager, Corporate Finance	<b>Contact Details:</b> Tel: 020 8227 3497 E-mail: <a href="mailto:kathy.freeman@lbbd.gov.uk">kathy.freeman@lbbd.gov.uk</a>
<b>Accountable Director:</b> Jonathan Bunt, Chief Finance Officer	
<b>Summary</b>	
<p>This report provides Cabinet with an update of the Council's revenue and capital position for the four months to the end of July 2015, projected to the year end.</p> <p>At the end of July 2015, there is a projected overspend of £6.0m, caused by an overspend on the Children's Services budget. This projection now reflects the decision agreed by Cabinet in July to transfer £1.2m from centrally identified budgets. There are pressures in a number of other service areas but all are currently forecast to be managed.</p> <p>The total service expenditure for the full year is currently projected to be £157.4m against the budget of £151.4m. The projected year end overspend will reduce the General Fund balance to c£20m at year end and it may reduce further if future budget gaps are not closed. 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 stands at £137.0m, inclusive of the European Investment Bank (EIB) funded general fund housing schemes, with a forecast outturn of £138.9m (an overspend of £1.8m).</p>	
<b>Recommendation(s)</b>	
<p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> <li>(i) Note the projected outturn position for 2015/16 of the Council's General Fund revenue budget at 31 July 2015, as detailed in paragraphs 2.1, 2.4 to 2.10 and Appendix A of the report;</li> <li>(ii) Note the progress against the agreed 2015/16 savings at 31 July 2015, as detailed in paragraph 2.11 and Appendix B of the report;</li> <li>(iii) Note the overall position for the HRA at 31 July 2015, as detailed in paragraph 2.12 and Appendix C of the report;</li> </ul>	

- (iv) Note the projected outturn position for 2015/16 of the Council's capital budget as at 31 July 2015, as detailed in paragraph 2.13 and Appendix D of the report;
- (v) Note that an additional cost pressure will be incurred to finance the Children's Services project team in the next quarter of the financial year, as detailed in paragraph 2.5 of the report; and
- (vi) Following the endorsement of the Corporate Procurement Board to the proposed procurement arrangements via an existing framework agreement, delegate authority to the Corporate Director of Children's Services and the Chief Finance Officer, in consultation with relevant Cabinet Members, to appoint recruitment consultants to assist with a recruitment programme to reduce the use of agency staff within Children's Social Care.

**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 2015/16 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 2015 provided for a target of £15.0m for the General Fund balance and the revenue outturn for 2014/15 led to a General Fund balance of £26.0m. Taking into account the currently projected overspend, together with the proposed use of the GF balance and other reserves to cover the implementation of savings proposals and budget gaps in 2015/16 and 2016/17, the remaining GF balance would be just above the target figure, as shown in the table below:

<b>Projected Level of Reserves</b>	<b>£'000</b>	<b>£'000</b>
Current GF balance		26,024
Other available reserves		7,127
<b>Total available reserves</b>		<b>33,151</b>
<u>Calls on reserves:</u>		
Implementation of savings proposals	(6,243)	
Budget Gap 2016/17	(5,170)	
Projected overspend	(5,980)	
		<u>(17,393)</u>
<b>Projected remaining reserves</b>		<b>15,758</b>



The actual cost of the implementation of savings proposals is being ascertained and this may impact positively on remaining reserves.

- 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 as the Council makes decisions on savings and service provision.

## 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.

<b>Council Summary 2015/16</b>	<b>Net Budget £000</b>	<b>Full year forecast at end July 2015 £000</b>	<b>Over/(under) spend Forecast £000</b>
<b>Directorate Expenditure</b>			
Adult and Community Services	51,250	51,250	0
Children's Services	62,858	68,838	5,980
Housing (GF)	98	98	0
Environment	19,477	19,477	0
Chief Executive	17,870	17,870	0
Central Expenses	(109)	(109)	0
<b>Total Service Expenditure</b>	<b>151,444</b>	<b>157,424</b>	<b>5,980</b>

	<b>Balance at 1 April 2015 £000</b>	<b>Forecast Balance at 31 March 2017 £000</b>
General Fund	26,024	15,758*
Housing Revenue Account	8,736	8,736

\*Includes the use of GF balances to implement savings proposals and cover potential budget gaps up to 2016/17 – see paragraph 1.3

## 2.2 Chief Finance Officer's comments

The current Directorate revenue projections indicate an overspend of £6.0m for the end of the financial year, made up as follows:

- £5.98m overspend in Children's Services due to demand pressures in the Complex Needs and Social Care division (£3.2m) and No Recourse to Public Funds and Unaccompanied Asylum Seeker Children cases (£2.3m). The £3.2m overspend includes the Cabinet approved transfer of £1.2m from corporately identified budgets, as agreed at Cabinet in July. Commissioning and

Safeguarding are reporting an overspend of £0.4m and Education are reporting an overspend of £0.1m.

As noted above, the current forecast overspend within Children's Services represents the greatest area of risk to delivering a balanced budget for 2015/16. Last year, Cabinet received reports from Children's Services setting out options for reducing expenditure. These were partially successful and the overall overspend in Children's Social Care reduced to £7.6m, netted to £6.1m following the application of the directorate reserve at the end of the year. Alongside the actions by Children's Services, in September 2014 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 led to a Council-wide position of a £0.07m overall overspend at year end. The budget for 2015/16 included allocations to Children's Services of £4.25m towards pressures in social care and the cost of the Children's and Families Act.

It is not proposed at this point to impose a spend freeze on the organisation but a Children's Services specific programme has been initiated with a focus on reducing the level of expenditure in Children's Social Care. A detailed action plan will be produced as an output of that programme to be implemented alongside existing management activity and that will be considered by the Chief Finance Officer, in his capacity as the statutory Section 151 Officer, as part of the assessment of the Council's position for the financial year. The ability of that plan to deliver savings, which will be monitored at a detailed level, will strongly influence any decisions on a spend freeze or other measures to reduce the in year overspend.

It is very unlikely that the Children's Services position can be brought back to budget by the end of the financial year, though it is anticipated that it can be significantly reduced, and, therefore, other actions will need to be identified to avoid a very large call on reserves in 2015/16. In the first instance, all Chief Officers have been instructed to contain any other pressures that have been identified within services and, as detailed within the later paragraphs of this report, that is currently expected to occur.

In addition to containing pressures, to ensure adequate reserves are maintained to not only provide the minimum advised buffer but also to enable investment in future programmes to deliver the Council's medium term financial strategy, further reductions in spend or extra income will be needed in all services including Children's Services. As noted in appendix E, it is estimated that the Children's Services programme can reduce spend levels by £11m by March 2017 and therefore consideration could be given to agreeing an overspend against budget for 2015/16 with the general fund balance replenished in 2016/17 to provide the funds for investment to deliver future savings. The full business plan for the delivery of the £11m will be needed before that can be reviewed as a potential option.

Whilst the currently forecast overspend, would result in a reduction in the Council's General Fund balance, with budget transfers 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 and the projected year end balance would be just above the target figure.

Looking forward, the revised MTFs approved in July includes additional funding for Children's Services and other demographic/service pressures which, along with the programme for Children's Services outlined in appendix E, would be expected to ensure a robust and deliverable budget in 2016/17.

## 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

<b>Directorate Summary</b>	2014/15 Outturn £000	2015/16 Budget £000	2015/16 Forecast £000
Net Expenditure	54,025	<b>51,250</b>	<b>51,250</b>
Projected over/(under)spend			<b>0</b>

The Adult and Community Services Directorate is forecast to breakeven by year end. There are a number of pressures within the directorate amounting to c£2.8m, which the department is actively working towards mitigating, as shown in the table below:

<b>Main Pressures</b>	<b>£000</b>
Purchase of Adult Social Care across all client groups	1,740
Pressures against 2015-16 savings targets (see savings tracker appendix for details)	341
Mental Health residential placement costs	431
Better Care fund performance penalty – target for reduced admissions unachieved	182
Impact of Youth Offending Service in year funding cuts	70
<b>Total Pressures</b>	<b>2,764</b>

The forecast reflects an overall pressure of £2.764 m a reduction from last month's pressure of £3.525m. This is primarily due to a reduction in the forecast spend for purchasing adult social care across all client groups (except mental health) which previously assumed maximum care hours. The revised forecast is based on current activity data which indicates a pressure of £1.740m. This will be monitored closely throughout the year as activity levels fluctuate.

Commissioning and Partnership as a whole reflects an overall pressure of £0.252m. This is as a result of an estimated Better Care Fund (BCF) performance penalty i.e. a pooled budget managed by LBB and the Clinical Commissioning Group (CCG) and in year grant cuts in the Youth Offending Service (YOS) being imposed by the Ministry of Justice following the Chancellor's Emergency budget.

The BCF performance penalty relating to the target for emergency admissions has reduced from £0.810m last month to £0.710m as a result of a revised method of calculating the penalty being applied. There is a 50:50 risk share between the CCG and LBB, therefore, a potential pressure of £0.355m within ACS budgets. This pressure can partly be mitigated by utilising the BCF 2014/15 under spend thereby reducing the pressure to the Council, to £0.182m. The service continues to work

with the CCG and the wider health economy to seek to reduce these non elective hospital admissions to mitigate the potential penalty.

Of the pressures against savings targets, there is a risk of £0.250m within Culture and Sport in respect of delays to the leisure and cultural services Trust proposal as a result of a corporate stop and think review currently underway. The proposal includes a further £0.750m savings target in 2016/17 and further dependant Library savings which could also be at risk

The Department holds the funding for Public Health which transferred over to the Council in April 2013. The service is wholly grant funded with a grant of £14.213m in 2015/16. At the end of the last financial year there was a £0.978m underspend which as a ring-fenced grant has been carried-forward into the current financial year. It was recently announced that there will be a £200m non-NHS health budget cut in year which will impact the Public Health budget. It is expected to be in the region of £1m, however, we are awaiting final confirmation. The service is currently reviewing its service plans to manage the implications of the recurring funding cuts. It should be noted that these reductions will impact on services across the council.

## 2.5 Children's Services

<b>Directorate Summary</b>	2014/15 Outturn £000	2015/16 Budget £000	2015/16 Forecast £000
Net Expenditure	67,359	<b>62,858</b>	<b>68,838</b>
Projected over/(under)spend			<b>5,980</b>

Spend in Children's Social Care in 2014/15 was £7.6m more than the allocated budget, reducing to £6.1m after the application of the directorate reserve, further reducing to £4.9m after taking account of underspends elsewhere in the directorate. There was a loss of government grant of £0.9m in total over the previous years. It was reported that this financial position was masking significant demand pressures within the Complex Needs and Social Care (CNSC) division and the demand continues into the financial year 2015/16.

Further detail on the pressures, mitigating actions and initial feedback on the social care efficiency programme is contained in appendix E.

Significant work is underway in a Social Care Efficiency Programme, supported with additional capacity created by the temporary recruitment of a Project Team. This team is supporting the current mitigation projects, and will help Children's Services to put forward, by the end of September, the Business Case to reduce spend and demand over the next two years. This work will also feed into the Ambition 2020 projects.

One of the key factors in the overspend has been the increased use of agency staff. Work has now been undertaken with a range of recruitment specialists who have put forward a proposal, which it is proposed is accepted as an Invest to Save scheme, to reduce agency numbers by 94. Although this will cost in the region of £750,000 over two years, the benefits of reduced agency numbers will be significant (circa £1,500,000). A cost benefit analysis has been completed which recommends

this course of action. A rebate via the Adecco service will be utilised towards the agency staff costs for those recruited within Children's services.

Additional funding of £3m has now been included within the Children's Service base budget for 2015/16 in support of the social care demand pressures. The allocation into the department is £2.85m to social care and £0.15m to safeguarding and commissioning. This has met the cost of staffing to meet the 1:20 caseload pressures, but has not addressed NRPF, UASC and placement pressures, or the high level of agency costs. In support of the Children's and Families Bill an additional £1.250m has also been built into the budget.

The anticipated growth is currently being modelled for the population changes and future demands anticipated in future years. Children's Services are currently endeavouring to mitigate some of the reported pressures of £11.1m using the existing resources and structured ongoing in-house service work with Group Managers.

Budgets have been realigned in support of unit cost and demand, embedded into the financial reporting via a metrics analysis of the CNSC service area. This has been used in forecasting pressures and demand placed upon the budget. Cabinet has been updated setting out options for significantly reducing or eliminating the adverse budget position and quantifiable growth data, analysis and trends. Reporting within the CNSC pressures are mitigation against each of the service areas.

## 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 2015/16 DSG allocation is £231.1m, covering Individual Schools Budgets, High Needs and Early Years services.

## 2.7 Housing General Fund

<b>Directorate Summary</b>	2014/15 Outturn £000	2015/16 Budget £000	2015/16 Forecast £000
Net Expenditure	3,417	<b>98</b>	<b>98</b>
Projected over/(under)spend			<b>0</b>

### Housing General Fund

Current projections indicate that the service will outturn on budget in 2015/16.

The primary risks to the position are the level of Bed and Breakfast placements and managing arrears. Significant savings are expected to be delivered through a reduction in temporary accommodation placements within Bed and Breakfast accommodation together with the renegotiation of Bed and Breakfast nightly rates.

Bed and Breakfast placements were 58 at the end of July which is below the budgeted average of 68. However, despite peaking briefly at 81 in May, average numbers over the whole of the first 4 months of the year stand at 53. The projected average number of placements per month for the year remains at 48.

Arrears have increased by £194k since the start of the financial year, although this is partly due to a backlog in processing Housing Benefit claims. The current level of bad debt provision is expected to be sufficient based upon current assumptions.

The opening of Butler Court Hostel has been rescheduled to facilitate the provision of additional units. The facility was initially expected to open in October with 69 units, however, now that full access has been obtained, it has been established that a further 11 units can be provided. The facility is now expected to open in February with 80 units. The enhanced refurbishment of the hostel will be funded from corporate budgets and will result in a higher level of ongoing income.

The combination of additional hostel units at Butler Court and 50 Wakering Road, alongside active placement management, is expected to deliver a breakeven position and enable the service to deliver its savings target. There are, however, significant risks in this area if the forecast reduction in Bed and Breakfast numbers is not achieved, the available supply of PSL properties does not meet demand or the amount of bad debt increases substantially above the current provision.

## 2.8 Environment

<b>Directorate Summary</b>	2014/15 Outturn £000	2015/16 Budget £000	2015/16 Forecast £000
Net Expenditure	19,687	<b>19,477</b>	<b>19,477</b>
Projected over/(under)spend			<b>0</b>

Pressure of just under £3m is expected to be contained within Environmental Services (see table below):

<b>Main Pressures</b>	<b>£000</b>
Parking Services - Impact of De-regulation bill and existing pressures.	1,795
Pressures against 2015-16 savings targets (see savings tracker appendix for details)	389
Pressures against income targets in Environmental services	568
Stour Road buildings	90
<b>Total Pressures</b>	<b>2,842</b>

Environmental Services currently has a challenging pressure of c£2.842m which it is expected to contain. £1.795m of this pressure is against the Parking account as a result of the De-Regulation Act 2015 which came into effect in April 2015 having gained ministerial approval in late March 2015. This is a reduction from last month's forecast of £1.9m based on action taken by the service to mitigate the pressure such as increase in enforcement strategies. The service also has a historic pressure due to delays in determining the future use of 2 and 90 Stour Road currently estimated as £0.090m. There are also a number of risks against income targets within the service which need to be closely monitored. The service is currently working to ensure that the pressure is mitigated.

A challenging savings target of £1.810m is built into the 2015/16 budget. These are largely in the process of being delivered or already implemented. However, current

forecasts indicate under delivery of £0.389m (see savings tracker for further details). Where under delivery has been identified, the Department is actively managing the resulting pressure. The Department is working to ensure pressures are managed, income opportunities reviewed, posts held vacant, recharges and income collection up to date and expenditure managed across the department.

## 2.9 Chief Executive's Directorate

<b>Directorate Summary</b>	2014/15 Outturn	2015/16 Budget	2015/16 Forecast
	£000	£000	£000
Net Expenditure	18,716	<b>17,870</b>	<b>17,870</b>
Projected over(under)spend			<b>0</b>

Chief Executive's Directorate is currently on target to spend to budget this year though that is dependent on a number of pressures being contained within services.

There are over £2.5m of savings relating to Elevate services for 2015/16 including large individual savings relating to the transformation of ICT and Customer Services and the automation of other services. These are being monitored through joint programme boards with Elevate and Agilisys with the highest risk on parts of the automation proposals. There is also substantial ongoing demand pressures on the benefits services with high numbers of new claims and changes in circumstances that are having to be managed within existing resources.

There are pressures totalling £0.18m within Human Resources through the under-recovery of some school buybacks. However, managers are confident that these pressures can be mitigated through underspends in other area's of the directorate's budget.

## 2.10 Central Expenses

<b>Directorate Summary</b>	2014/15 Outturn	2015/16 Budget	2015/16 Forecast
	£000	£000	£000
Net Expenditure	2,186	<b>(109)</b>	<b>(109)</b>
Projected over(under)spend			<b>0</b>

This budget covers treasury management costs (interest paid on loans and received on investments), budgets to cover the costs of redundancy and doubtful debts and a small contingency to cover any unforeseen pressures.

Currently expenditure and income is forecast to be on budget though the additional investment interest budget is challenging to achieve in a very low interest environment without a significant increase in the risk taken on placing cash deposits.

## 2.11 In Year Savings Targets – General Fund

The delivery of the 2015/16 budget is dependent on meeting a savings target of £23.5m. 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.

<b>Directorate Summary of Savings Targets</b>	<b>Target £000</b>	<b>Forecast £000</b>	<b>Shortfall £000</b>
Adult and Community Services	4,045	3,629	<b>416</b>
Children's Services	2,065	1,969	<b>96</b>
Housing (GF)	1,005	1,005	-
Chief Executive	14,595	13,965	<b>630</b>
Environment & Enforcement	1,810	1,421	<b>389</b>
<b>Total</b>	<b>23,520</b>	<b>21,989</b>	<b>1,531</b>

## 2.12 Housing Revenue Account (HRA)

The HRA is currently forecast to breakeven. More detailed monitoring information is given in Appendix C.

### Income

Income is expected to be ahead of budget by £0.664m. This is due to an increase in water charges as notified by the water provider after Council budgets were agreed. There is a net nil impact to the HRA as these charges are collected by the Council and passed through to the water company.

The main risk to the income position is collection performance and stock movements. Current rent collection performance indicates collection will be below target of 99.24%, therefore, a significant increase in collection is required to avoid substantial impact on the HRA. If this position isn't recovered there will be increasing pressure on the bad debt provision due to increasing arrears and the likelihood of additional bad debts being written off. Stock movements are monitored as an increasing level of Right to Buy activity and higher than budgeted void levels may adversely impact rental income. There have been fewer Right to Buy sales year to date compared to budget profile, however, due to demand fluctuations over the course of a year, current projections continue to assume 220 sales.

Provision has been made within the HRA through increased bad debt provision plus the availability of discretionary housing payments to mitigate the ongoing impact of welfare reform.

### Expenditure

Expenditure is expected to be over budget by £0.664m. This is due to the increase in water charges payable to the water company as explained above.

In order to achieve a breakeven position, the Housing service will need to manage cost pressures within the year. The most significant risk area is Repairs and Maintenance which is reporting an overspend of £1m. The forecast position is dependant on a number of management actions including the greater use of in-



house workforce over sub contractors and the implementation of a revised repairs policy.

Existing pressures include restructure and efficiency savings not delivered in 2014/15, pressures on staffing budgets and pressure on sub-contractor spend due to the high levels of responsive repairs carried out by external contractors. Action to address the position includes establishing further productivity improvements, the introduction of a revised repairs policy to manage the workload run rate and the increased utilisation of in-house staff on capital schemes and responsive jobs in place of external sub-contractors

In order to deliver a breakeven position, the in-year revenue contribution to capital has been adjusted from £37m to £36m. This will impact the overall level of funding within the housing capital programme and will need to be considered in future planning.

### HRA Balance

It is expected that HRA balances will remain at £8.7m.

## 2.13 Capital Programme 2015/16

The Capital Programme forecast against budget as at the end of May 2015 is as follows:

	2015/16 Current Budget £'000	Actual Spend to Date £'000	2015/16 Forecast £'000	Variance against Budget £'000
Adult & Community Services	2,682	637	2,682	0
Children's Services	33,474	6,338	32,803	(671)
Environmental Services	4,215	917	4,205	(10)
Chief Executive Department	12,437	1,222	12,304	(133)
General Fund Housing - EIB	6,222	84	6,222	0
<b>Sub-Total: General Fund</b>	<b>59,030</b>	<b>9,196</b>	<b>58,216</b>	<b>(814)</b>
HRA	77,987	31,119	80,634	2,647
<b>Total</b>	<b>137,017</b>	<b>40,315</b>	<b>138,850</b>	<b>1,833</b>

The detailed scheme breakdown is shown in Appendix D.

### Summary

The 2015/16 capital programme, with the inclusion of the General Fund Housing EIB schemes, stands at a revised budget of £137.0m, and Directorates are anticipating an overall Overspend of £1.8m.

### New Capital Schemes

There are no new schemes.

### Adult & Community Services (ACS)

Adult & Community Services has a current budget for 2015/16 of £2.682m and is currently not projecting any over or underspends across the Directorate.

### **Children's Services**

Children's Services has a current budget of £33.4m, and is currently expecting to underspend by £0.671m overall. This is a net position and results from a number of individual scheme variances. Schemes with (under) or over spends of £0.1m or more include:

Eastbury Primary	(£0.238m)
Warren/Furze Expansion	(£0.241m)
Village Infants	£0.238m
Jo Richardson Expansion	£0.666m
Barking Riverside Free School	(£1.100m)

Under and overspends are returned to and drawn from the total Basic Need funding allocation, some of which is budgeted for future years. Officers will continue to ensure that the overall programme is delivered within budget and that all schools are completed in time for the required new intake deadlines.

### **Environmental Services**

Environmental Services has a current capital programme of £4.2m and is currently projecting an underspend of £0.010m, which is specifically in relation to the Road Safety Improvement Scheme.

### **Chief Executive**

The Directorate has a current budget of £12.4m and is currently projecting an underspend of £0.133m across the Directorate. This is a net position and results from a number of individual scheme variances. Schemes with (under) or over spends of £0.1m or more include:

New Dagenham Library	£0.109m
Creative Industries	(£0.300m)
Shopping Parade Enhancements	(£0.121m)
Merry Fiddlers Junction Yr 2	£0.170m

The New Dagenham Library and Merry Fiddlers schemes will be funded by additional GLA grant and Section 106 money respectively.

### **Housing Revenue Account (HRA)**

The HRA has a capital programme budget for 2015/16 of £77.987m. Current projections indicate a year end variance of £2.646m.

#### Investment in Stock

An underspend in the current year of £0.229m is currently being projected which relates to the Decent Homes (Blocks) project which is showing an underspend of £0.179m due to a small amount of slippage in the programme. There is also a likely underspend on the Energy Efficiency project of £0.050m as, although options are currently being explored, due to staffing issues it is now unlikely that the scheme will be developed and delivered this financial year.

Tenders for urgent Fire Safety Works have recently been sought and the successful contractor is able to deliver a programme of works this financial year. However, the current budget for this project is fully committed in delivering the remaining works

that were included in the previous contract. In order to provide the necessary funding it is proposed to move £0.9m from the Decent Homes (South) project. Although the Decent Homes projects are progressing well and could spend their full budget this financial year, the programme for the current year can be curtailed to make funds available for the fire safety works to be implemented more quickly.

All other projects are currently projected to be fully spent.

#### Estate Renewal

Actual spend to date indicates progress is ahead of schedule due to a very high level of leasehold buy back completions and advanced progress in respect of the Gascoigne Estate demolitions. The decision to bring forward the demolition of Sebastian court due to its poor state of repair has also accelerated the spend position. The demolition of Althorne Way flats is currently ongoing and will be substantially completed this financial year.

The accelerated spend has resulted in the year end projection increasing by £3.83m to £10.23m. This can be funded through the reprofiling of future year's Estate Renewal budgets. There is currently a budget of £6.0m in each of the next two financial years (2016/17 and 2017/18) and these budget will be adjusted accordingly.

#### New Build

The New Build Programme is currently projected to underspend by £0.955m with all projects expected to spend to budget with the exception of those detailed below.

The Lawns & Wood Lane and Abbey Road CIQ projects are now complete and, with only retentions to be released, there is some certainty around the actual costs of these schemes. Both projects have been delivered under budget and consequently a combined under spend of £0.262m is being projected.

The Leys Phase 1 project is now progressing well having been initially delayed as a result of land contamination remediation works. Current cash flow forecasts indicate a spend of £10.6m for the current financial year which is £0.334m ahead of schedule and, therefore the 2016/17 budget of £4.5m will be reprofiled accordingly.

The tender process is under way for the Leys Phase 2 project with tenders due for return in September. With a start on site date scheduled for December 15 / January 16, it is unlikely that the full £1.0m budget for 2015/16 will be spent and slippage of £0.5m is now likely.

Goresbrook Village has also now been completed with only retentions and remaining fees left to pay. There will, however, be an overspend of £0.347m once these payments have been made and this is as a result of exceptional costs being incurred that were not part of the original project budget. These costs include additional expenses incurred in diverting statutory undertakers plant and the removal and eradication of extensive amounts of Japanese knotweed.

The Ilchester Road and North Street New Build Schemes have both been delayed due to a prolonged planning process. Tenders are now due to be sent out in September and, therefore, it is unlikely that the full current year budgets for these schemes will be spent. Slippage of £0.478m has been identified for the Ilchester

Road Scheme, whilst North Street is likely to slip by £0.395m. In both cases the 2016/17 budgets will be reprofiled accordingly.

## 2.14 Financial Control

At the end of July, 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. Individual Directorate elements have been subject to scrutiny and discussion at their respective Directorate Management Team meetings.

## 5 Financial Implications

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

## 6 Legal Issues

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

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

Oracle monitoring reports

### List of Appendices

- **Appendix A** – General Fund expenditure by Directorate
- **Appendix B** – Savings Targets by Directorate
- **Appendix C** – Housing Revenue Account Expenditure
- **Appendix D** – Capital Programme
- **Appendix E** – Children’s Services pressures and mitigating actions

## GENERAL FUND REVENUE MONITORING STATEMENT

### July 2015/16

Directorate	Outturn 2014/15	Revised Budget	Forecast Outturn	Forecast Variance
	£000	£000	£000	£000
<b><u>Adult &amp; Community Services</u></b>				
Adult Social Care	31,072	25,921	27,729	1,808
Commissioning & Partnership	10,084	10,368	10,620	252
Culture & Sport	6,429	3,483	3,733	250
Mental Health	3,956	3,434	3,865	431
Public Health	785	-	-	-
Management & Central Services	1,699	8,044	5,303	(2,741)
	<b>54,025</b>	<b>51,250</b>	<b>51,250</b>	<b>-</b>
<b><u>Children's Services</u></b>				
Education	4,660	4,642	4,742	100
Complex Needs and Social Care	42,564	37,863	43,363	5,500
Commissioning and Safeguarding	9,166	9,373	9,753	380
Other Management Costs	10,969	10,980	10,980	-
	<b>67,359</b>	<b>62,858</b>	<b>68,838</b>	<b>5,980</b>
<b><u>Children's Services - DSG</u></b>				
Schools	176,960	182,336	182,336	-
Early Years	19,329	16,549	16,549	-
High Needs	28,807	28,087	28,087	-
Non Delegated	737	918	918	-
Growth Fund	2,375	3,250	3,250	-
School Contingencies	-	(22)	(22)	-
DSG/Funding	(228,208)	(231,118)	(231,118)	-
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Environment &amp; Enforcement</u></b>				
	<b>19,687</b>	<b>19,477</b>	<b>19,477</b>	<b>-</b>
<b><u>Housing General Fund</u></b>				
	<b>3,417</b>	<b>98</b>	<b>98</b>	<b>-</b>
<b><u>Chief Executive Services</u></b>				
Chief Executive Office	12	(27)	(27)	-
Strategy & Communication	(2)	292	107	(185)
Legal & Democratic Services	(192)	493	493	-
Human Resources	(89)	711	896	185
Corporate Finance & Assets	16,384	15,139	15,139	-
Regeneration & Economic Development	2,603	1,262	1,262	-
	<b>18,716</b>	<b>17,870</b>	<b>17,870</b>	<b>-</b>
<b><u>Other</u></b>				
Central Expenses	(6,579)	(11,696)	(11,696)	-
Levies	9,809	10,755	10,755	-
Budgeted Reserve Drawdown	(1,044)	-	-	-
Contingency	-	832	832	-
	<b>2,186</b>	<b>(109)</b>	<b>(109)</b>	<b>-</b>
<b>TOTAL</b>	<b>165,390</b>	<b>151,444</b>	<b>157,424</b>	<b>5,980</b>

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## Directorate Savings Targets: Progress at Period 4

## Adult and Community Services

Ref:	Detail	Current Position (please also state if a project is required to deliver the savings)	Target	Forecast	Variance
			£000	£000	£000
ACS/SAV/01	Workforce remodelling	On track to be delivered.	584	584	0
ACS/SAV/02a	Safeguarding adults - quality assurance and protection of property	Achieved	104	104	0
ACS/SAV/02b	Safeguarding adults - Domestic Violence and Hate Crime	Achieved	22	22	0
ACS/SAV/03a	Older People accommodation based services - review of Kallar Lodge	Achieved	100	100	0
ACS/SAV/06a	Personalisation of Learning Disability Day Services and consequential closure of The Maples.	Delays expected. Date of full implementation dependent on completion of a number of processes; there is a need to identify solutions with individual service users and their families. A Project Board is in place.	257	166	91
ACS/SAV/06b	Staffing efficiencies at 80 Gascoigne Road.	Achieved	70	70	0
ACS/SAV/07	Withdraw subsidy from Relish café.	Achieved	120	120	0
ACS/SAV/10	Care and support in the home focused on people with doubling up of care staff as a result of high needs	On track to be delivered.	85	85	0
ACS/SAV/12d	Community Interest Company delivering a range of services using creative arts	Achieved	16	16	0
ACS/SAV/12f	The Foyer Supported Living for 18-24 year olds	On track to be delivered.	275	275	0
ACS/SAV/12h	Summerfield House supported living for mothers aged 16-24 and their babies	Achieved	143	143	0
ACS/SAV/12i	Bevan House supported living for vulnerable families	On track to be delivered.	98	98	0
ACS/SAV/13b	Increase in social care income budget.	Achieved	300	300	0

**Appendix B**

<b>Ref:</b>	<b>Detail</b>	<b>Current Position (please also state if a project is required to deliver the savings)</b>	<b>Target £000</b>	<b>Forecast £000</b>	<b>Variance £000</b>
ACS/SAV/15a	Integration and Commissioning and Directorate Support teams	Achieved	200	200	0
ACS/SAV/16	Alcohol Services for adults and young people - to fund from Public Health grant	Achieved	495	495	0
ACS/SAV/17	Reduce range of crime and Anti Social Behaviour interventions - Victim Offender Location Time work	Achieved	47	47	0
ACS/SAV/18	Community Safety and IOM work - fund the Anti Social Behaviour Team from a range of funding streams rather than the GF	Achieved	75	75	0
ACS/SAV/19	Youth Offending Service reduction in Out of Court work	Achieved	92	92	0
ACS/SAV/24	School library service to be full cost recovery and Home Library Service to be delivered by volunteers.	On track to be delivered.	56	56	0
ACS/SAV/26	Delete Libraries casual staffing budget and transfer of centrally controlled costs	On track to be delivered.	35	35	0
ACS/SAV/23a	Reduce book fund	Achieved	10	10	0
ACS/SAV/29a	Broadway Theatre - transfer to College	Achieved	200	200	0
ACS/SAV/30	Community Halls - community managed or close	Achieved	52	52	0
ACS/SAV/31	Leisure centres - Management and reception staff	On track to be delivered. Links to ACS/SAV/36	47	47	0



**Appendix B**

<b>Ref:</b>	<b>Detail</b>	<b>Current Position (please also state if a project is required to deliver the savings)</b>	<b>Target £000</b>	<b>Forecast £000</b>	<b>Variance £000</b>
ACS/SAV/32	Leisure centres - extraordinary increase in net income	Requires Corporate marketing support to deliver following centralisation of budgets.	40	40	0
ACS/SAV/34	Sport & Physical Activity team management cost reduction.	Achieved	152	152	0
ACS/SAV/36	Leisure and cultural services trust proposal	Risk to delivery this financial year – awaiting outcome of review	250	0	250
ACS/SAV/39	Active Age Centres income	On track to be delivered	120	120	0
<b>Total</b>			<b>4,045</b>	<b>3,704</b>	<b>341</b>

## Children's Services

Ref:	Detail	Current Position (please also state if a project is required to deliver the savings)	Target £000	Forecast £000	Variance £000
CHS/SAV/23	Significant reduction in improvement support for education	Alternative saving identified via capitalisation of revenue expenditure	100	100	0
CHS/SAV/25b	Childcare and early years - move to DSG	Achieved saving on general fund by utilisation of legitimate expenditure to grant	455	455	0
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	On target by reducing activities for young children and their parents and seeking alternative funding for the play and communications (language development work)	400	400	0
CHS/SAV/27	Youth Service - reconfigure to voluntary sector provision with £100k budget	On target by reducing the number of youth sessions provided across the borough via youth centres, StreetBase Local community youth clubs and the youth bus	100	100	0
CHS/SAV/28b	Educational psychology - provision using DSG only	Income generation will be monitored throughout the year by an increase in income generation of the traded element of the service and a review of methods of service delivery focused on reducing the costs of the service while maintaining quality. DSG income supported only cost centre. In addition this will be partially offset by increased levels of new EHC plans, for which additional funding has been provided.	440	440	0
CHS/SAV/34	Reduction in CIN (c20 year 1, c120 year 2, c60 year 3) due to impact of Troubled Families agenda	On target with utilisation of the grant funding to reduce CIN numbers through impact of the Troubled Families agenda	50	50	0
CHS/SAV/30	CAMHS - reduce to statutory minimum for year 1 and then delete service	On target but high risk at tier 2 but achievable by reducing Primary Mental Health Workers from 6 to 3 in 15\16	100	100	0

CHS/SAV/31	Limited support to Local Safeguarding Children's Board (LSCB). Reduce Child Death Overview Panel (CDOP) Manager to 0.5	Demand and risk driven, will be monitored due to demand placed upon the LSCB. The CDOP manager is responsible for overseeing all child deaths that take place in B&D. The role is statutory and is part funded by the CCG for the rapid response function. Saving is to reduce this support.	15	15	0
CHS/SAV/37	Reduce GF contribution to Information & Statistics team	On target and achievable by removing general fund contribution to the team	30	30	0
CHS/SAV/25a	Reduction in support to quality Childcare and early years provision	Budget/saving removed via training, development and marketing centralisation - £46k relates to training budget and £154k achievable with staffing reduction	200	154	46
CHS/SAV/28a	Social care learning and development - reduce post	Budget/saving removed via training, development and marketing centralisation	125	0	125
CHS/SAV/29	Access and connect - reduction in rewards available to young people to incentivise healthy behaviours	Budget/saving removed via training, development and marketing centralisation	50	0	50
<b>Total</b>			<b>2,065</b>	<b>1,844</b>	<b>221</b>

## Environment and enforcement

Ref	Detail	Current Position (please state if project is required to deliver savings)	Target	Forecast	Variance
			£000	£000	£000
ES001	Loss of proactive drainage clearance	Saving has been delivered	80	80	0
ES002	Changes to winter maintenance of highway network	Saving has been delivered	35	35	0
ES007	Increase Parking Charges for all parking locations	New charges implemented. We are monitoring activity to assess purchasing trends and any impact on demand which may affect delivery of saving – hence amber rating.	190	190	0
ES008	Restructure Facilities Management - Building Services Officers - post deletions	Awaiting redundancy sign off	101	101	0
ES009A	Streamlining Building Cleaning	Saving has been delivered	49	49	0
ES009B	Building Cleaning - removal of Living Wage subsidy to school contracts	Saving cannot be delivered until 2016/17. Schools have contracts limiting any price increase in 2015/16.	96	0	96
ES010B	Prestart payment to drivers	Pending outcome of negotiations. Will not deliver full saving in year.	53	40	13
ES012	Cease green garden waste collection	Saving was based on fully chargeable service in place from September 2015. However, delays in implementing this mean that charging is now only likely to start in April 2016.	110	0	110
ES014	Market Management	Transfer is from 25 April 2015. Achieved	281	281	0
ES015	Redesign of street cleansing operations	Service redesign is in place already.	243	243	0
ES016	Income generation in cemeteries	Concessions and extension of burial/memorial offer will be delivered in year. Will require a programme to deliver future ambitions for income growth	30	30	0
ES019	Use of Public Health Grant to incentivise Council priorities through sports participation	Grant arrangements agreed for yr 1, but sustaining this will require all clubs/teams to	65	65	0

Ref	Detail	Current Position (please state if project is required to deliver savings)	Target £000	Forecast £000	Variance £000
		develop significant capacity to deliver to club standard. Requires a programme to also pick up outcomes of playing pitch strategy			
ES020	Increases in income expected from future regulatory activity.	Trajectory of enforcement actions is positive but remains below necessary levels. Recovery rates are also lagging. Requires a programme aimed at broader transformation.	125	25	100
ES021	Increase income from staff parking charges	New charges implemented. We are monitoring buying patterns as reduced demand may impact delivery – hence amber rating.	30	30	0
ES022	Marketing in the public realm	Existing strategies for selling advertising space are providing limited income. Review of corporate arrangements is required.	70	0	70
ES025	Domestic bins rental	Recharge agreed	17	17	0
ES026	Recycling bins rental – Recharge to HRA	Recharge agreed	135	135	0
EH001	Food Safety Team Funding - Transfer of funding liability from General Fund to Public Health Grant	Funded through Public Health grant – saving delivered	100	100	0
<b>Total</b>	<b>Environment and Enforcement</b>		<b>1,810</b>	<b>1,421</b>	<b>389</b>

## Housing

Ref	Detail	Current Position (please state if project is required to deliver savings)	Target	Forecast	Variance
			£000	£000	£000
HGF001	Expand Council hostel portfolio to accommodate temporary placements instead of using expensive B&B accommodation.	Saving expected to be delivered. YTD average below budget assumption and the provision of additional hostel units expected to improve this further. Additional units are expected to be provided within the Foyer and Butler Court - although delays would impact this position. It should be noted that unforeseen increases in TA demand may impact ability to deliver saving.	900	900	0
HGF002	Housing Advice & Temporary Accommodation	Charges implemented - saving delivered	74	74	0
HGF003	Housing Strategy	Controls on non mandatory spend in place therefore saving delivered	31	31	0
<b>Total</b>			<b>1,005</b>	<b>1,005</b>	<b>0</b>

## Chief Executive's

Ref:	Detail	Current Position (please state if a project is required to deliver the savings)	Target £000	Forecast £000	Variance £000
CEX/SAV/01	Staff reduction Sustainable Communities and Economic Development	Posts currently vacant	99	99	0
CEX/SAV/02	Increase Income in Strategic Transport area	LIP budget for 2015/16 already allocated with increased level of top slice.	63	63	0
CEX/SAV/03	Stop all business support activity e.g. business enterprise centre (move to no cost from 2015-16)	Stakeholders informed with regard to ceasing of funding. Employee to leave at end of March	224	224	0
CEX/SAV/04	Increase income in Development Planning area	Budget increased, current income levels suggest this enhanced target is achievable	85	85	0
CEX/SAV/05	Reduction in planning policy posts and amalgamation of Planning Policy Manager post and Strategic transport post	Savings on target to be delivered.	24	24	0
CEX/SAV/06	Reduction in supplies and services budget	Budgets reduced and savings on target to be delivered.	45	45	0
CEX/SAV/07	Increase in income from Capital Programme	Recharges agreed	20	20	0
CEX/SAV/7b	Reduction of costs in Sustainable Communities area	This would be delivered through recharges to Capital. This is on target to be delivered.	200	200	0
CEX/SAV/08	Increase in income employment and skills	Budget increased to reflect previous years levels of income	100	100	0
CEX/SAV/08a	Recharge to the HRA in respect of supporting Housing Tenants into permanent employment.	Budget increased to reflect previous years levels of income	200	200	0
CEX/SAV/08b	Capital Commissioning & Delivery Group – To generate an annual surplus of £50k through additional framework contract income and reduce General Fund recharges by £90k.	Savings on target to be delivered	140	140	0
CEX/SAV/09	Reduce democratic services structure	Savings on target to be delivered but Leader	47	47	0

**Appendix B**

<b>Ref:</b>	<b>Detail</b>	<b>Current Position (please state if a project is required to deliver the savings)</b>	<b>Target £000</b>	<b>Forecast £000</b>	<b>Variance £000</b>
	dependant on moving towards a shared service and reducing the number and frequency of statutory meetings	may request that the post is put back into the structure.			
CEX/SAV/10	Increase Legal trading income	Savings on target to be delivered	135	135	0
CEX/SAV/11	General Fund reduction in supplies and services budget for legal services	Savings on target to be delivered	75	75	0
CEX/SAV/12a	Member training stopped with exception of the training required for members to serve and operate on the quasi-judicial meetings	Remaining training to be funded from corporate L&D fund, which is already under pressure.	55	55	0
CEX/SAV/12b	Members Pension Contribution	Savings on target to be delivered	100	100	0
CEX/SAV/13	Residents Survey - no postal survey but online	Savings on target to be delivered	15	15	0
CEX/SAV/14	Centralise and top slice marketing and publicity budgets across Council	Consolidated M&C budgets are not sufficient to cover commitments and statutory obligations.	300	300	0
CEX/SAV/15	Remodel marketing and communications service - core minimum team and consider shared service with Thurrock	Shared M&C service is no longer possible with Thurrock.	250	250	0
CEX/SAV/17	Develop a Research and Intelligence Hub	Saving requires consultation with Children's services and Public health to determine a forecast.	100	0	100
CEX/SAV/15a	Further remodelling of marketing and comms	Shared M&C service is no longer possible with Thurrock	50	50	0
CEX/SAV/14a	Centralisation and top slicing of marketing and publicity budgets across the Council	Consolidated M&C budgets are not sufficient to cover commitments and statutory obligations	100	0	100
CEX/SAV/18	Centralise training and development budgets to improve efficiency of use and make saving	Departments are reducing the amount of budgets initially identified as budgets to be centralised. This has reduced the amount of budget available for training and development needs across the Council.	475	475	0
CEX/SAV/21	Reduce health and safety provision, but	Increased Income target should be	100	100	0



Appendix B

Ref:	Detail	Current Position (please state if a project is required to deliver the savings)	Target £000	Forecast £000	Variance £000
	must meet statutory responsibilities	achievable given current rate of HR and OH income generation			
CEX/SAV/22	Look to provide employee relations advice in a different way	Savings on target to be delivered.	47	47	0
CEX/SAV/22a	Reduce the size of the HR Business Partner Team	Savings on target to be delivered.	60	60	0
CEX/SAV/23a	Additional savings to be delivered through centralising training and development budgets to improve efficiency of use	Departments are reducing the amount of budgets initially identified as budgets to be centralised. This has reduced the amount of budget available for training and development needs across the Council.	175	0	175
CEX/SAV/23b	Reduction in Business Change team staff	Savings on target to be delivered.	22	22	0
CEX/SAV/77	Business Support review	Saving based on PwC management review – requires action to take forward and deliver saving	60	0	60
CEX/SAV/78	Reduction in middle management	Saving based on PwC management review – requires action to take forward and deliver saving	300	0	300
CEX/SAV/24	Remove Invest to Save budget	Savings on target to be delivered.	1,000	1,000	0
CEX/SAV/25	Debt interest payments	No issues as there is expected to be no further borrowing required in 2015/16 based on the current debt interest budget.	250	250	0
CEX/SAV/26	Minimum Revenue Provision (MRP) accounting	On target to be delivered	2,700	2,700	0
CEX/SAV/27	Investment income - rate change	Although the expected rate change has not occurred the Council is positioned to make the agreed savings for 2015/16	500	500	0
CEX/SAV/29	Investment income - increase risk appetite	The investment strategy have been amended to allow the required the Council to achieve this target.	250	250	0
CEX/SAV/30a	Shared accountancy service	Shared service did not proceed, however, a restructure is in the process of being	500	450	50

Ref:	Detail	Current Position (please state if a project is required to deliver the savings)	Target £000	Forecast £000	Variance £000
		implemented which will produce the required level of saving. Unlikely to be fully implemented by April 2015 – June is more likely. Pressure could be reduced as a result of a number of vacant posts.			
CEX/SAV/31	Capital Programme Management Office (CPMO)	Recharge to HRA has been agreed	25	25	0
CEX/SAV/33	Treasury recharge to Pensions	Recharges agreed	20	20	0
CEX/SAV/34	Project Manager/Accountant	Recharge to HRA from Innovation & Funding has been agreed.	30	30	0
CEX/SAV/35	Innovation & Funding consultancy budget	Budget referred to was used to fund costs in respect of the BSF programme which has now ended – savings therefore achieved	150	150	0
CEX/SAV/36	External treasury management	Savings delivered.	75	75	0
CEX/SAV/37	Card transaction costs	This has been implemented. No Issues.	35	35	0
CEX/SAV/38	Introduce credit card charging	Due to the complexity of setting up the charging mechanism for credit cards it is likely that this will only be fully implemented by May 2015. Despite the delay it is expected that the savings target will be achieved.	40	40	0
CEX/SAV/39	Benchmarking clubs	Expected to be delivered	40	40	0
CEX/SAV/40	Corporate sponsorship	Dagenham & Redbridge FC has been informed that this funding will cease.	30	30	0
CEX/SAV/41	Audit fees	Corporate Management saving – achieved in 2014/15	100	100	0
CEX/SAV/42	Energy team	Issues with where this saving will be realised from - potential double counting with Facilities saving	25	0	25
CEX/SAV/43	Compliance team	No issues, savings delivered	55	55	0
CEX/SAV/45	Maritime House	No issues, savings on target to be delivered	115	115	0
CEX/SAV/46	Internal audit days - reduce plan	Audit plan reduced	45	45	0

## Appendix B

Ref:	Detail	Current Position (please state if a project is required to deliver the savings)	Target £000	Forecast £000	Variance £000
CEX/SAV/48	Client team restructure	An officer's post will now not be deleted until 30 June 2015. This creates a pressure on this saving which will be mitigated from within the service.	100	100	0
CEX/SAV/49	Registrars Cost/Income	Savings target will not be delivered.	50	10	40
CEX/SAV/50	Taxicard Scheme	No issues savings on target to be delivered.	160	160	0
CEX/SAV/52a	Reduce council tax exemptions	The saving has been included in the Council Tax base for 2015/16. The level of Council Tax income will be monitored throughout the year to ensure it remains on budget.	200	200	0
CEX/SAV/52b	Amend council tax support scheme	The saving has been included in the Council Tax base for 2015/16. The level of Council Tax Support will be monitored throughout the year to ensure it remains on budget.	700	700	0
CEX/SAV/54	Shared insurance service	Saving still to be determined / agreed with Thurrock	18	0	18
CEX/SAV/54a	Additional recharge to the HRA - Innovation & Funding	Recharge agreed	25	25	0
CEX/SAV/54c	Reduction in Council Tax bad debt provision	The saving has been included in the Council Tax base for 2015/16. The level of Council Tax collection will be monitored throughout the year to ensure it remains on budget.	100	100	0
CEX/SAV/54d	Reduction in Temporary Accommodation bad debt provision	Expected to be delivered based upon current position and delivery of Housing TA savings.	250	250	0
CEX/SAV/54e	Increase duration risk on external investments	The investment strategy have been amended to allow the required the Council to achieve this target.	100	100	0
CEX/SAV/54f	Pay Pension Fund contributions on 1 April instead of monthly	This is on target. No Issues.	60	60	0

Appendix B

Ref:	Detail	Current Position (please state if a project is required to deliver the savings)	Target £000	Forecast £000	Variance £000
CEX/SAV/54g	Increase saving from centralisation of Fol/Complaints	Behind schedule – team restructure unlikely to be completed until Sept.	110	55	55
CEX/SAV/79	Corporate Procurement Saving	Ongoing corporate gainshare from Adecco contract. High agency rates in Children’s Services will enable delivery of the saving.	500	500	0
CEX/SAV/55	Elevate Overheads	Removal of overhead contribution to be negotiated as part of wider contract changes. Terms agreed but not formally contracted.	488	488	0
CEX/SAV/56	B&Ddirect - Customer Services Channel Shift	Elevate – Savings to be addressed as part of the overall new contractual deal.	64	64	0
CEX/SAV/58	Withdrawal of the Benefits Direct service at One Stop Shops.	Bens Direct closed at the end of February with resources transferring to the back office.	259	259	0
CEX/SAV/60	Automation of Inbound Email/Post Processing	Elevate – Savings to be addressed as part of the overall new contractual deal.	270	270	0
CEX/SAV/61	Council Tax - invest to collect more	Change notice agreed for additional resource along with commensurate change in collection target. Will be monitored monthly.	369	369	0
CEX/SAV/62	Property Services	Creates a pressure on repairs agenda on commercial portfolio but will be mitigated by increased income and whole business review being carried out by group manager.	138	138	0
CEX/SAV/63a	ICT End User Technologies	Initial service proposal agreed between Agilisys and ICT Client. Design workshops scheduled. Target cost payable to Elevate for the service has been reduced.	135	135	0
CEX/SAV/63b	ICT Service Management fulfilment		41	41	0
CEX/SAV/63c	ICT Infrastructure Applications		254	254	0
CEX/SAV/64	Client Team reduction	No issues savings on target to be delivered.	45	45	0
CEX/SAV/65	Returning services - management fee	No issues savings on target to be delivered.	136	136	0

Ref:	Detail	Current Position (please state if a project is required to deliver the savings)	Target £000	Forecast £000	Variance £000
CEX/SAV/66	Private Finance Initiative Monitoring efficiency	No issues savings on target to be delivered.	50	50	0
CEX/SAV/67	PMO efficiency	Redundancy of client side role agreed and non ICT PMO service returned to the Council but without resource.	90	90	0
CEX/SAV/68	Review of complaints/FoI	Savings unachievable because manager believes this saving was superseded by CEX/SAV/54g	40	0	40
CEX/SAV/69	HR/Payroll	The cost of the staff transferring is £1.33m by our calculations, against a budget available (taking into account savings expectations) of £1.288m. There are no plans in place to deliver any savings for the start of the financial year.	100	58	42
CEX/SAV/70	Revenues Services Restructure	Management restructure of Revenues agreed and implemented by Elevate.	92	92	0
<b>Total</b>			<b>14,595</b>	<b>13,590</b>	<b>1,005</b>

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**HOUSING REVENUE ACCOUNT MONITORING STATEMENT**  
**July 2015-16**

**Appendix C**

	<b>Budget</b>	<b>Forecast</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Dwelling Rents	(90,512)	(90,512)	0
Non Dwelling Rents	(737)	(737)	0
Other Income	(16,921)	(17,585)	(664)
Interest received	(336)	(336)	0
<b>Total Income</b>	<b>(108,506)</b>	<b>(109,170)</b>	<b>(664)</b>
Repairs & Maintenance	17,205	18,212	1,007
Supervision & Management	39,056	39,720	664
Rents, Rates and Other	700	700	0
Revenue Contribution to Capital	37,131	36,124	(1,007)
Bad Debt Provision	2,670	2,670	0
Interest Charges	10,059	10,059	0
Corporate & Democratic Core	685	685	0
Pension Contribution	1,000	1,000	0
<b>Total</b>	<b>108,506</b>	<b>109,170</b>	<b>664</b>

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## 2015/16 CAPITAL PROGRAMME - as at the end of July 2015

## APPENDIX D

Project No.	Project Name	Budget	Actual Expenditure	2015/16 Forecast	Forecast Variance
<b>Adult &amp; Community Services</b>					
<b>Adult Social Care</b>					
FC00106	Private Sector HouseHolds (DFG Grant)	818,718	181,619	818,718	0
FC02888	Direct Payment Adaptations Grant	400,000	37,048	400,000	0
<b>Culture &amp; Sport</b>					
FC02855	Mayesbrook Park Athletics Arena	74,899	11,486	74,899	0
FC02870	Barking Leisure Centre 2012-14	888,628	406,552	888,628	0
FC03029	Broadway Theatre	500,000	0	500,000	0
<b>Total For Adult &amp; Community Services</b>		<b>2,682,245</b>	<b>636,705</b>	<b>2,682,245</b>	<b>0</b>

# 2015/16 CAPITAL PROGRAMME - as at the end of July 2015

# APPENDIX D

Project No.	Project Name	Budget	Actual Expenditure	2015/16 Forecast	Forecast Variance
<b>Children's Services</b>					
<b>Primary Schools</b>					
FC02736	Roding Primary School (Cannington Road Annex)	130,349	0	130,349	0
FC02745	George Carey CofE (formerly Barking Riverside) Primary School	0	0	25,000	25,000
FC02759	Beam Primary Expansion	78,268	0	78,268	0
FC02784	Manor Longbridge (former UEL Site) Primary School	303,310	0	303,310	0
FC02799	St Joseph's Primary - expansion	16,321	0	16,321	0
FC02860	Monteagle Primary (Quadrangle Infill)	75,549	0	75,549	0
FC02861	Eastbury Primary (Expansion)	250,000	758	12,000	(238,000)
FC02865	William Bellamy Primary (Expansion)	199,117	8,311	199,117	0
FC02918	Roding Cannington	23,826	0	0	(23,826)
FC02919	Richard Alibon Expansion	74,278	(375,174)	74,278	0
FC02920	Warren/Furze Expansion	481,066	7,850	240,000	(241,066)
FC02921	Manor Infants Jnr Expansion	73,429	20,887	73,429	0
FC02923	Rush Green Expansion	164,473	0	164,473	0
FC02924	St Joseph's Primary(Barking) Extn 13-14	15,072	0	15,072	0
FC02956	Marsh Green Primary 13-15	550,000	19,920	550,000	0
FC02957	John Perry School Expansion 13-15	40,364	21,736	40,364	0
FC02960	Fanshawe Primary Expansion	3,000,000	322,832	3,000,000	0
FC02979	Gascoigne Primary -Abbey Road Depot	5,500,000	439,031	5,500,000	0
FC02998	Marks Gate Junior Sch 2014-15	633,128	332,637	633,128	0
FC03014	Barking Riverside City Farm Phase II	4,054,377	2,185,936	4,054,377	0
FC03041	Village Infants - additional pupil places	300,000	3,862	538,000	238,000
<b>Secondary Schools</b>					
FC02953	All Saints Expansion 13-15	245,351	0	245,351	0
FC02954	Jo Richardson expansion	1,448,960	1,511,711	2,115,379	666,419
FC02959	Robert Clack Expansion 13-15	2,500,000	245,787	2,500,000	0
FC02977	Barking Riverside Secondary Free School (Front Funding)	8,500,000	231,302	7,400,000	(1,100,000)
<b>Other Schemes</b>					
FC02826	Conversion of Heathway to Family Resource Centre	19,513	190	19,513	0
FC02906	School Expansion SEN projects	300,000	35,003	300,000	0

## 2015/16 CAPITAL PROGRAMME - as at the end of July 2015

## APPENDIX D

Project No.	Project Name	Budget	Actual Expenditure	2015/16 Forecast	Forecast Variance
FC02909	School Expansion Minor projects	344,464	268,505	344,464	0
FC02929	Schools Modernisation Fund 2012-13	0	35,510	0	0
FC02972	Implementation of early education for 2 year olds	409,090	261,358	409,090	0
FC03043	Pupil Intervention Project (PIP)	250,000	0	250,000	0
FC02975	Barking Abbey Artificial Football Pitch	282,385	4,722	282,385	0
FC02978	Schools Modernisation Fund 2013-14	227,108	73,169	227,108	0
FC03010	SMF 2014-16	2,027,918	493,510	2,027,918	0
FC03013	Universal infant Free School Meals Project	33,687	36,566	36,566	2,879
9999	Devolved Capital Formula	606,235	151,864	606,235	0
<b>Children Centres</b>					
FC03033	Upgrade of Children Centres	300,000	0	300,000	0
FC02217	John Perry Children's	9,619	0	9,619	0
FC02310	William Bellamy Children Centre	6,458	0	6,458	0
<b>Total For Children's Services</b>		<b>33,473,715</b>	<b>6,337,783</b>	<b>32,803,121</b>	<b>(670,594)</b>

## 2015/16 CAPITAL PROGRAMME - as at the end of July 2015

## APPENDIX D

Project No.	Project Name	Budget	Actual Expenditure	2015/16 Forecast	Forecast Variance
<b>Environmental Services</b>					
FC02764	Street Light Replacing	678,215	406,831	678,215	0
FC02873	Environmental Improvements and Enhancements	93,481	19,328	93,481	0
FC02964	Road Safety Impv 2013-14 (TFL)	438,280	22,785	428,280	(10,000)
FC02886	Parking Strategy Imp	51,770	(6,930)	51,770	0
FC02930	Highways Improvement Programme	185,940	224,426	224,426	38,486
FC02982	Controlled Parking Zones (CPZ's) 2013-15	233,439	105	233,439	0
FC02999	Rippleside Cmtry prov 2014-15	11,895	1,974	11,895	0
FC03011	Structural Repairs & Bridge Maintenance	200,956	23,019	200,956	0
FC03012	Environmental Asset Database Expansion	147,508	138,054	147,508	0
FC02542	Backlog Capital Improvements	568,366	84,133	568,366	0
FC03030	Fleet Management & Depots	290,160	0	290,160	0
FC03031	Highways & Environmental Design	1,049,840	0	1,011,354	(38,486)
FC02567	Abbey Green Park Development	0	0	0	0
FC02911	Quaker Burial Ground	0	0	0	0
FC03026	BMX Track	80,000	0	80,000	0
FC03034	Strategic Parks (Parks Infra - £160k & Play facility - £20k)	184,807	2,875	184,807	0
<b>Total For Environment Services</b>		<b>4,214,657</b>	<b>916,600</b>	<b>4,204,657</b>	<b>(10,000)</b>

# 2015/16 CAPITAL PROGRAMME - as at the end of July 2015

# APPENDIX D

Project No.	Project Name	Budget	Actual Expenditure	2015/16 Forecast	Forecast Variance
<b>Chief Executive Directorate</b>					

<b>Asset Strategy</b>					
FC02587	Energy Efficiency Programme	143,500	8,379	143,500	0
FC02565	Implement Corporate Accommodation Strategy	6,522,782	279,553	6,522,782	0
<b>ICT</b>					
FC02738	Modernisation and Improvement Capital Fund (formerly One B & D ICT Main	928,490	150,955	928,490	0
FC02877	Oracle R12 Joint Services	611,435	(126,575)	611,435	0
FC03016	Agilisys Connect Website Development		7,980	7,980	7,980
<b>Regeneration</b>					
FC03027	Establishment of Council Owned Energy Services Company	250,000	8,600	250,000	0
FC02458	New Dagenham Library & One Stop Shop Church Elm Lane	35,245	89,213	145,000	109,755
FC02596	LEGI Business Centres	376,978	4,110	376,978	0
FC02969	Creative Industries (formerly known as Economic Development Growth Fund)	311,630	0	11,630	(300,000)
FC02821	Robin Hood Shopping Parade Enhancement	121,220	0	0	(121,220)
FC02901	Creekmouth Arts & Heritage Trail	74,360	60,875	74,360	0
FC02902	Short Blue Place (New Market Square Barking - Phase II)	226,000	5,800	226,000	0
FC02891	Merry Fiddlers junction Year 2	0	226,989	170,000	170,000
FC02898	Local Transport Plans (TFL)	83,837	19,134	83,837	0
FC02962	Principal Road Resurfacing 2013-14 TfL	529,000	588	529,000	0
FC02963	Mayesbrook Neighbourhood Improvements (DIY Streets) 2013-14 (TFL)	234,511	4,569	234,511	0
FC02994	Renwick Road/Choats Road 2014/15	314,877	186,854	314,877	0
FC02995	Ballards Road/ New Road 2014/15	427,231	45,588	427,231	0
FC02996	Barking Town Centre 2014/15 (TfL)	705,154	160,582	705,154	0
FC02997	A12 / Whalebone Lane (TfL)	248,209	21,550	248,209	0
FC03000	MAQF Green Wall (TfL)	53,116	8,014	53,116	0
FC03025	Gale St Corr Improv	47,000	0	47,000	0
FC03015	Demolition of Former Remploy Site	45,648	33,745	45,648	0
FC03028	Chadwell Heath CCM (TfL)	147,000	0	147,000	0
FC02895	Chadwell Heath Station Impv (TFL)	0	0	0	0
FC02899	River Roding Cycle Link / Goresbrook Park Cycle Links (TFL)	0	24,347	0	0
FC02775	BTC - Links project	0	750	0	0

## 2015/16 CAPITAL PROGRAMME - as at the end of July 2015

## APPENDIX D

Project No.	Project Name	Budget	Actual Expenditure	2015/16 Forecast	Forecast Variance
<b>Total for The Chief Executive Directorate</b>		<b>12,437,223</b>	<b>1,221,600</b>	<b>12,303,738</b>	<b>(133,485)</b>
<b>General Fund Housing Schemes - (European Investment Bank - EIB)</b>					
FC02990	Abbey Road Phase II New Build	6,222,381	55,453	6,222,381	0
FC02986	Gascoigne Estate 1		28,180	0	0
<b>Total for General Fund Housing (EIB)</b>		<b>6,222,381</b>	<b>83,633</b>	<b>6,222,381</b>	<b>0</b>
<b>Grand Total General Fund</b>		<b>59,030,221</b>	<b>9,196,321</b>	<b>58,216,142</b>	<b>(814,079)</b>

# 2015/16 CAPITAL PROGRAMME - as at the end of July 2015

# APPENDIX D

Project No.	Project Name	Budget	Actual Expenditure	2015/16 Forecast	Forecast Variance
<b>HRA</b>					

<b>Investment in Stock</b>					
FC00100	Aids & Adaptations	1,000,000	3,295	1,000,000	0
FC02943	Asbestos Removal (Communal Areas only)	725,000	53,629	725,000	0
FC02950	Central Heating Installation Inc. Communal Boiler Replacement Phase II	1,913,788	25,921	1,913,788	0
FC02983	Decent Homes Central	8,800,000	2,692,770	8,800,000	0
FC03001	Decent Homes (North)	10,405,139	4,630,626	10,405,139	0
FC03002	Decent Homes (South)	7,169,065	2,629,014	6,269,065	(900,000)
FC03003	Decent Homes (Blocks)	3,100,753	1,100,461	2,921,889	(178,864)
FC03004	Decent Homes (Sheltered)	2,181,665	1,408,276	2,181,665	0
FC03005	Decent Homes Small Contractors	6,538	(1,300)	6,538	0
FC03036	Decent Homes Support - Liaison Team/Surveys	378,000	0	378,000	0
FC02984	Block & Estate Modernisation	503,393	218,048	503,393	0
FC02939	Conversions	50,000	3,120	50,000	0
FC02938	Fire Safety Works	620,000	488,390	1,520,000	900,000
FC03044	Fire Safety Works (R&M)	70,000	0	70,000	0
FC03037	Energy Efficiency	50,000	0	0	(50,000)
FC02811	Members Budget	0	80,867	0	0
FC02934	Roof Replacement Project	256,000	4,070	256,000	0
FC03007	Windows	386,000	16,720	386,000	0
FC02933	Voids	4,800,000	1,512,050	4,800,000	0
FC03039	Estate Roads & Environment	150,000	0	150,000	0
FC03038	Garages	300,000	0	300,000	0
FC03040	Communal Repairs & Upgrades	430,000	102,828	430,000	0
	<b>Sub Total</b>	<b>43,295,341</b>	<b>14,968,785</b>	<b>43,066,477</b>	<b>(228,864)</b>

# 2015/16 CAPITAL PROGRAMME - as at the end of July 2015

# APPENDIX D

Project No.	Project Name	Budget	Actual Expenditure	2015/16 Forecast	Forecast Variance
<b>Estate Renewal</b>					
FC02820	Boroughwide Estate Renewal	6,400,000	5,539,699	10,230,000	3,830,000
		<b>6,400,000</b>	<b>5,539,699</b>	<b>10,230,000</b>	<b>3,830,000</b>
<b>New Builds</b>					
FC02823	New Council Housing Phase 3	0	(75,936)	0	0
FC02916	Lawns & Wood Lane Dvlpmnt	242,752	5,550	142,752	(100,000)
FC02917	Abbey Road CIQ	489,944	350	327,250	(162,694)
FC02931	Leys New Build Dev (HRA)	10,286,355	2,563,079	10,620,355	334,000
FC03009	Leys Phase 2	1,000,000	0	500,000	(500,000)
FC02961	Goresbrook Village Housing Development 13-15	1,389,464	1,536,748	1,736,464	347,000
FC02970	Marks Gate Open Gateway Regen Scheme	5,552,454	3,962,895	5,552,454	0
FC02988	Margaret Bondfield New Build	7,738,054	2,544,228	7,738,054	0
FC02989	Ilchester Road New Build	838,000	3,000	360,000	(478,000)
FC02991	North St	755,000	70,299	360,000	(395,000)
	<b>Sub Total</b>	<b>28,292,023</b>	<b>10,610,213</b>	<b>27,337,329</b>	<b>(954,694)</b>
<b>Total HRA</b>		<b>77,987,364</b>	<b>31,118,697</b>	<b>80,633,806</b>	<b>2,646,442</b>
<b>TOTAL CAPITAL PROGRAMME</b>		<b>137,017,585</b>	<b>40,315,018</b>	<b>138,849,948</b>	<b>1,832,363</b>



## Children's Services Action to Address Pressures

### 1. Introduction

- 1.1 In July, Cabinet considered the first Budget Monitoring report of the year which highlighted a projected overspend for Children's Services of £7.153m and agreed the allocation of £1.2m of monies identified corporately which reduced this position to just under £6m.
- 1.2 This appendix sets out in further detail the pressures impacting on Children's Services, the mitigation being undertaken to reduce these pressures and the work to date on the improvement programme and demand modelling and the anticipated mitigation of the pressures that can be achieved in year and in the future.
- 1.3 The Children's Services Efficiency Programme will deliver £3.501m of mitigation activity to reduce the current pressures in Children's Services (£11.655m) so that the end of year balance for Children's Services will be an overspend of £5.980m or lower. The programme has been set a savings target of £11m by April 2016/17 and analysis and workshops are underway to identify how this will be achieved. The Business Case for the programme, including cost-benefit analysis will be completed for mid-September.

### 2 Pressures

- 2.1 The total pressures impacting on Children's Services are:

<b>Directorate pressure</b>	<b>11,655</b>
Education	100
No recourse to public funds	1,600
Unaccompanied Asylum seekers	1,128
Children Remanded by Courts	300
SEN transport	543
Legal Services	500
Pitstop	120
Special Guardian's/Adoption	214
Leaving Care	188
Internal Fostering	565
External Fostering	485
Residential placements	2,047
Social care Agency	3,000
Training Programme (AYSE)	365
Safeguarding, Commissioning and Early Help	500

- 2.2 Further detail on each of those is contained within the following paragraphs.

## Pressure areas

### 2.3 Education pressure £100k

Due to the overspends in Children's Services no balances were allowed to be carried forward this year. This has caused a reporting pressure of £100k on the Adult Education, plus a risk of redundancy costs of £150k

### 2.4 Complex Needs and Social Care reporting pressures £11.055m

#### No Recourse to Public Funds (NRPF) pressure £1.6m

Legislative changes in the 'No Recourse to Public Funds' (NRPF) has placed an additional budget pressure of £1.6m in support to these children and families. The expenditure on NRPF has seen a huge increase due to the rise in numbers of families and children being supported and the increase in subsistence payments for Children and now for parents as well. Previous subsistence payments were for children only. This has led to additional costs of circa £500,000.

#### UASC (Unaccompanied Asylum Seeker Children) pressure £1.128m

There is also a budget pressure of £1.128m relating to the cost of Unaccompanied Asylum Seeker Children. The Government provide some grant support but this is a small contribution in comparison to the costs of each placement. Additional demand on this service (the "Calais" effect) has resulted in the forecast pressure increasing by £140,000 since May. Unaccompanied Asylum Seekers are allocated to London Boroughs on a rota system, led by Croydon on behalf of London.

#### Remand Service Children pressure £0.3m

This cohort of children and associated costs is determined by the Courts; therefore Children's service has no control to reduce the forecasted pressure within the council's budget. A budget is allocated based on the previous 3 years. The number of children placed on Remand by the courts has increased but the funding has decreased.

#### SEN (Special Educational Needs) Transport pressure £0.543m

Special Educational Needs (SEN) Transport is experiencing a projected pressure of £543 due to continued high demand for pupil transport assistance.

#### Legal Services pressure £0.5m

An increase in legal costs due to the complexities of cases and large sibling groups and additional legal counsel for court cases has caused a reported pressure of £500k;

#### PitStop pressure £0.12m,

Newham Social Care agreed to purchase some of our Pitstop provision and this was built into the budget. Negotiations have taken longer than expected, causing financial pressure, this has increased by £60,000 since May as agreements have still not been reached.

#### SGOs (Special Guardianship Orders) and Adoption pressure £0.214m

SGOs, residence orders and adoption service reported pressure is £0.214m, and a slight decrease (£0.013m) on the previous month due to changes in SGO allowances.

#### Leaving Care pressure £0.188m

Staying Put requirements (where young people have the option to stay with their carers for longer), the increased numbers of UASC moving through to Leaving Care and an increased expectation for social care follow up for care leavers until they are 25 have increased pressures by £0.058m since May on this service.

#### Internal Fostering pressure £0.565m

More children have been placed within our in-house provision as the preferred option, so that the established budget is no longer sufficient, this has resulted in a reported pressure on the existing budget

#### External Fostering pressure £0.485m

Leaving Care staying put options have caused delays in young people leaving their foster carers, thereby reducing the places available for new children with internal foster carers and a greater dependency on external fostering arrangements. This pressure has increased by £120,000 since May due to 13 additional children in care by the end of June.

#### Residential Placements pressure £2.047m

The residential placement budget is not sufficient to meet demand. We have seen an increase in the number of children requiring a residential placement because of their extreme needs and/or extreme levels of risk (for example uncontrolled very violent physical outbursts / vulnerability to child sexual exploitation).

#### Social care agency pressure £3m

The increased numbers of children in the social care system and the commitment to maintain caseloads at 1:20 has led to a need to recruit more social workers. Across London social worker recruitment has become a challenge with many workers preferring to work for agencies because they are paid more and are not expected to show the same levels of commitment.

In Barking and Dagenham our agency/permanent staff rate rose to 50% in March 2015, this is now reducing slowly, and currently stands at 43% . We need to accelerate this reduction.

#### AYSE (The Assessed & Supported Year in Employment) Training Programme pressure £0.365m

As we struggle to recruit one way to do this is to run our own training programme. These trainee social workers are not included in the staffing allocation. They are not included in the budget as they are part of our invest to save work to reduce agency costs longer term.

### **2.5 Safeguarding, Commissioning and Early Help - £0.5m**

These additional pressures are caused by the difficulties of recruiting and the need to maintain Independent Reviewing Officers caseloads to 1:70 (OFSTED, 2013, Review of Independent Reviewing Officers p28 recommends caseloads of 50-70) to allow sufficient case oversight to meet with national standards. This has not previously been built into the Children's Services Budget allocations and is therefore causing a cost pressure.

### **3 What is currently in place to mitigate these pressures?**

#### **3.1 The Social Care Efficiency Programme**

Significant work is underway in a Social Care Efficiency Programme, supported with additional capacity created by the temporary recruitment of a Project Team. This team is supporting the current mitigation projects, and will help Children's Services to put forward, by the end of September, the Business Case to reduce spend, and demand over the next two years. This work will also feed into the 2020 projects.

The Children's Project Team has been established to give Children's Services additional capacity to address significant child population increases in a context of increasing austerity. The aims of the team are three fold:

1. To document and evidence the impact work that has already taken place to manage and reduce demand and cost;
2. To ensure delivery of already identified savings and demand management proposals; and
3. To work with colleagues to identify any new areas of efficiency/change which can help drive down the £11,655,000 predicted pressure this year and prepare for further budget restrictions in the future.

#### **3.2 Children's Services Management Team, have identified the following areas of mitigation against the current pressures**

##### **3.3 No Recourse to Public Funds (NRPF) mitigation target £0.25m**

Work has commenced after reviewing other neighbourhood boroughs on procedures around practices to this cohort and a recent appointment of the Home Office Officer. As a result of this ongoing work it is anticipated a reduction in the over spend of c £0.25m.

Accommodation costs have been reduced considerably in partnership with Housing colleagues. Families used to be housed in the Barking Hotel (around £80-110 per night). These arrangements have been replaced and costs are now a maximum of £45 per night. A saving in the region of £1m. This saving has not been realised in cash terms because the numbers of NRPF have increased to over 130 (increased housing circa £0.3m) and the increased subsistence costs were significant (around £0.4m).

##### **3.4 UASC (Unaccompanied Asylum Seeker Children) mitigation target £0.2m**

A review of placements and the appointment of the Home Office Officer should reduce the reported pressure by c£0.2m.

##### **3.5 SEN (Special Educational Needs) Transport mitigation target £0.318m**

A review of transport routes and increased use of travel training is expected to reduce transport overspend by a minimum of £0.318m. Consultation on a review of eligibility criteria is underway and new criteria should be introduced in January 2016.

##### **3.6 Legal Services mitigation target £0.3m**

Legal planning costs will be reduced significantly due to the pre-planning paperwork and a reduction in court time from 39 weeks to 19 weeks.

### 3.7 PitStop mitigation target £0.030m

The service provision is currently under review of the existing contract in place to reduce the forecast pressure to £0.030m by selling places to other Authorities, whilst negotiations with Newham are concluded. The level of staff provision will be reviewed to reduce the impact of the continuing delay.

### 3.8 SGOs (Special Guardianship Orders) and Adoption £0.054m

Although the spend is exceeding the budget benchmarking has been undertaken which shows this to be comparably lower than statistical neighbours. In addition adoption and SGO provision is more cost effective than placing children in care. An additional grant for adoption placement has been provided by central government of £27,000 per external placement. We are expecting to be able to draw down at least 2 payments from this grant.

### 3.9 Leaving Care mitigation target £0.050m

The LA is currently working in conjunction with other council services, for example housing to reduce the young people waiting for alternative suitable accommodation, as well as other in-house provision models to reduce the reported pressure within children's.

### 3.10 Internal Fostering target £0.400m

Although we are spending beyond the existing budget this provision is significantly cheaper in comparison to placement costs. Work is underway to recruit more internal foster carers. Additional scrutiny is in place to ensure every placement is necessary and children are moved out of placement as quickly as possible, whilst maintaining their safety. Additional corporate monies have been allocated to address part of this pressure.

### 3.11 External Fostering mitigation target £0.353m

We have increased the appointment of internal foster carers which will reduce the external fostering reported pressure, but may increase the internal fostering pressure. In addition additional corporate monies have been allocated to address part of this pressure.

### 3.12 Residential Placements mitigation target £1.900m

Barking and Dagenham is part of the Pan London placements service, which negotiates costs across London. Each placement is negotiated so that the Pan London level is the maximum paid. Our regular review of all residential placements has identified alternative provision for this some of the current cohort of children and young people has led to a reduced forward projection of spend by £0.9m.

A review of contributions from partner agencies, and the introduction of a charging system for some cases, using benchmarking and individual case review should lead to partner contributions (mainly education and health) increasing by around £0.4m.

In addition additional corporate monies have been allocated to address part of this pressure.

Every placement request is challenged and is approved at Director level. Additionally, a further weekly placements review meeting has been established, in the short term, to give additional assurance that costs are being kept to a minimum.

### 3.13 Agency pressure mitigation target £1.1m (plus £0.5m rebate)

A recruitment campaign is underway with a reduction in agency staff to permanent appointment of staff within Children's Services structure. This is starting to impact on the percentage of agency staff, but the pressure on budgets remains immense.

Work has been undertaken with a range of recruitment specialists who have put forward a proposal, which it is proposed is accepted as an Invest to Save scheme, to reduce agency numbers by 94. Although this will cost in the region of £0.75m over two years, the benefits of reduced agency numbers will be significant (circa £1.5m). A cost benefit analysis has been completed which recommends this course of action.

A rebate via the Adecco service will be utilised towards the agency staff costs for those recruited within Children's services.

	January	March	May	July
No. Agency Social Workers	73	80	78	69
No. Perm Social Workers	83	80	81	89

### 3.14 AYSE (The Assessed & Supported Year in Employment) Training Programme mitigation target £0.1m

All training costs are being reviewed as part of the structure to support caseload demands. Costs will be reduced because the cases held by the trainees will be counted in the total social work allocations in future.

## 4 **Safeguarding, Commissioning and Early Help – mitigation £0.12m**

4.1 Management action is being taken to reduce this pressure, including the freezing of vacancies. In addition, other agencies are expected to increase their contribution to Safeguarding Board Costs. If numbers of children known to social care can be reduced the pressure on this service should also reduce.

### 4.2 **End of Year projection considering pressures and mitigation.**

Children's Services are currently predicting an overspend, at year end, of £5.980m. However, this must be regarded with caution, as explained in Section 3, as individual cases can cause extreme financial volatility.

## 5 **Risks and Uncertainties in projecting demand and costs.**

The projected outturn figure does not take into account any additional demand and is very sensitive to increases in the number of children, particularly those with high needs in social care. As an illustration, if numbers were to rise at the same rate as in 2014/15 the following additional pressures would need to be recognised:

Variable	£000
13 additional high cost placements	2,028
3 secure/custodial placements	1,000
40 children entering into care	750
SGO/Kinship care increase, 15 children where courts and family have asked for SGOs rather than adoption	500
SEN Transport and EHC plans, (additional costs for children who have had to travel out of Borough waiting for new special school to open), and delays in implementing new thresholds and routes.	500

The total risk if the increase in demand continued at the same level across all parts of the service could be approximately £7m per year.

## 5.1 Predicting Demand

As part of the social care efficiency programme new tools are being developed to better predict demand. This has included a full analysis of all the factors which impact on demand – ranging from child population data, all the key children’s social care data elements including aspects such as levels of parental substance misuse and domestic violence. A summary of this demand analysis is available from Helen Jenner.

The analysis has been used to help the Project Team create a demand prediction model which will be used to inform Medium term Financial planning and the delivery and commissioning of services.

The model will be able to predict demand, but also to analyse data from across social care including socio-economic data so that, for example, geographical hotspots of need can be identified and targeted.

## 5.2 Managing Demand

Barking and Dagenham has developed a strong ethos of inclusion in universal services and a robust early intervention service over the last 5 years. This has led to contacts to social care moving down from X to Y despite significant child population growth.

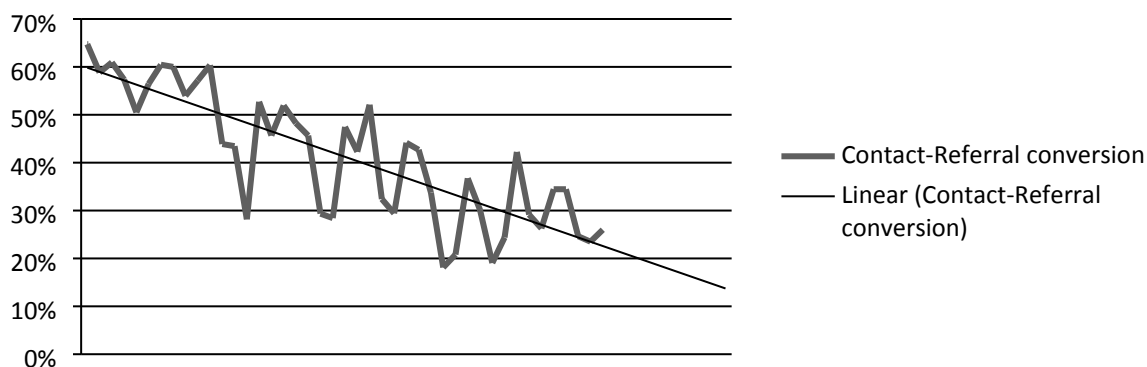
	Population growth	Contacts
2009/10	50288	14833
2013/14	57261	8856
2014/15	58847	8515
Percentage increase (decrease) 14/15 cf 13/14	Increase 3%	Decrease (4%)
Percentage increase (decrease) 14/15 cf 09/10	Increase 17%	Decrease (43%)

### 5.3 Increased expectations from referrals

Barking and Dagenham has a robust Common Assessment Framework protocol. This has helped reduce the contacts to social care and there is strong evidence that this work is effective. However, too many referrals were being made to social care without a CAF having been completed. Whilst this is appropriate for cases where children are at high levels of immediate risk, it is not for children where the risks are associated with emotional harm or neglect.

Increased rigour in insisting that agencies provide full information has led to a recent decrease in the number of contacts converting to referrals, from a high point of 60% in July 2014.

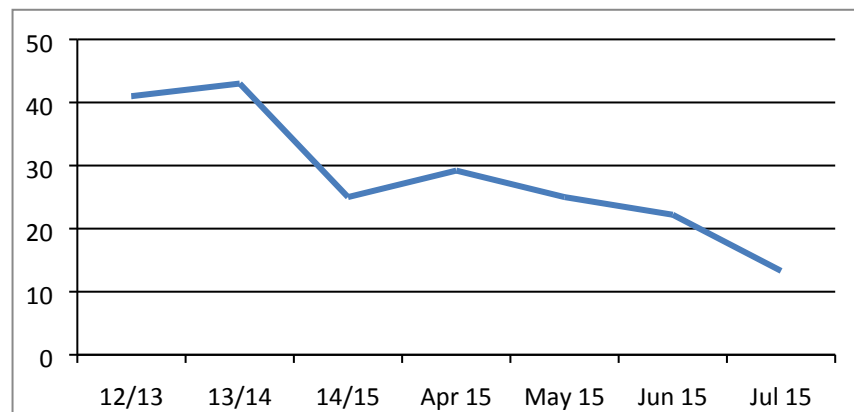
#### Contact-Referral conversion



### 5.4 Reducing Police Protection Referrals

Barking and Dagenham established a Multi-Agency Safeguarding Hub in April 2014.

The MASH has been essential in tackling the high levels of children entering care through police protection routes, which was challenged by OFSTED. The table below shows the reduction in the percentages of children coming into care through police referrals. Although this has improved we remain above statistical, England and London percentages.



Children coming into care through Police Protection Action



Despite these initiatives the number of children coming into care continues to fluctuate, and the trend remains upward, (although numbers are currently (@15.8.15) down 35 from a high point this year of 480, as work has been undertaken to increase the numbers of children leaving care . To reduce costs it is essential that this rate, which is above our statistical neighbours, is driven further down.

The level of contacts and referrals into social care from the police is triple the next highest agency (schools). Work is needed to divert this work away from Children's Social Care.

## 6 Future Plans

6.1 The Children's Social Care Efficiency programme has been established and is looking at 7 key areas. The projects included are:

- Demand Management
- Social Care Workflow
- Support systems for Social Care
- Early Help/Troubled Families
- Financial planning and management
- No Recourse to Public Funds and Unaccompanied Asylum Seekers
- Reducing agency

6.2 The Programme Team and their roles are described below:

- **Helen Jenner: Senior Responsible Officer (SRO).** Acts as the 'customer' of the programme for LLBD and provides programme resources.
- **Ann Graham: SRO for Complex Needs and programme Design Authority.** Acts as the 'customer' for Complex Needs. Approves solutions proposed by the programme.
- **Richard Lundie-Sadd: Programme Manager.** Overall responsibility for delivering the programme and defining its component projects.
- **John Dixon: Project Manager.** Provides support to the project leads. Responsible for activity planning and coordination. Management of risks and issues.
- **Paul Montibelli: Benefits modeller.** Calculates the savings associated with the benefits that the programme aims to achieve, and develops models for future financial planning.
- **Kevin Barr: Data modeller.** Collects data on existing business processes so that benefits baselines can be determined and progress on benefits can be tracked.
- **Richard Tyler: Finance;** provides financial input to models and benefits progress tracking.
- **Barry Waller: Recruitment Manager:** Recruits staff to fulfil the operational needs of Children's Social Care. This activity is tracked by the programme.
- **Beverley Hendricks: Service designer (p/t).** Provides advice to the project teams.
- **Chris Bush: Commissioning expert.** Conducts commissioning studies for the projects.
- **Impower Consultancy:** Developing a cost model which is used to help understand the impact of proposed changes to potential benefits.

- 6.3 A Business Case to drive down demand and cost further is being developed for 15.09.15. The programme will identify work to be undertaken to reduce costs in children's services over the next two years, whilst maintaining safe practices. It will build on existing work, but will identify areas where invest to save work needs to be undertaken to drive out costs.
- 6.4 Key milestones for the project are:
- Start Sept: Detailed mapping of service challenges and potential solutions
  - Mid Sept: Business Case to develop solutions
  - End Sept: Demand Model for future planning complete
  - End Oct: Service redesign and implementation plan confirmed, including dependencies with 2020 programme
- 6.5 As a result of the Children's Services improvement programme and wider management actions savings have been identified to reduce the total pressure to bring the projected outturn to £5,980,000 by March 2015 (see Financial Pressures and Mitigation Summary Chart below).
- 6.6 Work remains ongoing to identify further options and increase the mitigations already programmed.
- 6.7 Early indications from the programme work to date are that costs can be reduced by up to £11m by March 2017. The full Business Case and detailed programme planning will be completed during September.
- 6.8 There are significant risks in such an ambitious cost reduction programme and the Programme will keep close scrutiny to ensure children remain safe and protected through this process. The Director of Children's Services has a duty to report if she feels actions to reduce cost would place children at risk. The cost reductions will therefore be logged with the Local Safeguarding Children Board to ensure the appropriate balance is maintained.

### Financial Pressures and Mitigation Summary Chart

<b>DETAILS</b>	<b>Pressure</b>	<b>CS Mitigation</b>	<b>Corporate Mitigation</b>	<b>Partner Mitigation</b>	<b>End of Year Prediction</b>
Education	100				100
No recourse to public funds	1,600	250			1,350
Unaccompanied Asylum seekers	1,128	200			928
Children Remanded by Courts	300				300
SEN transport	543	318			225
Legal Services	500	300			200
Pitstop	120	30			90
Special Guardians/Adoption	214			54	160
Leaving Care	188	50			138
Internal Fostering	565		400		165
External Fostering	485	153	200		132
Residential placements	2,047	900	600	400	147
Social care Agency	3,000	1100	500		1,400
Training Programme (AYSE)	365	100			265
Safeguarding, Commissioning and Early Help	500	100		20	380
<b>Total Pressure</b>	<b>11655</b>	<b>3501</b>	<b>1700</b>	<b>474</b>	<b>5,980</b>
Expected Mitigation	5675				
Projected Overspend	5980				

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## CABINET

15 September 2015

<b>Title:</b> Children's Social Care Annual Report 2014/15	
<b>Report of the Cabinet Member for Children's Services and Social Care</b>	
<b>Open Report</b>	<b>For Information</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> No
<b>Report Author:</b> Vikki Rix, Performance and Strategy Manager, Strategic Commissioning and Safeguarding, Children's Services	<b>Contact Details:</b> Tel: 0208 227 2564 E-mail: <a href="mailto:Vikki.Rix@lbbd.gov.uk">Vikki.Rix@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Ann Graham, Divisional Director Complex Needs and Social Care	
<b>Accountable Corporate Director:</b> Helen Jenner, Corporate Director, Children's Services	
<p><b>Summary:</b></p> <p>This report provides Cabinet with a review of operational service developments, peer reviews and inspections over the 2014/15 financial year within the Complex Needs and Social Care Division (CNSC) of Children's Services. The report also provides an overview of the local demand pressures and sets progress against the Ofsted single inspection improvement plan one year on.</p> <p>The reports provides an update on the Multi Agency Safeguarding Hub (MASH), operational for just over 12 months and an overview of the Council's looked after children's population, pressures and priorities for the future, as well as reporting on the work of the Member Corporate Parenting Group in 2014/15.</p> <p>Progress and priorities within the Council's Adoption and Fostering service is included and the report provides an overview of the work of the Barking and Dagenham Safeguarding Children Board in the last financial year. In particular, the report shares with Councillors the increased focus upon Child Sexual Exploitation and an update on the Home Office Review undertaken in December to March 2014/15.</p>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is asked to note:</p> <ol style="list-style-type: none"> <li>1. The service improvement and challenges contained within this report, and the actions taken last year in response to local demand, the OFSTED inspections of services and the financial pressures experienced by the service.</li> <li>2. The areas identified as priorities for 2015/16 following analysis and review of 2014/15. The key priorities are: <ul style="list-style-type: none"> <li>• Improving services and outcomes for vulnerable children, young people and</li> </ul> </li> </ol>	

their families.

- Earlier intervention and prevention through our own Prevention Service and via close operational relationships with colleagues providing targeted and universal support, to reduce the demand on social care, and drive down referral rates and the need for child protection plans.
- Reducing the numbers of children in care, and the cost of their provisions.
- Minimising the duration of Child Protection Plans.
- Strengthen means of engagement with young people and their families so that they can 'shape' future services to improve effectiveness and reduce the number of families needing social care support.

## Reason(s)

The Leader, Chief Executive, Lead Member for Children's Services and Director of Children's Services have statutory roles to protect children, as set out in national guidance. All Cabinet members and senior officers should act as Corporate Parents for our Children in Care. This report is part of assuring their roles.<sup>1</sup>

Cabinet should be aware of the financial and safeguarding impacts of managing the demands on the social care service. The level of referrals to social care and of Child Protection cases has risen disproportionately to the child population. The demographic trend shows increases in the child population and the percentage of the population that are children (32.3% of our population are aged 0-19, compared with 24.6 % in London and 23.8% nationally (ChiMAT June 2015).

Cabinet asked to be updated on progress to address our OFSTED 2014 single agency inspection outcomes and action plans.

## 1. Introduction and Background

1.1 The Complex Needs and Social Care Division comprises of four integrated service areas each with a Group Manager lead, namely:

- MASH and Assessment Service;
- Care Management Service;
- Looked After Children Service, and
- Disabled Children and Special Educational Needs Service.

1.2 The Division provides a range of services for children and young people who are in need, at risk of harm and in need of protection and children who are looked after in care. Responsibility also includes Special Educational Needs (SEN) services in response to the government's Children and Families Bill. The children and young people have needs which are assessed as being complex or acute and require the statutory involvement of the Local Authority within the responsibilities set out in legislation (Children Act) and national guidance (Working Together).

1.3 The Complex Needs and Social Care Division is operating in a continued context of rising demand, including the comparatively high percentage of population aged

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<sup>1</sup>[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/271429/directors\\_of\\_child\\_services\\_-\\_stat\\_guidance.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/271429/directors_of_child_services_-_stat_guidance.pdf)

0-17 years of age, high rates of domestic violence<sup>2</sup> and increasing housing and homelessness pressures.<sup>3</sup> Work has been undertaken to reduce demand, this has been effective in some areas but has not impacted on increased levels of referrals or the numbers of children in need and in need of child protection.

1.4 As well as improving services, the Children's Social Care Division is seeking to reduce financial spend and minimise the negative impact on the wider Council budgets. The priorities of the Division are set out in the Business Plan and are:

- Improving services and outcomes for vulnerable children, young people and their families.
- Earlier intervention and prevention through our own Prevention Service and via close operational relationships with colleagues providing targeted and universal support, to reduce the demand on social care, and drive down referral rates and the need for child protection plans. .
- Reducing the numbers of children in care, and the cost of their provisions.
- Minimising the duration of Child Protection Plans.
- Strengthen means of engagement with young people and their families so that they can 'shape' future services and are more resilient.

1.5 The demand challenge

Demand on social care has increased rapidly, and is affected by multiple features and dependencies:

- The child population in Barking and Dagenham is increasing by around 3-4% each year, so we would expect the numbers in social care to increase by a similar amount. Child Protection or referral numbers are increasing disproportionately.
- Early Help provision is strong. Children's Centres, voluntary sector and schools provide early intervention to meet families' immediate needs without them having to go to social care for help. This has reduced the number of contacts.
- Referrals to social care (particularly from the police) have increased. There is an expectation now that social care responds to issues such as sexual exploitation, unaccompanied asylum seekers, the prevent agenda, gang membership, teenagers behaving outside safe boundaries. Historically these young people (often teenagers) would not have been referred to social care. This is contributing to the demand on social care.
- There is also a lot of migration into the Borough; 158 children moving into the Borough last year were referred directly to social care.
- Staff instability affects both quality and timeliness of our work. We have struggled to recruit permanent staff and have many agency staff. Time and energy has to be spent on handing over cases rather than working with the families. This causes drift and pressure in the system.

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<sup>2</sup> In 2013/14 there were 292 sexual offences reported in Barking and Dagenham, a 16% increase compared to 2012/13 and the 10<sup>th</sup> highest in London in terms of rates per 1,000 population. The 2013 Crime and Disorder Strategic Assessment identified a young age profile of reported victims and perpetrators of sexual offences. The predominant profile of victims were white females aged between 10 and 19 years old (52%). (JSNA)

<sup>3</sup> In 2012/13 501 families with children presented as homeless (JSNA).

**Our challenge is to reduce this demand so that social care is able to manage within its budget and children remain safe.**

## **2. Context**

- 2.1 This section of the report provides a high level summary of safeguarding and population data in 2014/15.
- 2.2 Alongside child population growth and in the context of a high population of children and young people aged between 0 and 17 years of age (highest in the statistical neighbour group in 2013-14 and well above London and national averages), the borough has also seen a disproportionate increase in safeguarding and looked after children numbers. This growth continued in 2014/15 with significant increases in the number of social care referrals, the number of assessments completed, rate of section 47 investigations, the number of children subject to child protection plans and fluctuating looked after children numbers.
- 2.3 In 2014/15, 8,515 contacts were made to statutory social care compared to 8,856 in the previous year, a decline of 4%. Despite this decline, the number of contacts progressing to a statutory social care referral significantly increased, rising to 4,084 in 2014/15 (48%) compared with 3,126 in 2013/14 (35%), a real term increase of 31% in total referrals in the last year (table 1.0). Barking and Dagenham's referral rate per 10,000 children aged 0-17 has consequently risen to 716, now slightly above our statistical neighbours (690), but way above national and London rates of 573 and 470 respectively. Reasons for this increase are not clear, but the proportion of referrals from police is 3 times higher than the next highest referring agency (schools). Investigating and addressing this is a priority for 2015/16.
- 2.4 The percentage of contacts progressing to a referral has also increased rising to 48%, way above the borough's historic average conversion rate of around 30%. This has partly been caused by incomplete information at contact stage and urgent steps have already been taken to bring this rate down.
- 2.5 High referral rates do offer safeguarding protection but can overload the system so that priority cases are at risk of being missed. The level this had risen to in 2014/5 was unacceptable and urgent action was taken at the end of the year to drive this percentage down.<sup>4</sup>

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<sup>4</sup> As at the end of July 2015, the conversion rate has dropped considerably to 29% (345 referrals from 1,190 contacts). This has been achieved through promotion of full use of CAF across agencies and the MASH refusing to take incomplete forms unless the children are at immediate risk.



**Table 1. Contacts and referrals to statutory social care**

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	1 year % change	5 year % change
Number of contacts received (including multiple contacts on a child)	14,833	9,765	8,683	8,363	8,856	8,515	-4%	-43%
Number of referrals	3,043	2,704	1,812	2,586	3,126	4,084	+31%	+34%
Referral Rate per 10,000	632	546	337	470	525	716	+36%	+13%

Source: ICS, London Borough of Barking and Dagenham

2.6 The majority of referrals relate to younger children aged 0 – 5 and this reflects the rapid demographic change within the Borough, as well as the pressures experienced in more universal settings such as schools, primary health care services etc. There is also a change in the ethnicity of children requiring support which is a reflection of the demographic change within the borough.

2.7 Although the ethnic make-up of the borough has changed significantly in the last 10 years, white British children remain disproportionately represented in statutory social care cases. For example, 52% of our looked after children and around 46% of children on child protection plans are White British, significantly higher than the overall population of White British children in the borough at 33%. 27% of looked after children and 24% of children on child protection plans are Black - lower than the Black local population of 36% demonstrating an under representation.

2.8 As a consequence of increased demand in referrals, the number of children receiving a statutory social care service has also increased further. In 2014/15, 2,326 children and young people were open to social care compared to 2,184 in the previous year, a real term increase of 7% in one year and 51% over the last five years. This growth is higher than the overall growth in the children population of around 30% aged 0-17. The rate of open social care cases per 10,000 has risen to 408, but despite the increase still remains lower than that found in similar areas (461) although much higher than national (346) and London (368) rates. Despite this increase, the proportion of looked after children has remained stable at 80 per 10,000 compared to an average of 78 per 10,000 over the last 5 years. Work to understand the reasons behind these variations is a priority for 2015/16.

**Table 2 Number of open social care cases and rate per 10,000, 2009/10 – 2014/15**

	LBBB 2009/10	LBBB 10/11	LBBB 11/12	LBBB 12/13	LBBB 13/14	LBBB 14/15	% change over 1 year	SN Average	London Average	National Average
No. of open social care cases at year end	1482	1545	1714	2161	2184	2326	7%	n/a	n/a	n/a
Open cases rate per 10,000	320	342	344	393	383	408	7%	461	368	346

Source: ICS, London Borough of Barking and Dagenham

2.9 The overall increase in referral activity has created pressures within the MASH and Assessment Service, impacting on assessment activity and caseloads. At the end of March 2015, 2,952 statutory social care assessments had been undertaken, compared to 2,817 in 2013/14. This represents a further increase of 5%. The number of Section 47s undertaken remained comparable at 1,234 compared to 1,231 in 2013/14, but still represents a considerable rise from previous years. Our rate of S47s per 10,000 at 216 remains significantly higher than all benchmarks - 155 for statistical neighbours, 112 for London and 124 for the national rate.

From 1<sup>st</sup> April 2015 – 25<sup>th</sup> August 2015, there were 550 strategy meetings which led to 459 S47's which led to 169 ICPC's. So the 'drop out rate' between strategy meetings to ICPC is around 69%. Additional gate keeping was introduced at the end of the year to ensure each Section 47 enquiry is appropriate.

2.10 In 2014/15, the number of children subject to child protection plans has also continued to increase to 353 – an increase of 10% on the 318 reported in the previous year and a 77% increase over the last 5 years. The rate per 10,000 of 58 has increased to 62 and is now much higher in Barking and Dagenham compared to national (42), London (37) and similar areas (54). Audits in 2013/14 and 2014/15, and OFSTED reports found that threshold rates are appropriate but reducing this high rate is an essential priority for 2015/16.

OFSTED (2014) "The thresholds for children with lower levels of need are not sufficiently understood or applied by all agencies. Although the guidance provided is clear, agencies are not always clear about when a child may be identified as 'in need'."

OFSTED clarified that "Thresholds for those most urgently in need of protection are well understood by the main statutory agencies in the area, enabling consequent response by social care to be effective."

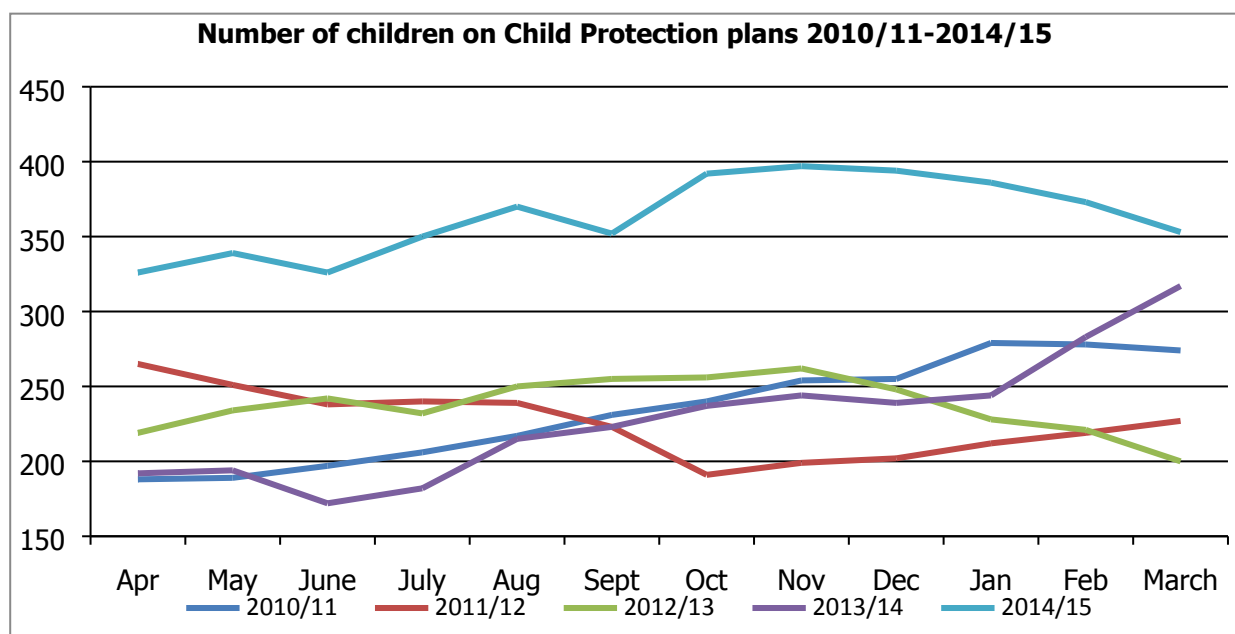
2.11 In total, 440 new child protection plans were initiated with 405 child protection plans ceasing in 2014/15, a higher number compared to previous years Whilst the number of children on child protection plans has been fluctuating throughout 2014 and 2015, the numbers have declined since December 2014.

**Table 3 Number of children and young people with a child protection plan (CPP)**

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Number of children subject to a child protection plan	199	274	227	200	318	353
Total number of new CPP	205	249	226	276	433	440
Total number of ceased CPP	173	174	274	302	314	405
Rate of CPP per 10,000 children	43	55	42	36	58	62

Source: ICS, London Borough of Barking and Dagenham

**Figure 1 Number of CP plans by month and year**



Source: ICS, London Borough of Barking and Dagenham

2.12 In the main, the predominant child protection issues the service is currently managing relate to emotional abuse and the impact upon children where domestic violence is a factor within the household. The proportion of children subject to child protection plans due to emotional abuse is around 60% for 2014/15, which is a decline on the 69% reported in 13/14, but still higher than previous years. This is higher than in other Boroughs.

### 3. Unaccompanied Asylum Seekers (UASC) and Families with No Recourse to Public Funds (NRPF).

3.1 In 2014/5, referral rates for families with no access to public funds have averaged three per week and family profiles have averaged 3 to 4 children (with implications for accommodation requirements). As at 20 May 2015, there were 164 children allocated as NRPF cases for support.

3.2 The continuing rate of referrals along with the length of time taken for the Home Office to resolve cases means that the total number of allocated cases has increased whilst the number of cases closed has not kept pace with this.

3.3 The rapid growth has led to a need to change service management. The NRPF service has been developed to respond to these families and reduce demand and cost. There are now improved systems and processes in place and stronger management oversight. Whilst this has been a significant improvement, the team is not complacent and it is recognised that more can be done to improve the screening, assessment and review of cases, intra-agency working and the best use of resources. The Council has joined NRPF Connect to try to expedite the process. An additional enforcement officer has been recruited and we are seeking to recruit a Home Office link person\* to help accelerate the processing of claims.

\* recruited August 2015

- 3.4 During 2014/15, strong partnership working with Housing reduced the costs of rooms per night by nearly 60% (from £85 to £35). At the same time ensuring that a housing quality framework is adhered to resulting in value for money.
- 3.5 Barking and Dagenham is part of the pan London allocation system for Unaccompanied Asylum Seekers. Across London Boroughs have been experiencing increased numbers of unaccompanied asylum seekers, including those arriving via Italy and Spain. In March 2015 there were 75 Unaccompanied Asylum Seekers linked to social care services, 29 of these were 18 or younger. The majority of the older young people are linked to the Learn2Live Team as care leavers, but with lower associated costs. 10 of these young people are attending university courses.
- 3.6 The current government grant does not provide sufficiently for unaccompanied asylum seekers. There is considerable national debate about how best to manage the increasing costs for NRPF and UASC. In Barking and Dagenham the additional cost pressures have been as high as £3,000,000.

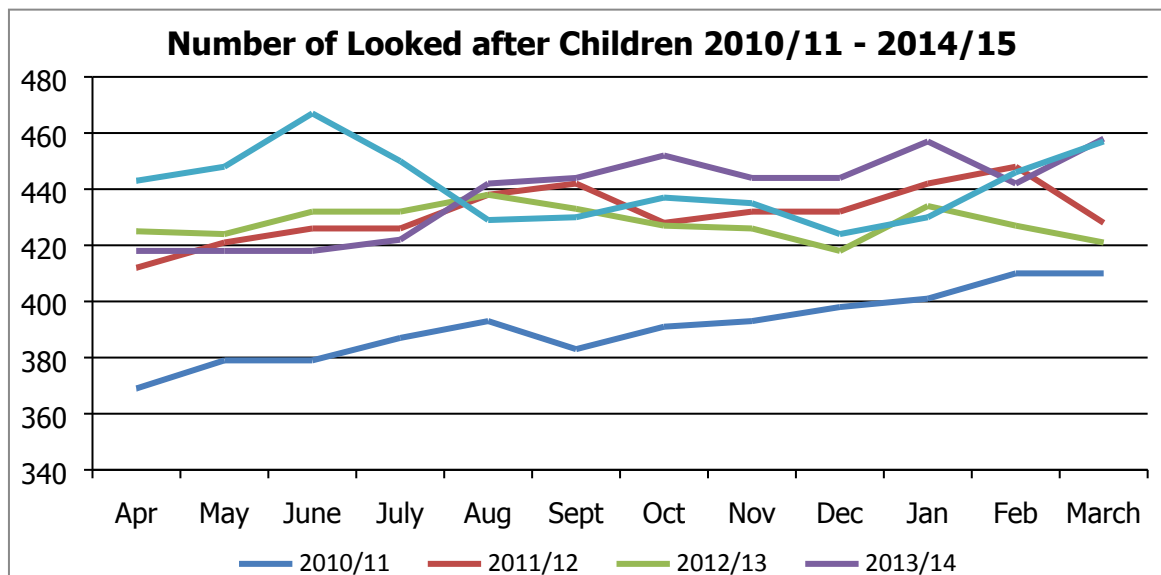
#### **4. Looked after Children Numbers**

- 4.1 In Barking and Dagenham, the number of looked after children was rising until 2013/14, when the borough had 458 looked after children at the end of the financial year, compared to 420 in 2012/13 and 410 in 2010/11. As of the end of 2014/15, the number of looked after children was 457, a rate of 80 per 10,000 0-17 year olds. Although the proportion has stayed roughly stable over time, the borough's looked after children rates are higher than similar areas (70), the national (60) and London (54) rates.
- 4.2 During the last 12 months, numbers have fluctuated, and fell slightly, but the overall trajectory over time continues to increase in line with child population growth. The number of children in care at the end of the year was lower than in 2013/4 but there was still a net increase over the year. Looked after children numbers varied throughout 2014/15, peaking at 467 (highest figure since numbers recorded) in June and falling to 424 in December. The end of year figure of 457 was similar to 2013/14 (458).<sup>5</sup> Reducing the number of children in care is a priority for 2015/16.

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<sup>5</sup> This is a "snapshot" figure for a single week, because of the volatility of children in care numbers it is important to review trends, rather than each individual week.

Figure 2 Number of LAC by month and year



Source: ICS, London Borough of Barking and Dagenham

- 4.3 The profile of the looked after children population has remained reasonably static. The percentage of looked after children that were female dropped to 49% in 2014/15 compared to 51% in 2013/14.
- 4.4 There was a 5% decrease in the children under 10 years old in care in 2014/15 (falling from 46% to 41%), with the number of children aged 10 years rising by 5% when compared to 2013/14. Although this is lower than the local population (64% are under 10 years old), it is in line with the national average for LAC.
- 4.5 By ethnicity, compared to March 2014, there was a 5% decline in the number of White British children being cared for by the authority in 2014/15 - falling from 52% to 47%. We are also seeing an increasing trend of Eastern European families featuring in our care statistics, and Albanian young people are over represented in Unaccompanied Asylum Seeker figures.
- 4.6 The total number of children coming into care decreased in 2014/15; 283 compared to 314 in the previous year and more children left care in 2014/5 compared to 2013/4. The number leaving care was higher at 281(2014/5) compared to 272 (2013/4).

Table 4 Number of children entering and leaving care by year

	2011/12	2012/13	2013/14	2014/15
<b>Number of children coming into care</b>	<b>240</b>	<b>245</b>	<b>314</b>	<b>283</b>
<b>Number of children coming into care on Police protection</b>	<b>80</b>	<b>103</b>	<b>134</b>	<b>69</b>
<b>Number of children leaving care</b>	<b>223</b>	<b>247</b>	<b>272</b>	<b>281</b>

Source: ICS, London Borough of Barking and Dagenham

- 4.7 OFSTED (2014) prioritised the need to address children coming directly into care through police intervention.

“Too many children experience the trauma of being removed from the care of their parents by the police. This often takes place before enough information has been gathered from other agencies and family members.”

The number of children taken into care through the use of Police Powers of Protection has significantly reduced with good progress made against our local target set. Police Protection numbers from April 2014 to March 2015 declined to 69, representing 25% of all admissions into care. This compared to 134 in 2013/14; 43% of all admissions. Children’s services set a target of 20% reduction in use of police powers by March 2015 and we have achieved an 18% decline in proportionate terms. Based on actual numbers, the reduction is 48% (nearly halved). Despite the good progress, performance is twice the national average of 13%, but we have significantly closed the gap on the London average of 20%. Addressing this was a key priority in our OFSTED report.

## **5. Safeguarding**

- 5.1 This section of the report provides a summary of safeguarding activity during 2014/15, primarily driven by the plan for improvement following the inspection of services carried out by OFSTED in May 2014.
- 5.2 The services for safeguarding children were judged as requiring improvement in May 2014. A number of areas for improvement were identified by OFSTED as detailed in last year’s Cabinet report, incorporated into a detailed Local Authority improvement plan (Appendix 1). This improvement plan has been monitored and evaluated during 2014/15 by Children’s Services Inspection Board, with 6 monthly reports to Local Safeguarding Children’s Board (LSCB), Health and Wellbeing Board, Children’s Trust, Children’s Select Committee and Corporate Parenting Group.
- 5.3 Overall, good progress has been made in the last financial year against those areas with key actions for improvement progressing well and the majority are completed or near to completion (Appendix 1).
- Work with colleagues in the Police about the use of powers of protection (Area for improvement 1)
  - Improved practice in strategy discussions (Area for improvement 3)
  - Improving the quality of assessments and introducing the single assessment (Area for improvement 5)
  - Ensuring that children are seen in a timely manner (Area for improvement 6)
  - Strengthen management oversight (Area for improvement 12)
- 5.4 A top priority of the CNSC Division in 2014/15 has been to stabilise the social care workforce; to recruit permanent staff and reduce the high percentage of agency staff across the service, which is costly and reduces service stability even though many of those staff have worked for Barking and Dagenham social care service for long periods of time. The social care managers are working to reduce the agency

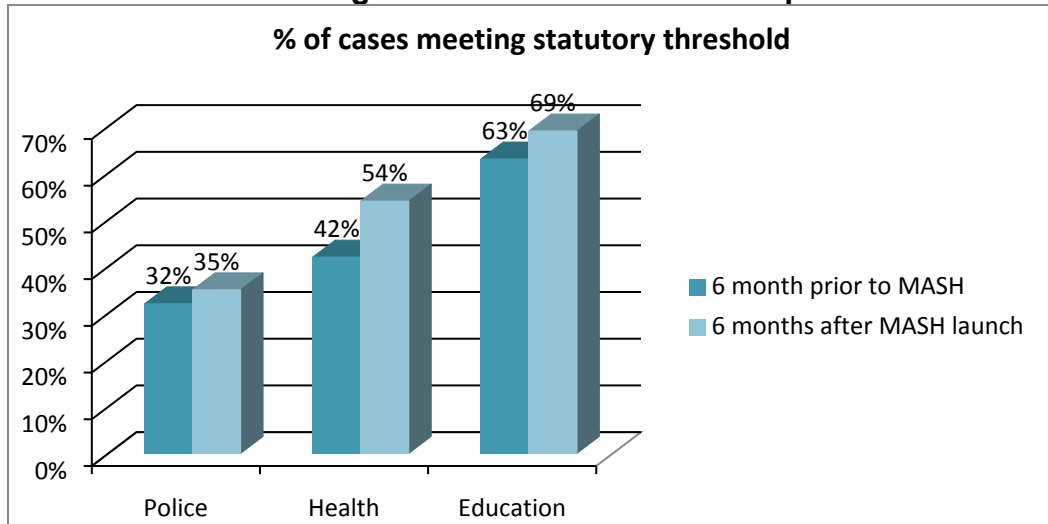
rates from over 50% to the London average of around 25%. This work is extremely challenging but necessary. An update on achievements is covered later in the report (Para 6.13).

- 5.5 2014/15 has also seen very significant developments regarding child sexual exploitation (CSE) as a priority area of safeguarding activity. It has been important to take into account the findings of the key reports such as in Rotherham, and to ensure that action plans are in place. The CNSC Division has a key role to play in collaboration with LSCB partners in the implementation of the action plans so this has become another key area of activity and development.

## **6. Service Improvement**

- 6.1 In 2014/15, a number of significant service developments have taken place to strengthen the 'front door', which include further development of the Multi Agency Safeguarding Hub (MASH) launched on the 1st April 2014 and the introduction of the new Multi Agency referral form (MARF). Both aim to improve the quality of referrals and the advice and support for agencies in the Borough with the aim to achieve the appropriate services to meet the needs of children.
- 6.2 The Ofsted inspection of services for children in need of help and protection, children looked after and care leavers carried out in the summer of 2014 reported positively on MASH. The report stated *that "Information sharing between agencies and professionals is timely and effective within the 'triage' and multi-agency safeguarding hub (MASH). The recent co-location of children's social care, health, the police, including a child sexual exploitation officer, and multi-agency panel (MAP) coordinator, is effective in supporting all key services to be fully informed and involved in plans for these children"* (Ofsted, July 2014).
- 6.3 An evaluation of MASH was also undertaken, in house, 6 months following implementation. Overall, early findings were positive with a reduction in contacts. Early evidence suggests this may be as a result of closer working arrangements with partner agencies and enhanced understanding of child protection thresholds. The largest single contacts into the Front Door – Police, Education and Health – referred 20% less in the 6 months after MASH *launched*, compared to the 6 month period prior. In the 6 months prior to MASH launching, only 34% of all contacts into the Front Door hit the threshold for statutory assessment within Social Care. Meaning 66% had no significant safeguarding concerns following MASH screening and risk assessment. In the 6 month period following MASH launching, 54% of all contacts met the threshold for statutory Social Care assessment. Only 1/3 of police contacts met threshold.

**Figure 3 MASH cases meeting threshold before and after period**



- 6.4 A direct cost saving to the Local Authority can be attributed to the MASH investigation process, where cases have stepped across to Early Help rather than progressing to statutory assessment as a result of the multi agency risk assessment. Based on social care assessment and management overheads, this represents a financial savings of between £700 and £1175 per case. This, when projected across a 12 month period based on the first 6 months of evidence, represents a potential saving of £325,000. Social Care and Early Intervention teams have been working closely together to shift cases from Tier 3 to Tier 2 provision. The Troubled Families pilot project has been set up, to start in April 2015, and aims to reduce the numbers of cases held in social care.
- 6.5 In 2014/15, a range of measures have been put in place to further improve performance and quality assurance, building on existing arrangements. These include a Quality Assurance Strategy and the introduction of a weekly performance dashboard for managers and social work staff.
- 6.6 The weekly performance team dashboards provide managers and social workers with a weekly check point of information, which can assist and prompt in their planning, for example, ensuring that children are seen and core groups take place in a timely way. The dashboards have taken the emphasis on improving outcomes through performance to a higher level and significant improvements have made in many areas.
- 6.7 The service has seen very significant improvement in performance regarding child protection core groups (86% in 2014/15 compared to 36% in 2013/14) - this is a key element in the service which leads multi agency working on child protection plans to improve outcomes for children and young people.
- 6.8 There has also been improvement in the timeliness of children subject to child protection plans being seen (95% in 2014/15 compared to 76% in Q2 2014/15). Based on progress made and the usefulness of the weekly dashboard, the service has also now introduced a new standard of frequency which sets a minimum of visiting in 4 weeks rather than previous standard of 6 weeks. Both 4 and 6 weekly frequencies are currently reported.



- 6.9 The number of children taken into care on police protection has been very high in previous years and was identified as an area for improvement following the Ofsted inspection in 2014. Significant progress has been made in 2014/15 in working closely with colleagues in the Police to reduce the number of children being admitted to care through the use of Police powers of protection and the impact of trauma on individual children. A revised Police Protocol and Strategy was produced in June 2015 and all children taken into care via police protection have been audited in detail by the Quality Assurance Manager based in the Child Protection Reviewing Service. The audit findings and outcomes are discussed at the 6 weekly Police and Social Care meetings to ensure practice is reasonable and also to consider alternatives. This has led to agreed actions to reduce the number of these admissions by considering alternative approaches whilst still safeguarding children as for example making arrangements with other family members. This continues to receive close attention through a constructive and regular monthly meeting with senior Police officers to review performance and consider individual cases highlighted in the audit work. This meeting will be used to work with the police to reduce all contacts.
- 6.10 In 2014/15, the CNSC Division launched a new supervision framework, which sets out standards for supervision along with the expectations on staff and managers. This was reviewed in January to check that supervision agreements were in place and that supervision was taking place and planned at the appropriate frequency of at least monthly. Further work is planned to provide training for managers about supervision and provide guidance about recording supervision on case records.
- 6.11 The CSE action plan is in place and will provide a positive framework to develop expertise and practice in working with children, young people and their families at risk of sexual exploitation. Barking and Dagenham Children's Services were also selected to take part in the Home Office pilot project aimed at improving cross agency response to CSE. This pilot took part between December 2014 and March 2015 and, as a pilot borough, we were praised by the Home Office for our innovative prevention work, for example, using ARC Theatre in schools and for our creative practice in engaging vulnerable young women to stop them from running away.
- 6.12 As part of our data protection processes all staff in Children's Social Care are mandated to undertake the Managing Information on line training. Implementation of this mandate has been further strengthened by monthly reports to Managers and no new permanent member of staff is able to start work in social care until this has been completed. We have identified a need to ensure the same rigour is applied to agency staff.
- 6.13 Improving recruitment and retention is a top priority and the CNSC Division has heavily focused on stabilising the workforce. Recruitment of social workers and team managers as part of an ongoing programme is underway but has proved to be particularly challenging. A specialist Recruitment Manager has been in post since September 2014 to drive forward this agenda. In 2014/15, a new social care recruitment website has been introduced and is now live. A package of benefits for working in LBBDD has been put in place to enhance the recruitment process, including a comprehensive overview of the local housing offer and benefits in the borough. Since September 2014, 27 social workers – 17 NQSW (ASYE) have been recruited. Although this is an improvement rates remain far too

high and this has a significant financial pressure for the services – around £3,000,000 per year as well as a negative effect on outcomes for children. Addressing this is a major imperative. A Business Case has been developed to support working with an employment agency on a recruitment project in 2015/16.

- 6.14 As part of the service's approach to recruitment and retention, the period of 2014 - 15 saw the launch of the Assessed and Supported Year of Employment (ASYE). Two cohorts of 8 newly qualified social workers have gone through the programme with two further cohorts planned for 2015-16. These social workers have received the additional support provided in the programme through training, more frequent supervision and managed caseloads.

## **7. Barking and Dagenham Safeguarding Children Board – Update**

- 7.1 The Barking and Dagenham Safeguarding Children Board agreed its Annual Report in September 2014 covering activity for the year 2013/14. The 2014/15 report will be agreed at the Board meeting in September 2015. The report reflects the requirements in Working Together to Safeguard Children 2015.
- 7.2 The Annual Report will be published on the LSCB's website and is drawn to the attention of the Health and Wellbeing Board, the Police and Crime Commissioner, the Local Authority Chief Executive and the Leader of the Council.
- 7.3 In May 2014, Ofsted undertook a review of the effectiveness of the local safeguarding children board as part of the inspection of services for children in need of help and protection; children looked after and care leavers. The LSCB was graded as "Requires Improvement". Areas of strength and areas for improvement (5 in total) were identified and an action plan has been developed in response to those areas for improvement (refer to Appendix 1). Good progress has been made against the action plan with the majority of areas now RAG rated green (refer to Appendix 1 for detail).
- 7.4 The Board's full report can be accessed via the BDSCB website.
- 7.5 Key achievements of the Safeguarding Children Board as set out in the annual report in 2014/15 are:
- Improved attendance by partners at the Board;
  - Strengthened sub-group working feeding back to the Strategic Partnership
  - Improved challenge to other agencies to ensure practice is robust, including evaluation of risk, and reporting on actions taken between boards;
  - Stronger links to the Health and Well Being Board with formal protocols to ensure transfer of information and understanding of roles and responsibilities;
  - There has been a reduction in the percentage of children coming into care through police protection;
  - A review of the impact of multi-agency training has been undertaken and has informed the LSCB Training Strategy for 2015-16;
  - Social Workers have become more active participants in our practitioners Forums; and
  - Private Fostering has been discussed at the Board and an Annual Private Fostering Report has been produced for 2014/15.

7.6 The Independent Chair of the Board has set challenging priorities for 2015/16:

- Board members will strengthen arrangements across agencies to identify and safeguard groups of children who are particularly vulnerable;
- Board partners will own and share accurate information, which informs understanding of safeguarding practice and improvement as a result;
- The Board will see children and young people as valued partners and consult with them so their views are heard and included in the work of the LSCB;
- Arrangements for Early Help will be embedded across agencies in Barking and Dagenham who work with children, young people and their families, ensuring more effective early intervention to reduce need and dependency; and
- Board partners will challenge practice through focused inquiries or reviews based on performance indicators, practitioner experience and views from children and young people. Collectively we will learn from and improve from these reviews.

## **8. Local Authority Designated Officer for Managing Allegations against Staff and Volunteers**

8.1 The Local Authority Designated Officer (LADO) is responsible for the management and oversight of all investigations into allegations against those working with children and is responsible for preparing the annual and 6 monthly report to the Barking & Dagenham Local Safeguarding Children Board and establishing processes to disseminate learning throughout the children's partnership.

OFSTED (2014) commented:

“There is a prompt and effective response to the allegations of harm involving those working with children or vulnerable adults. Referrals from a range of agencies are subject to timely and proportionate enquiries, particularly so in relation to educational settings. Awareness of the Local Authority Designated Officer role is promoted well amongst local organisations including faith groups, with well established relationships with local churches and mosques.” This high standard is being maintained.

8.2 In Barking and Dagenham, the LADO responsibility is invested in Teresa DeVito, Group Manager for Safeguarding, Quality and Reviews and the operational function of the LADO role is delegated to:

- Alec Parsons, Safeguarding Manager, for all non-Education allegations, and;
- Mike Cullern, Safeguarding Lead for Education, for all allegations against Education professionals

8.3 Nationally, all agencies and settings that provide services or staff working with children are required (under statutory guidance – Working Together to Safeguard Children, 2015), to have clear procedures for responding to allegations against staff, whether they are paid or voluntary. Within education services, additional guidance (previously Safeguarding Children and Safer Recruitment in Education, 2007, updated April 2014 to Keeping Children Safe in Education), outlines specific requirements considered when managing allegations against staff working in education settings. The requirements of the LADO process are set out in the Pan London Safeguarding Procedures and are followed by all London boroughs.

8.4 The number of calls to the LADO service for consultation and allegation management support remains high. Between April 2014 and end March 2015, the

LADO's recorded 221 formal allegations against the children's workforce in Barking & Dagenham. This represents a 4.98% increase on the previous year (210). The vast majority of allegations come from education (58%).

Allegations/Concerns referred by type of Professional

<b>Agency</b>	<b>2014-2015</b>
Education	128
Foster Carers	43
Church leaders/Organisers	9
Health Professionals	8
Youth Workers	7
Reg. Social Workers	2
Residential Workers	4
Registered Child Minders	3
Un Registered Child Minders	4
Football Coaches	2
Others	11

8.5 Outcomes from investigations were as follows:

**Table 5 Staff Allegations Summary**

Substantiated – proof that allegation is true	<b>23</b>
Unsubstantiated – insufficient evidence to prove or disprove allegation	<b>22</b>
Advice only – Threshold not met for strategy meeting but agency needing advice about dealing with allegation	<b>146</b>
Malicious – allegation was untrue and made with the intention of malice towards the individual	<b>2</b>
Unfounded – the evidence suggests that the allegation is unlikely to be true	<b>28</b>
<b>Total</b>	<b>221</b>

8.6 Each of the 23 substantiated cases has been followed through, working closely with the police with referrals to appropriate statutory bodies and disciplinary action taken where required.

Of these:

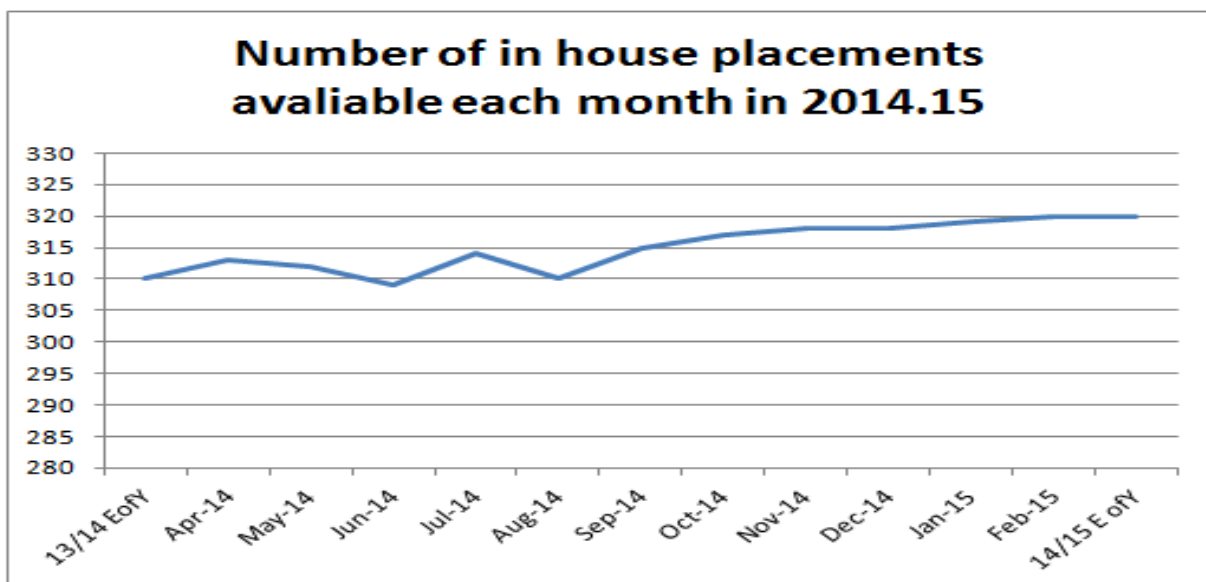
- 4 were cases where the allegations related to matters outside the individual's professional role;
- 11 involved hitting or pushing children, or inappropriate use of physical constraint or undue levels of anger;
- 4 involved sexualised behaviours with children or inappropriate adult-child relationships;
- 2 were cases where children who had been hurt were not looked after sufficiently well;

- 2 were cases of emotional abuse of children, one involving an adult alleging that a child was a witch; and
- 2 led to criminal prosecutions and 15 were referred to professional bodies or DBS.

## 9. Fostering Service Update

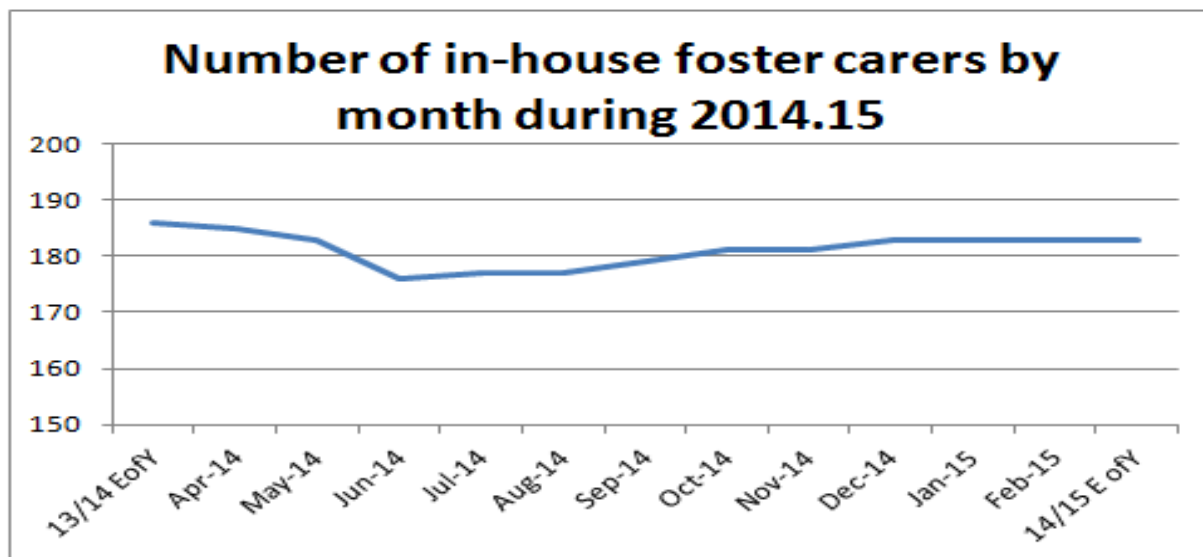
- 9.1 The Fostering Service consists of one team dedicated to all fostering activity including recruitment, assessment training, support to approved foster carers connected persons and private fostering. The performance of the Barking and Dagenham Fostering Service has made a huge contribution to some key areas of performance with regards to our looked after children population. As noted by OFSTED (May 2014) *“fostering recruitment campaigns have been continuous and effective, helping to ensure that looked after children are placed with local foster carers. Recruitment strategies are appropriately based on recently assessed need, with strong recruitment in adjoining boroughs.*
- 9.2 The Fostering Service Annual Report sets out the key achievements and challenges of the service covering the period of 2014/15. The report provides a snapshot of the service, activity during the year and progress made to address recommendations. The Private Fostering annual report for 2014/15 is being presented to the BDSCB in September 2015 and reports on progress made against Ofsted recommendations.
- 9.3 As at the end of March 2015, the service had 183 fostering households compared to 186 in March 2014. Although this represents a slight drop overall, 320 looked after children’s placements were offered by the 183 fostering households compared to 310 children at the end of March 2014. This is a net increase of 10 placements in the year. The team’s performance is in direct contrast to that of neighbouring boroughs who continue to struggle to recruit new, quality carers.

Figure 3



Source: ICS, London Borough of Barking and Dagenham

Figure 4



Source: ICS, London Borough of Barking and Dagenham

### Placement type

9.4 Table 6 provides a breakdown of looked after children by placement and whether in or out of the borough between 2011/12 and 2014/15. In 2014/15, 341 (75%) looked after children in the borough were placed in foster care (254 in house and 87 in agency placements), a decline on 2103/14 figure of 377 (82% - 261 in house and 116 in agency placements). This decline can be partially explained by the increased use of residential placements, rising from 23 in 2013/14 to 37 in 2014/15 and the reduction in the use of Agency placements. This increase is due to the increasing complexity of children's needs and increased breakdowns in foster carer placements, particularly for older children. Residential placements are all required to be agreed by the Corporate Director, since they are particularly expensive and care needs to be taken to be certain those placements are in the child's best interests. The increase in residential placements has had a strong negative impact on the placement budget. Of the 37 looked after children placed in residential at the end of 2014/15, 79% were teenagers (29/37).

Table 6

	2011/2012	2012/2013	2013/2014	2014/2015
Number of Children In Care	427	420	458	457
Number in Residential Care	29	22	23	37
Number in LBBB Foster Care	242	248	261	254
:of which in Borough	110	113	118	128
:of which out of Borough	132	135	143	126
Number in Agency Foster Care	87	81	116	87
:of which in Borough	15	10	12	8
:of which out Borough	72	71	104	79
% of all CIC in Foster Placements	81.0%	81.7%	82.3%	74.6%
Number of Private Fostering Arrangements	10	7	12	10

Source: ICS, London Borough of Barking and Dagenham

- 9.5 A key strength of the Fostering Service is the ability of the staff team to remain child focussed whilst providing a high level of support to the cohort of foster carers. Over the last year, there has been an increase in the number of children needing long term or permanent placements and a significant number of requests to place siblings groups of three or more children. The team has continued to work hard to keep young people in local, in-house foster placements thereby enabling them to maintain links with their families and communities.
- 9.6 The table (7) below offers some information regarding placement proximity to the Borough. Whilst 254 looked after children are cared for by our Borough foster areas, not all foster families reside within the Borough itself. This is largely an issue of housing stock; the Borough has a very large 'council housing stock' which does not lend itself to surplus bedrooms and sufficient space in general to be available to make fostering an option for prospective families, hence the need to recruit carers from beyond the borough boundaries. However, as the table illustrates, 'out of borough placements' are in the main within neighbouring boroughs or authorities within a short distance of Barking and Dagenham itself; Havering, Redbridge and Essex, ensuring that contact with professionals is easily maintained and that some services provided within the Borough are still accessed by young people who do not strictly reside with us.

**Table 7 Looked after children placement by area (March 2015)**

Area	Number	%
LBBB	174	38.1
Havering	86	18.8
Redbridge	56	12.3
Essex	33	7.2
Kent	18	3.9
Placed for Adoption	15	3.3
Thurrock	9	2.0
Enfield	6	1.3
Tower Hamlets	6	1.3
Newham	5	1.1
Hounslow	4	0.9
Medway	4	0.9
Southend-on-Sea	4	0.9
Waltham Forest	4	0.9
Hampshire	3	0.7
Norfolk	3	0.7
Barnet	2	0.4
East Sussex	2	0.4
Lancashire	2	0.4
Shropshire	2	0.4
Anglesey	1	0.2
Bromley	1	0.2
Cambridgeshire	1	0.2
Darlington	1	0.2

Devon	1	0.2
Durham	1	0.2
Hackney	1	0.2
Hertfordshire	1	0.2
Leicestershire	1	0.2
Liverpool	1	0.2
Milton Keynes	1	0.2
North Lincolnshire	1	0.2
North Yorkshire	1	0.2
Richmond	1	0.2
Staffordshire	1	0.2
Surrey	1	0.2
Tameside	1	0.2
Warrington	1	0.2
West Sussex	1	0.2
<b>Total</b>	<b>457</b>	<b>100.0</b>

Source: ICS, London Borough of Barking and Dagenham

9.7 Key achievements of the Fostering Service as set out in the annual report in 2014/15 are:

- Improved foster carer recruitment initiatives, using the expertise of the Marketing Officer funded by the Adoption Reform Grant and shared with Adoption Team
- Increased diversity of foster carers recruited. The Fostering Service has successfully recruited foster carers from a diverse range of backgrounds which reflect the rapidly changing local population and has been a major achievement that has not been reflected with our consortium partners. This success needs to continue to be built upon to ensure that children are provided with local placements with carers who can meet their needs. The carers approved over the last 3 years include: Muslim, Sikh, Christian, Eastern Europe, Nigeria, Ghanaian, Italian, Caribbean, Philippines, Italian, couples from different ethnic backgrounds, and same sex couples
- Positive feedback from foster carers to Independent Reviewing Officers (IROs) during annual reviews regarding support received from the Fostering Service. Also positive feedback from IROs who compare with other Fostering Services they work for
- Foster carer annual review performance has remained at 100%.
- Comprehensive training programme for foster carers including 12 week Fostering Changes behaviour management programme
- All 8 allegations received against foster carers (under Section 47) were investigated and judged unsubstantiated, malicious or unfounded.
- Effective and committed Fostering Panel
- No complaints within the Fostering Service in 2014/15 and no matters have been referred to the Independent Review Mechanism (IRM)

9.8 The Fostering Service has set a number of challenging priorities for 2015/16:

- Recruit 35 new foster carers by the end of March 2016 with increased capacity
- Identify suitable Foster Carers in line with our Sufficiency Duty Plan



- Develop a robust, targeted marketing plan to recruit carers for specific requirements (parent and child placements; caring for children with challenging behaviours and disabilities, white UK)
- Meet with Marketing Service on a 3 monthly basis to review new opportunities for advertising/events
- Revise and update annual training manuals for LBBB approved Foster Carers, Connected Persons and Private Foster Carers in line with Fostering Regulations
- Review foster carers training needs by using feedback from foster carers;
- Offer training on core areas of Fostering as indicated in Regulations 2011 – Safeguarding Children, Safe Care, First Aid, Restraint, Behaviour Management, Disability, preparation for independence
- Offer on line training for carers in hard to reach areas (out of borough to a significant distance) as per reg 20.8
- Monthly meeting with Placements Finance Officer to monitor Placement Budgets and expenditure
- Recruit to the Fostering Central List to broaden Panel membership. The Fostering Central List is a cohort of Panel members that can be called upon to ensure Fostering Panels are quorate in the absence of a Panel member. Three monthly scrutiny of the Central List membership will be undertaken
- Continue to be an active part of London Care Services Steering Group to discuss fee structures, contract issues and share practise issues

## **10. Adoption Service Update**

- 10.1 The Barking and Dagenham Adoption Service operates within the regulatory framework of the Adoption and Children Act 2002 (revised February 2011), Adoption Regulations 2013 (which came into force in July 2014), associated Statutory Guidance and National Minimum Standards. The aim of these changes is to reduce potential barriers, reduce delay in approving families as adoptors and, therefore, increase the number of placements available for waiting children. Local authorities also now have a duty to provide information to adoptive and potential families regarding the support services available in the local authority's area.
- 10.2 On the 13<sup>th</sup> March 2013, the Children and Families Act 2014 was given Royal Assent placing on statute changes to the adoption services already implemented. Councillors will also be aware that the Government has raised the profile of adoption services nationally and have considered the performance of both local authority and independent adoption agencies.
- 10.3 Alongside the statutory and regulatory changes, it is important for Cabinet to note the continued impact of case law (Re B, Re BS and Re T) and it's far reaching implications for local authorities when considering permanency for children, for whom adoption would usually be the plan. The clear message from case law is that adoption should be seen as the last resort, e.g. when "nothing else will do".
- 10.4 As predicted in last year's annual report, the effect of this has been seen in 2014/15 with a considerable drop in the numbers of children with a "should be placed for adoption" (SHOPA) decision. This is a national and London wide trend. According to the Adoption Leadership Board, "...data suggests that the number of new decisions has continued to fall from 1,830 in quarter 2, 2013-14 to 960 in quarter 1, 2014-15, a decrease of 47%". National data is also showing a similar trend in the numbers of Placement Orders being made, "...data suggests new

*placement orders have continued to fall from 1,550 in quarter 2, 2013-14 to 760 in quarter 1, 2014-15, a decrease of 51%.”<sup>6</sup>*

- 10.5 The case law outlined above has had a significant impact on the number of children referred for adoption in Barking and Dagenham in the last 12 months. The number of children with SHOPA decisions dropped from 46 in 2013/14 to 14 in 2014/15, a 70% decrease in real terms.
- 10.6 Adoption Services until September 2013 were inspected separately by Ofsted. The new Ofsted inspection framework now incorporates judgements on Adoption services into the overall Ofsted Children’s Service inspection. The Adoption Service was inspected in 2014, as part of the wider inspection of services for children in need of help and protection, children looked after and care leavers (April 29<sup>th</sup> – 22<sup>nd</sup> May 2014). The Adoption performance was judged as requires improvement. The timeliness of our adoption processes is a weakness in our provision but our adoption support was seen as a “clear strength”.
- 10.7 The length of care proceedings impacts on our adoption performance. Our average length of care proceedings has improved reducing to 53 weeks in 2014/15 compared to 62 weeks in the previous year. Although this has improved, performance remains worse than the national and statistical neighbour’s average of 48 and 51 weeks respectively.
- 10.8 In January 2015, members of the Adoption Leadership Board visited Barking and Dagenham Children’s Services senior management to discuss the number of children waiting for adoption over 18 months. The meeting was very positive and the work being undertaken by the Local Authority Adoption Service was noted as comprehensive.
- 10.9 In 2014/15, the adoption service has expanded through a mixture of internal investment and the Department for Education financial assistance in the form of Adoption Reform Grant (ARG). This financial investment has proved beneficial to the service as monies from this grant funded a Deputy Team Manager, 2 family finding social workers and a Marketing Officer. This grant ended in April 2015 so the service will need to restructure. The ARG has also enabled the service to place children in interagency placements, which has helped in achieving the significant numbers of placements and Adoption Orders. Interagency placements occur when LBBDD places children with another local authority or voluntary adoption agency.
- 10.10 The DfE target will reduce from 487 to 426 days in 2016, which is around 14 months, which makes achieving this target even more challenging. To meet this, we will have to reduce the time taken between a child entering care and moving into its adoptive placement by 221 days (7 months), which is a challenging task.
- 10.11 Our three year rolling average for A2: the average time taken from when the authority receives a Court Order agreeing to a child being adopted and the child is matched with an appropriate adopter has increased to 220 days in 2012-2015 compared to 175 days in the preceding three years (2011-2014). Performance is 99 days above Government threshold for this adoption measure set at 121 days in

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<sup>6</sup> Adoption Leadership Board headline measures and business intelligence 2013 to 2014 and quarter 1 2014 to 2015 update: November 2014.

2012-2015. This is partly affected by the very large number of adoptions completed, placing a strain on available resources, and partly due to the adoption team negotiating placement for sibling groups and children with disabilities. Nonetheless, this is too long a period for a child to wait. Tackling and reducing this will be a key priority next year.

10.12 Key achievements of the Adoption Service as set out in the annual report in 2014/15 are:

- 32 looked after children were adopted in 2014/15 – the highest number the borough has ever had.
- Successful placements of 'harder to place children' – 10 sibling groups, 1 autistic child, 2 children over 8 years old, 8 children from BME backgrounds.
- Participation in 3 Adoption Activity Days in conjunction with British Association of Adoption and Fostering (BAAF), which resulted in matches for 5 children.
- Success of the first Fostering to Adopt placement.
- Adoption performance (DfE Scorecard) - the borough's 3 year average 2012-2015 has fallen from 672 to 647 days, meaning we are placing children quicker from the time they enter care to their adoptive family. No placement disruptions pre or post adoption order.
- Improved adopter recruitment initiatives, using the expertise of the Marketing Officer funded by the Adoption Reform Grant. 11 adopters approved last year.
- Effective and committed Adoption Panel.
- Improved joint working within the East London Adoption Consortium.
- Improved support to Special Guardians by having a dedicated social worker undertaking this work.

10.13 The Adoption Service has set a number of challenging priorities for 2015/16:

- Reduce timescales for placing children and approving adopters
- The government grant to support adoption services has been cut; the financial impact of this will need to be managed
- Prioritise the development of Adoption Support Fund (ASF) initiatives locally, and regionally, through the East London consortium
- Increase approvals of adopters to meet the needs of LBBBD children.
- Review and redesign the Adoption Team to meet the changing needs with adoption and special guardianship
- Work with partners in the region to improve performance and meet gaps in services e.g. continuation of monthly family finding meetings, sharing of information regarding ASF resources, access to Consortium's preparation groups so there is no delay for prospective adopters
- Continue to develop and embed the adoption reforms in response to the Government's Action Plan for Adoption and those announced in the new Education and Adoption Bill
- Further develop LBBBD's permanence procedures to support staff in ensuring that all permanence options are explored and progressed in a timely manner.
- Continue to increase the use of SGOs as an alternative appropriate option for permanency where adoption is not achievable

## **11. Independent Reviewing Service**

- 11.1 The statutory context for Independent Reviewing Officers (IRO) is outlined under section 118 of the Adoption and Children Act (2002).
- 11.2 The Children and Young Persons Act (2008) was followed by a revision of care planning regulations and guidance. This came into effect in April 2011 and was accompanied by four sets of guidance. The IRO handbook strengthened the role of the IRO. The IRO responsibility included not only chairing statutory Looked After Children Reviews but also to monitor cases on a continual basis. The IRO also has a duty to monitor the local authority in their role of corporate parent and to highlight and address areas of poor practice. This includes bringing concerns to the attention of senior managers and exercising their independent role through CAFCASS (Child and Family Court Assessment Service).
- 11.3 The findings of the OFSTED report on the effectiveness of the IRO in their responsibilities towards Looked After Children indicated that there remain some key areas as a service that we need to develop and improve further in order to improve our performance and achieve better outcomes for the children in our care. This was reported on in the Independent Reviewing Service Annual Report 2013/14 and progress against these has been reviewed as part of this year's report (which will be presented to the LSCB).
- 11.4 Areas of achievement:
- The role of the IROs in making effective challenges where concerns are identified has been clarified through our Corporate Parenting Strategy and the accompanying Action Plan, which sets out the boroughs responsibilities and actions it is undertaking to build on the attainment of our Looked After Children.
  - IROs now work more closely with the Virtual School and more consideration is now given to where each child would like their Personal Education Plan to be completed and who should be involved. This is assisting in improving the attainment of Looked After Children.
  - Work has been undertaken to address attendance and exclusion, which has impacted on outcomes and our performance is above average in both these areas.
  - We now keep and analyse data on when social work reports are shared with parents and when managers have attended conferences. This information is shared with social care and as a result, we are seeing a real improvement in these areas.
  - There are now policies and protocols for all areas of practice, linked together through a platform called Tri-X. This is helping ensure consistent processes across the social care workforce.
- 11.5 The Independent Reviewing Service has set challenging priorities and targets for 2015/16. These include:
- Improved follow up on concerns raised in conferences
  - Improving consistency and analysis of evidence to assure thresholds are met

- Support for strengthened permanency planning and analysis of alternative options
- Stronger consideration of value for money when reviewing options for families and children (but not at the expense of safety)
- Further enhancing the voice of the child in case planning, including greater explanation to children if their wishes are not met.

## **12. Members' Corporate Parenting Group (MCPG)**

- 12.1 In 2014/15, progress has continued to be made in this area and we have further strengthened the Corporate Parenting arrangements to ensure strong elected member representation including the Lead Member, through the Members' Corporate Parenting Group. The Corporate Parenting Group elected a new Chair in June 2015 post election.
- 12.2 The membership and terms of reference were reviewed in 2014/15 and the work of the MCPG has been governed by the Corporate Parenting Strategy (April 2011-2014) and an annual corporate parenting report. The Children's Select Committee received a report on the work of the Members Corporate Parenting Group in November 2014.
- 12.3 In response to the Chair of the Corporate Parenting Group requesting a more detailed and analytical report on looked after children and care leavers, the local performance dataset has been revised and expanded considerably. The report and appended dataset provides an update on numbers and trends, as well as trends in safeguarding, education, employment and health outcomes with benchmarks and analysis. The revised dataset has been well received at the Corporate Parenting Board enabling detailed discussion in strengths and areas in need of improvement.
- 12.4 The Corporate Parenting Strategy and Action Plan has been refreshed and agreed with Members at Panel in June 2015. This updated strategy sets out the collective responsibilities of the Council and its partners to provide the best possible care and protection for children and young people who are looked after in public care. The Corporate Parenting Strategy is in place for the period from April 2015 to April 2016 and a range of actions are proposed to achieve improved outcomes for children and young people in care. The Corporate Parenting Strategy is overseen by the Corporate Parenting Group, which is led by Elected Members. There will be an annual report for looked after children, which will include progress in the strategy and inform further action. There will be feedback from children and young people in care
- 12.5 Post June 2015 elections, a training session for new members was delivered to 20 Council Members regarding the work of the Children in Care Council (Skittlz) to raise awareness and expectations in September 2014. The session was very well attended and received by Members, who reported that they felt their knowledge and understanding of Skittlz, looked after children and their corporate parenting role had increased.
- 12.6 In 2014/15, the panel has met regularly on a bi-monthly basis and elected members have attended regularly as have partners from health, social care, leisure services, education and the corporate management team. The Council's

Rights and Participation Team have continued to attend and support the Borough's Children in Care Council (Skittlz) at the MCPG meetings. The meetings themselves have focussed on a range of standard agenda items (including health, education and social care performance) as well as 'thematic' discussions which have been generated by young people themselves. In particular, the MCPG has focussed upon young people NEET and the performance of our Leaving Care Service and their ability to support young care leavers accessing suitable education, employment or training options.

- 12.7 We were pleased that Ofsted in May 2014 reported that structures for the delivery of corporate parenting are in place and established with evidence of positive impact.  
"Structures for the delivery of corporate parenting are in place and established with evidence of positive impact." (OFSTED, 2014)  
Our Children in Council (Skittlz) was judged as active and regularly presenting their views to the corporate parenting board and that some service changes have been achieved. However, inspectors also concluded that there are too few children and young people involved in our Children in Care council with many children's views not represented, including those out of borough. In addition, Ofsted identified an area for improvement – **"Ensure that corporate parenting responsibilities are fully understood by elected members to achieve greater awareness and accountability across the local authority"**. Actions to drive forward improvements in 2014/15 are detailed in the Local Authority improvement plan (Appendix 1).
- 12.8 As recommended by Ofsted, a new pledge to looked after children in care - 'Our Promises' has been produced with our children in care council, published and disseminated. In 2014/15, an outcomes framework has been established to review the impact of the Pledge and ensure that the Pledge is known by all our looked after children across the country and not just locally. Looked after children outcomes were measured in November 2014 against November 2013 baseline demonstrating positive or neutral direction of travel against 26 performance indicators compared to negative direction of travel against 5 indicators. The outcomes framework has been presented to Members' Corporate Parenting Group and well received. A Leaving Care Charter has also been produced and published in October 2014 and disseminated to all care leavers.
- 12.9 The Children in Care Council has increased its membership to 13 compared to 7 since the Ofsted inspection, exceeding our local target set at 12 members by April 2015, with addition of care leavers as a priority. The Children in Care Council and looked after children groups have been restructured in the last 12 months to ensure that the Skittlz has access to wider consultation groups.
- 12.10 The following were key areas of achievement in 2014/15:
- New Corporate Parenting Strategy for 2015 – 18, based on Promises to Children in Care;
  - Revision of the Promises for Children in care and Charter for Care Leavers
  - Reduction in the number care leavers NEET. At 54.7% of our Care Leavers engaged in education, employment or training, we are higher than London averages (53%) and national averages (45%);

- Development of a video made by the Skittlz group for young people coming into care;
- Improvements in timeliness of visits and reviews of Personal Education Plans; and
- The attainment of Looked after Children at Key Stage 2 was above national levels for Looked after Children, but this remains well below levels for their peers (59% for LBBD LAC children, 48% for National LAC, compared with 79% nationally and locally for all children).

#### 12.11 Key Priorities for next year:

- Ensure all Looked After Children are able to access high quality work experience;
- Attainment for Looked After Children in Key Stage 4;
- To improve suitable accommodation rates;
- To improve take up and timeliness of health services and checks; and
- Improve the annual survey of looked after children to specifically seek the views of Care Leavers.

### 13. Social Care Programme

- 13.1 The Children's Complex Needs and Social Care Division face continual challenges to service provision and an increase in demand in social care. This is leading to financial pressure which has a significant impact on wider council budgets.

These challenges present in a range of forms; a series of external inspections conducted over the past 18 months; legislative and policy change at a national and local level; a challenging financial landscape; a child population growing rapidly in both number and increasing referrals to social care with higher complexity of need; an expectation that social care addresses a range of societal issues, for example the impact of gangs, homelessness, migration and sexual exploitation. The increasing complexity of demand is placing a significant financial pressure on the Council, as the Children's Social Care Division is currently not able to deliver its services within the budget level set by the Council and this has an ongoing effect on wider council budgets.

- 13.2 It is evident that more in-depth work needs to be conducted to provide a full analysis to aid medium term financial planning and to manage demand down. Additional capacity is needed so that we can evaluate which elements can be tackled and reduced by developing social work; or other agencies', practice; which could be ameliorated by better targeted early intervention work and which would require changes through lobbying for legal or political change. This work started in the Social Care Transformation Programme, set up in 2013.
- 13.3 In Autumn 2013, iMPower and Isos were asked to review social care and early intervention provision in the Borough. A number of recommendations were made. Further analysis was undertaken with a view to establishing new Social Care Efficiency Programme, to be launched in July 2015.
- 13.4 This invest to save approach is aimed at ensuring costs are driven down and budgets re-aligned if appropriate. It will put the Council in a stronger position to address and reduce demand management so that we are able to address future

financial challenges. A support team has been agreed by Cabinet and a business case to address this work is due to report in September 2015.

#### **14. Financial Implications**

Compiled by Carl Tomlinson, Group Finance Manager

- 14.1 Children's Social Care budgets were under significant pressure in 2014/15 with the Complex Needs and Social Care division overspending by £6.097m.
- 14.2 For Children's Services overall, the 2014/15 outturn overspent by £4.892m taking into account the use of the Children's Services reserve of £1.500m and cross Directorate work to reduce spend, including the spend freeze and giving up all potential carry forwards. Wider council actions to manage spend has enabled the organisation as a whole to outturn only marginally overspent.
- 14.3 The main reasons for the overspend were an increase in the number of placements, higher No Recourse to Public Fund and Unaccompanied Asylum Seeker costs, and the continued need to employ a higher than anticipated number of agency personnel. It should be noted that a priority initiative to increase the number of permanently employed staff continues.
- 14.4 An additional £3m has been included within the MTFS for Complex Needs from 2015/16 in recognition of the demographic pressures and an additional £1.3m towards the Children's and Families Act.
- 14.5 Financial pressure continues within the Complex Needs and Social Care budget in 2015/16. This will be addressed through the Children's Services Efficiency Programme through demand modelling and the need to manage down risk and reduce the escalation of children referred into the service. This will be reported separately to Cabinet.

#### **15. Legal Implications**

Compiled by: Lindsey Marks, Principal Solicitor

- 15.1 The responsibility of corporate parenting applies to the Local Authority as a whole and not just the departments directly responsible delivering services to children and young persons.
- 15.2 The Children Act 2004 and statutory guidance specifies that the Cabinet Member for Children Services has the lead political role in respect of looked after children and young people contributing to and being satisfied that the Local Authority has high standards of corporate parenting.

#### **16. Other Implications**

- 16.1 **Staffing Issues** - There are no specific staffing issues contained within this report. However, increased demand pressures in the past 12 months again have required the agreement of additional staffing to manage this demand. Whilst this additional support has greatly assisted, demand has not abated. Recruitment in social care



and reducing the level of agency staff is a key project of the Social Care Programme as discussed above.

- 16.2 **Customer Impact** - The report highlights the areas of service improvement, as well as the areas where performance continues to be addressed.
- 16.3 **Safeguarding Children** - Services are determined to continually improve but such aspirations are an ever increasing challenge within a local context of growing demand and fiscal austerity.
- 16.4 **Crime and Disorder Issues** - The MASH element includes Police and Probation colleagues and is a route whereby early identification of sexual exploitation, gang membership and other crime and disorder issues may be identified and is therefore seen as a positive support process for reducing crime and disorder.

The new LASPO legal arrangements for young people on remand will have an impact on Children's Social Care capacity, and whilst this is funded from central government, this is a new development and therefore may need a review within the next year or so in order to measure the capacity impact.

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

- 'Working Together to Safeguard Children, Department for Education, April 2013',
- Children & Families Act, March 2014;  
<http://www.legislation.gov.uk/ukpga/2014/6/contents/enacted>
- Ofsted Inspection of services for children in need of help and protection, children looked after and care leavers and Review of the effectiveness of the local safeguarding children board (published report July 2014 – link  
[http://www.ofsted.gov.uk/sites/default/files/documents/local\\_authority\\_reports/barking\\_and\\_dagenham/051\\_Single%20inspection%20of%20LA%20children%27s%20services%20and%20review%20of%20the%20LSCB%20as%20pdf.pdf](http://www.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/barking_and_dagenham/051_Single%20inspection%20of%20LA%20children%27s%20services%20and%20review%20of%20the%20LSCB%20as%20pdf.pdf)
- Joint Strategic Needs Assessment  
<http://www.barkinganddagenhamsna.org.uk/Pages/jsnhome.aspx>

### **List of Appendices:**

Appendix 1 - Ofsted Improvement Plan  
Appendix 2 – Adoption Report 2014/15

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**Barking and Dagenham's OFSTED action plan in response to the Inspection of Services for children in need of help and protection, children looked after and care leavers (May 2014)**

Area for Improvement (1): Ensure that sufficient checks and enquiries are undertaken before any unplanned removal of children from their families. This concerns the exercise of police powers of protection. This was an area for improvement in the last inspection.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement June 2015	Inspection Evidence - June 2015	RAG Status
1.1 Audit every Police Protection (PP) case from May 2014 to March 2016 and discuss findings at monthly Police and Social Care meetings. Immediate feedback to relevant practitioners and share learning.	Ann Graham	Teresa De Vito	May 2014 to March 2016	Improved checking of all information and enquiries undertaken before removal of children.  100% of PP cases audited monthly - learning shared with police colleagues and social care staff.  Significant reduction in Police Protection ( <b>target is 20% reduction in PP numbers by March 2015</b> ).  Emergency Protection Orders (EPO) more readily accessible with legal advice.	<b>In place.</b> 100% of PP cases have been audited by the QA Manager between April 2014 to May 2015. The case audit findings are reported and discussed at the monthly meetings with the Police and are reported to the LSCB where any further action and learning is identified. The audits have demonstrated improved checks and enquiries being undertaken before any unplanned removal of children and evidence of improved practice between social care and the police and EDT and the police. The additional capacity in EDT is demonstrating good outcomes. EDT now undertakes home visits and actively engages in helping to get the best outcomes for children and young people.  <b>Completed.</b> The Police Protection Strategy and Protocol have been revised and signed off with Police and Social Care. The impact of these are monitored via the monthly joint strategic meetings with Borough Police, CAIT and Social Care, which have all taken place on schedule with representation of CAIT at every meeting. The Strategy and Protocol are kept under review at the monthly meetings. There will be an annual review in July 2015.	Individual PP audits. LSCB Audit Reports.	
1.2 Develop Police Protection Strategy and revise Protocol and monitor via Police and Social Care at monthly PP meeting.	Ann Graham	Beverley Hendricks	July 2014	Protocol agreed. Audits demonstrate Police contacting social care at the earliest opportunity.	<b>Completed.</b> The Police Protection Strategy and Protocol have been revised and signed off with Police and Social Care. The impact of these are monitored via the monthly joint strategic meetings with Borough Police, CAIT and Social Care, which have all taken place on schedule with representation of CAIT at every meeting. The Strategy and Protocol are kept under review at the monthly meetings. There will be an annual review in July 2015.	Police Protection Strategy and Protocol. Minutes of Meetings.	
1.3 Police colleagues to ensure that social care are informed of all PP cases at the very earliest opportunity to ensure alternatives can be considered and all sufficient checks made by MASH/Assessment.	Tony Kirk Kevin Jeffrey	Beverley Hendricks	From July 2014		<b>In place.</b> Joint training with the police has taken place as part of MASH development. In addition, monthly meetings with the out of hours service also takes place. We are also commissioning Family Support resource to assist out of hours and borough police to reduce the 'risk' and alleviate the need for accommodation or execution of PP.  Agencies involved are encouraged to consider/apply alternative approaches, particularly the use of family and friends network. Key areas of impact are to reduce trauma for children caused by removal from home by Police and where removal is necessary to safeguard children then there is now more focus on them being cared for by a known person/s which also reduces trauma.  Audit report on PP with a specific focus on demonstrating reducing trauma is in draft and will be presented at LSCB.	Individual PP audits. Minutes from Police Protection meetings and LSCB Safeguarding reports.	
1.4 Include PP and EPO numbers and trends in the quarterly safeguarding triggers meetings with Lead Member, Chief Executive (CE) and Director of Children's Services (DCS).	Ann Graham	Vikki Rix	Oct 2014		<b>Completed.</b> Police Protection and EPO numbers and trends are now included in the quarterly safeguarding triggers performance report and discussed in meetings with Lead Member, Chief Executive, DCS and Divisional Director of Complex Needs and Social Care.  <b>Impact and outcomes - The number of children taken into care through the use of Police Powers of Protection has reduced</b> with good progress made against local target set. Police Protection numbers from April 2014 to March 2015 total 69, representing 25% of all admissions into care. This compared to 134 in 2013/14 (43% of all admissions). Our target is a 20% reduction in use of police powers by March 2015 and we have achieved a 18% decline in proportionate terms. Based on actual numbers, the reduction is 48% (nearly halved). Despite the good progress, performance is twice the national average of 13% but we have significantly closed the gap on the London average of 20%).  <b>EPOs</b> - one of the outcomes agreed relates to EPOs being more readily accessible with legal advice. The data shows that from April 2014 to March 2015, there have been 10 EPOs compared to 18 in 2013/14. This has not increased in the last 12 months although the number of PPs has reduced. This is in context of rising numbers of children looked after in the borough: 460 looked after children (LAC) compared to 424 in Q3. Our rate per 10,000 is above our SN neighbours; 80.7 compared to 70 and much higher than national and London rates.	Quarterly Trigger Safeguarding reports. Police Protection data and trend reports.	
1.5 Monitor impact of strategy and practice change by quarterly reporting on PP numbers, trends and themes. Report quarterly to Children's Services Departmental Management Team, LSCB Performance and Quality Assurance (PQA) Committee and 6 monthly at LSCB.	Ann Graham	Teresa De Vito Vikki Rix	Quarterly (review March 2016)		<b>In place.</b> Q1 2014/15 report was presented to the LSCB PQA Committee in September 2014. Q2 report was presented to the LSCB in December 2014. This report provided an update on progress against the strategy, data and trends, audit findings and recommendations.  In addition, London wide discussions on increases in PP are taking place through the London Safeguarding Boards and London Divisional Directors of Children's social care meetings.	LSCB PP Report. PP audits. PP data reports.	
1.6 Set up a Children's Select Committee task and finish working group to evaluate actions and impact.	Cllr John White	Helen Jenner	Jan 2015		<b>In place.</b> Task and Finish Group met in February 2015 and Children's Select Committee reviewed progress of Police Protection and Ofsted action plan as a whole in February 2015. Task and Finish group to be re-established if progress on Police Protection falters with regards to numbers reducing.	Children's Select Committee minutes.	

**Area for Improvement (2): Improve the quality of referrals to children's social care by partner agencies to ensure that timely and appropriate decisions are based on all relevant information.**

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement June 2015	Inspection Evidence - June 2015	RAG Status
2.1 DCS and LSCB Chair to write to all partner agencies reminding them of the importance of good quality referrals to social care, which should include all relevant information of the family and clearly identify concerns.	Helen Jenner Sarah Baker	Teresa De Vito	Nov 2014 (Revised to March 2015 to accommodate other Boroughs and MASH launch)	More detailed information on the family and identified concerns and improved quality of referrals leads to improved assessment quality and timescales and full range of issues identified.  100% of all referrals by partner agencies include all family details and concerns identified by April 2015.	<b>Completed.</b> Letter addressing quality of referrals has been produced by DCS and Chair of LSCB - sent out to partner agencies May 2015. A Departmental management team audit on quality of referrals is planned for end of June/July 2015 to examine impact and improving practice.  The letter, guidance and MARF to be placed on LSCB website.	DCS/LSCB Chair Letter. MARF guidance. Copy of revised MARF (all to be on LSCB website).	Green
2.2 Produce guidance and training on completing the new Tri-Borough Multi Agency Referral Form (MARF) across partner agencies and ensure good quality information is included and distributed to partner agencies. MASH to check for compliance and quality. Place on LSCB website.	Ann Graham Meena Kishinani	Beverley Hendricks Teresa De Vito	Nov2014 (Revised to March 2015, see above)	% of re-referrals remains below 15% and lower than benchmarks (25%) by April 2015.	<b>Completed.</b> New Tri-Borough (LBBB, Redbridge and Havering) Multi Agency Referral Form (MARF) has been agreed and presented at the official MASH launch in March 2015. MARF on LSCB website.  MASH has led on the consultation and launch of MARF, and will run twice yearly outreach programme targeting schools, midwifery, health visitors, housing and voluntary sector covering MARFs and good quality referrals. Dedicated officer appointed to commence outreach work effective from November 2014.  MASH is checking for compliance and quality on referrals from partner agencies. MASH is feeding back to referring agencies on quality of information provided and escalating when all family details not included on the referral.  Gap in evidence of outcomes. To measure impact and improvement in this area, audits on the quality of referrals based on OFSTED's findings need to be conducted to demonstrate improvement. DMT audit on quality of referrals took place on 24th June 2015. Report due July 2015.  <b>Performance.</b> Performance on re-referrals has increased to 16% in 2014/15 compared to 8% in 2013/14. Our performance is still around 10% lower than the national average of 25% (13/14).  <b>In place.</b> All training provided to Child Protection leads in schools incorporates the new revised MARF. The next CP lead refresher training is planned for autumn 2015 and will cover the importance of quality of referrals including full details of the family.  In addition, MASH has planned a rolling programme of visits to all LBBB schools prioritising schools that appear to need the most support. The meetings and engagements are evaluated and a report is stored in the evidence bank.	Revised MARF. MASH Launch presentation on MARF. Referral performance data.	Yellow
2.3 Train Child Protection Leads in schools on completing MARFs demonstrating what good quality looks like (see 2.1).	Meena Kishinani	Teresa De Vito	Dec 2014			BDSCB S157 / 175 Education Self Assessment Audits – 2014 /15 report.  Schools evaluation forms after MASH visits.	Green

**Area for Improvement (3): Ensure that child protection strategy discussions are focused on all children in families, are clearly recorded, have engagement from all relevant agencies and identify clear and achievable outcomes.**

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement June 2015	Inspection Evidence - June 2015	RAG Status
3.1 Produce and implement practice standards for all social care managers and key partner agencies and ensure that all practitioners have London Child Protection (CP) procedures on desktop. Implement and monitor for compliance and quality of recording.	Ann Graham Meena Kishinani	Beverley Hendricks Teresa De Vito	Oct 2014	Audits of CP strategy discussions/meetings show improved recording, better information exchange, better attendance and quality of discussion, information received in a timely manner, clear rationale for decisions and timescales for action. Information fed back to LSCB.  <u>Baseline</u> - the baseline will be confirmed by case file audits from October 2014.  Case audits show standard of strategy discussions are less variable, focused on all children, clearly recorded with outcomes.  Attendance at ICS refresher training monitored. Non-attendance escalated to senior management.  Performance reports show improved ICS recording on CP screens including timeliness and outcomes.	<b>Completed.</b> IRO's follow Practice Standards as set out in their 'Standards Framework' and through the Practice Alert process. London Procedures clearly set out the requirements of the Child Protection process, as does the revised Working Together 2015. Checks for compliance are in place performance dashboards and practice alerts.  All practitioners and managers who are HCPC registered sign up to SW standards as part of their continuing registration and these should also be considered.  Children's Services Complex Needs and Social Care introduced new online procedures on 28th May 2015 with 'walk the floor' sessions to induct practitioners to use. The online procedures were commissioned from Tri.x, the country's market leader in this field. The manual gives people working in Children's Services easy access to guidance and standards that help them make professional judgements. The procedures also promote good practice, with the aim of giving the best possible support to vulnerable children and young people in the borough, with the most complex and acute needs.  Green Book of safeguarding policies and procedures for voluntary, community, faith and private sector organisations in LBBB is also published on LSCB website and has been provided to all known CP leads, engaged places of worship and distributed via Community Voluntary Sector.	New online social care procedures - <a href="http://www.proceduresonline.com/lbbd/cs/chapters/contents.html">http://www.proceduresonline.com/lbbd/cs/chapters/contents.html</a> .  IRO Practice Alert and Standards.  BDCB Green Book of safeguarding policies and procedures for voluntary, community, faith and private sector organisations.	Green
3.2 Ensure, where appropriate, multi agency "sit down" child protection strategy meetings with partner agencies takes place to improve engagement and decision making of all relevant agencies.	Ann Graham	Beverley Hendricks	Ongoing		<b>Current position.</b> Practice Managers are holding sit down multi agency strategy discussions as the case determines. Data shows an increase in sit down strategy discussions from 4% in 2013-14 period to 9% in 2014-15 period, but there remains scope for improvement and continues to receive attention. The majority of strategy meetings are still telephone discussions. The issue of working with CAIT re: capacity challenges remain.  See update on Audits in 3.3.	Performance Data.	Yellow

3.3	Undertake quarterly audits of child protection strategy discussions - audit for compliance and quality. Report to Practice Development and Outcomes Group and follow up with practitioners.	Meena Kishinani	Beverley Hendricks TMs in CN&SC	Oct 2014 Quarterly	<p><b>In place.</b> Individual audits on Child Protection S.47 audits have been undertaken regularly between August and March 2015. Key themes emerging from audits on S47s are:</p> <p>a) Application of threshold based on presenting information appropriate;                  b) CAIT agreement on threshold secured in all cases sampled as part of the audit;                  c) Emerging concerns that on investigation perception of the incident required further exploration by referrer; and                  d) Children seen within 24 hours.</p> <p>Next steps. An overall S47 report covering strategy discussions to be produced and presented at Practice Improvement and Outcomes Group. Further audit work to be planned subject to capacity available for this.</p>	Individual Audits of S47s.	
3.4	Provide ICS refresher training on recording child protection strategy discussions for all team managers and practice managers in social care.	Meena Kishinani	Dan Monahan	Dec 2014	<p><b>Completed and ongoing for new managers.</b> All managers have been trained on the Child Protection screens in ICS, including all new managers.</p> <p>All managers have been provided with copies of the step-by-step user guides to follow when recording CP Strategies and Investigations to ensure they are recording them correctly. Refresher training is available to managers on request.</p> <p><b>Next steps.</b> A review of ICS training is underway to ensure that it captures all the requirements and needs of the service and social workers. This review will be completed by August 2015 and a report is due on findings at PLOG September 2015.</p>	ICS Training Manuals. ICS Training attendance data.	

**Area for Improvement (4): Ensure that all key information is shared and considered at initial and subsequent child protection conferences through regular attendance by all key agencies.**

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement June 2015	Inspection Evidence - June 2015	RAG Status
4.1	Meena Kishinani	Teresa De Vito	Quarterly 2014/15	<p>Improved attendance at Conferences (particular focus on CAIT and GPs).</p> <p>Child Protection Conferences have full information (particular focus on CAIT and GPs).</p> <p>Improved timeliness on sharing of all conference reports.</p> <p><b>Target - % attendance and sharing report</b>                      Attendance performance tracker for LSCB reports attendance increasing to 50% and sharing reports (when no attendance) to 100% by April 2015.</p>	<p><b>In place.</b> Performance reports related to attendance at CP Conferences and sharing reports are established and data is shared at BDSCB. This report will be presented at every BDSCB meeting rather than quarterly in order for the Board to escalate poor performance. Attendance and sharing reports at Conferences are also reported in the Child Protection quarterly datasets provided at every Board meeting.</p> <p>CAIT has committed to attending all initial Conferences and to send a report for review conferences. The call in facility for Review Conferences has not progressed as the system did not work. CAIT now attend 88% of all ICPC's but are clear they do not have staff in place to cover Reviews but will share information via a report where required (see 4.4 update). CAIT staffing has now increased to 25 established posts compared to 19 at the end of March 2014 but there has been a 35% rise in crime in the borough. CAIT are currently using 2 civilian investigators to attend CPC's. Police are requesting the use of conference call facilities and this will be discussed at a meeting in June. Other boroughs have rejected this as an option. Performance reports on CPC attendance is presented to PQA. GP attendance has been raised with Designated Doctor but this is a national issue as well as a local one. The newly appointed Designated Nurse is exploring alternative ways to engage GP's in the conference process and will report to the next meeting of PQA.</p>	<p>LSCB PQA Performance Datasets and reports.</p> <p>LSCB CP quarterly datasets and analysis.</p> <p>Initial and Review Conference attendance and sharing reports quarterly data - April 2015.</p> <p>PQA and BDSCB minutes.</p>	
4.2	Meena Kishinani	Teresa De Vito	Oct 2014 Quarterly		<p><b>Ongoing.</b> Data on timeliness of sharing reports across the multi agency partnership is not collected at Conferences. Developing a method of collecting this is being discussed with colleagues in the Child protection reviewing Service.</p> <p>Data is available on attendance and sharing reports when not in attendance and this performance data is produced for the BDSCB.</p>	As above in 4.1.	
4.3	Sarah Baker	Meena Kishinani	Oct 2014 Quarterly		<p><b>In place.</b> Regular face to face meetings take place with the LSCB Independent Chair and named GP in respect of GP attendance at Child Protection Conferences and with the Head of CAIT regarding CAIT attendance at CP Conferences. Where necessary, the DCS will raise low attendance at Conferences (below 50%) with Community Safety Partnership and HWBB from December 2014.</p>		
4.4	Sarah Baker	Meena Kishinani	Nov 2014 Quarterly		<p><b>Ongoing.</b> Police attendance at Conferences is detailed in the LSCB Child Protection quarterly datasets, a standard item at every BDSCB meeting.</p> <p><b>Performance.</b> Overall, CAIT (Police) attendance at Child Protection Conferences has declined in 2014/15 to 16% ( 114/706 Conferences) compared to 25% (143/563 Conferences) in 2013/14. It is important to note, however, that the number of Conferences held has significantly increased in 14/15 rising by 25% in real terms. Data on Conference attendance is now broken down by Initial and Review Conferences and Police attendance at ICPCs is high at 88%. Attendance at Review Conferences are the main concern with 5% attended in April (2 out of 41).</p>	<p>As above in 4.1.</p> <p>As above in 4.1.</p>	
4.5	Sarah Baker	Meena Kishinani	Dec 2014 Quarterly		<p><b>Ongoing.</b> GP attendance at CP Conferences has improved in 14/15 to 10% (9/85) compared to 2% (3/126). Although an improvement, this is still far too low. GP attendance has been raised with Designated Doctor but this is a national issue as well as a local one. The newly appointed Designated Nurse is exploring alternative ways to engage GP's in the conference process and will report to the next meeting of PQA.</p>	As above in 4.1.	

Area for Improvement (5): Ensure that assessments include children's wishes and feelings, provide a thorough consideration of parenting difficulties, their impact on the child, and a full analysis of risk.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement June 2015	Inspection Evidence - June 2015	RAG Status	
5.1	Managers at authorisation stage to ensure that analysis and the views of the child are evidenced within assessments.	Ann Graham GMs (CN&SC)	Team Managers (CN&SC)	In place	All assessments completed with clear evidence of case analysis and the child's voice, wishes and feelings being evident and integrated throughout the assessments process. The new baseline will be confirmed by case file audits from October 2014.  Assessments effectively identify needs and risks for children so that action to reduce risk is identified and families are clear about what change is needed and the consequence of no change.	<b>In place.</b> Managers sign off all assessments and authorise on the basis that analysis and child's views are evidenced. If not assessments are rejected and Social Workers need to action and re-send for management oversight and authorisation.  Ongoing practice and numbers measured monthly in Complex Needs and Social Care performance datasets and local team performance dashboards.	Performance data on authorisations and % of assessments unauthorised monitored weekly team dashboards and monthly dataset.  <b>Gap</b> Audit of assessments to check compliance i.e. Managers authorise assessments on the basis that analysis and child's views evidenced.	Green
5.2	Children's Services DMT to undertake quarterly reviews on the quality of assessments alongside social workers (OFSTED Model)	Helen Jenner	Beverley Hendricks TMs in CN&SC	Nov 2014 Quarterly	Assessment audits show increase in the quality of assessments i.e. those rated as good and reduction in inadequate/adequate assessments.  100% of assessments are seen and signed off by managers - not authorised if poor quality and core standard not met.	<b>November review completed.</b> Children's Services Departmental Management Team carried out a review of assessments alongside a sample of social workers in November 2014. Feedback from this DMT assessment review was positive with a high proportion of good work seen.  <b>March 2015 Review.</b> The March review was replaced by financial audits.  <b>Next steps.</b> Next DMT review of assessments alongside social workers due summer 2015 with randomly selected social workers.		Yellow
5.3	Design and set up the new single assessment on Northgate ICS.	Meena Kishinani	Lee Fisher Dan Monahan	Nov 2014		<b>In place on ICS in test environment.</b> The borough's social care Single Assessment was created in the Test Environment of ICS in October 2014. This was demonstrated on ICS to senior managers for initial user feedback in October/November 2014 and feedback and changes were incorporated into a revised test version. The plan was to upgrade ICS in the middle of November and the Single Assessment to go live at end of November 2014. This, however, was postponed due to further consultation around how the Single Assessment with managers and social workers.  In order to assess the quality of the new single assessment, a pilot of the single assessment has been undertaken by Assessment Team 5, DCT and CMTs. This was completed between May and June 2014 and feedback has been positive.  The single assessment has now been formally agreed and signed off. Go live date has been scheduled for September 2015. The guidance and training are due to be rolled out between July and September 2015.	Single Assessment draft in ICS test environment.  Single Assessment guidance and standards - available as an appendix on our online procedures.	Yellow
5.4	Provide training to all SWs and Managers on how to complete the single assessment, focusing on the analysis of needs and risk, voice of the child - wishes and feelings, parenting factors and difficulties and impact on child.	Ann Graham	Elaine Newcombe Baljeet Nagra Beverley Hendricks	Dec 2014		<b>Planned.</b> The single assessment and associated guidance have been produced but will be reviewed by the Practice, Improvement, Outcomes Group (PIOG) in line with audit findings of the pilot of single assessments.  Theory training is planned for SWs and managers July - September 2015 alongside the ICS functional changes as required once agreed.		Yellow
5.5	Provide ICS training and ICS guidance on how to record the single assessment on ICS to all social workers and managers.	Meena Kishinani	Dan Monahan	Jan 2015		<b>Planned for July - September 2015.</b>		Yellow
5.6	Implement standards required for single assessment and monitor for compliance.	Ann Graham GMs (CN&SC)	Team Managers (CN&SC)	Jan 2015 (revised to April 2015 to allow new systems to be in place)		<b>Planned July - September 2015.</b>	Single Assessment guidance and standards - available as an appendix on our online procedures.	Yellow



Area for Improvement (6): Ensure that all children are seen in a timely manner, assessments are timely and thorough, and written plans consider all areas of need and identify the outcomes sought.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement June 2015	Inspection Evidence - June 2015	RAG Status
6.1 Team Managers to act upon practice alerts raised by IROs and ensure feedback impacts more effectively on quality. GMs to monitor compliance.	Ann Graham Meena Kishinani	Team Managers (CN&SC) IROs	In place	All children who meet the threshold for assessment receive a timely assessment that is of good quality. All assessments checked and signed off by managers.  Timescales for assessment fit to individual case and met. (Reviewing how to monitor as part of single assessment launch).  All children seen alone (age appropriate) and in a timely manner.  Improved timeliness without loss of quality - measured quantitatively and quality evaluated through audit and supervision notes.	<b>In place.</b> The practice alert process has been revised and implemented standards for CiN, CP and LAC. Quarterly reports on themes and trends are due to be presented at Practice Improvement and Outcomes Group and linked to workforce development and principal Social Worker.  Feedback from Managers and IROs is positive with an improved dialogue, communication and relationships on cases and practice alerts.  Performance information about the timeliness of children being seen/visited is routinely reported and teams now have local data weekly via the new team performance dashboards. Managers take corrective action where necessary. IROs issue Practice Alerts where practice does not meet required standards - see Practice Alert process. Results from this are fed into an annual audit process and performance reporting.	Practice Alert Process.	
6.2 Implement a robust performance system to report on timeliness of seeing children. Performance report at monthly Complex Needs & Social Care Senior Management Team (SMT), Children's Services DMT and LSCB.	Meena Kishinani	Vikki Rix	Oct 2014 Reviewed monthly	Baseline - 75% of assessments completed within 45 days.  Milestone 80% by April 2015 85% by Sept 2015  Improved written plans with outcomes identified. All IROs/CP Chairs to monitor statutory visits to children and receive reports from ICS.	<b>In place.</b> CiN, CP and LAC visits to children already established and reported on. Robust performance system regarding timeliness of seeing children is in place with introduction of weekly team dashboards as well as monthly reporting.  <b>Performance.</b> Timeliness of statutory visits has improved in 2014/15. As at the end of Q4 2014/15, CP visits at 95% (97% currently), 3 monthly LAC visits at 91% and 6 weekly LAC visits at 84%. 6 monthly CiN visits at 98% and 3 monthly CiN visits at 87%. Improvement plans are in place for the above indicators.  The percentage of assessments completed within 45 days as at the end of Q4 2014/15 remains at 73% comparable with Q3. This is lower than our end of year 13/14 outturn of 78% and we have not met our target set at 80%. It is important to note that demand is continuing in the Assessment Service with the number of assessments completed in 2014/15 rising by 6% to 2998 compared to 2817 completed assessments in 2013/14.  The Business Support Manager is now in post on a secondment to drive forward local performance and improvements in recording and analysis of management information. All teams have access to ICS BO reports. Team performance dashboards have also been created and are updated on a weekly basis to enable managers and workers to monitor performance in a timely way, addressing outstanding visits, but also providing the ability to calculate next visits due.	Local performance datasets  Complex Needs and Social Care team performance dashboards	
6.3 Develop procedures, standards and set of expectations required for care plans covering CiN, CP and LAC. Audit for compliance and quality.	Ann Graham Meena Kishinani	Group Managers (CN&SC) Teresa De Vito	Dec 2014		<b>Completed.</b> Online Tri-X procedures introduced on the 20th May 2015 and launch events with staff took place on 28th May 2015. Procedures are now on line.	New online social care procedures - <a href="http://www.proceduresonline.com/lbbd/cs/chapters/contents.html">http://www.proceduresonline.com/lbbd/cs/chapters/contents.html</a>	
6.4 Recruit additional Social Workers and Managers to ensure case loads managed down and work effectively monitored.	Ann Graham	Group Managers (CN&SC)	April 2015 (ongoing programme)		<b>In place.</b> The Workforce Strategy has been revised and is in place. We have recruited a specialist Recruitment Manager to assist with stabilising the workforce in social care. This person has been in post since August 2014. A project plan and recruitment timetable has been developed and is being monitored via the Stabilising the Workforce project group.  Recruitment of social workers and team managers as part of an ongoing programme is well underway. A new social care recruitment website has been introduced and is now live. A package of benefits for working in LBBB has been put in place to enhance the recruitment process, including a comprehensive overview of the local housing offer and benefits in the borough.  <ul style="list-style-type: none"> <li>In the 3 months to end of April 2015, a total of 10 social workers have been offered posts following interviews. Of these, 7 are new Newly Qualified Social Worker (NQS) recruited to our ASYE programme starting in May 2015. The ASYE programme has already successfully recruited 4 NQS social workers to the September 2015 intake.</li> <li>In addition to the above, 3 other experienced SWs have started working for us. Also, 2 of our agency staff have moved to become permanent.</li> <li>We have also recruited 2 senior team manager posts. One, an agency worker took up post in April and the other will take up post in June.</li> <li>The housing offer is being promoted and one social worker has accepted.</li> <li>The recruitment campaign includes regular adverts in the media. We have a number of agencies working with us to appoint staff on a 'temp to perm' basis.</li> </ul> In May, we are embarking on higher profile campaigns to raise our profile in the market and attract best professionals, not just job hunters. This involves an improved people brand to deliver new market profiling, Google and social media marketing. We are also adopting a direct media engagement plan to further.  Caseload review meetings are held monthly with DMT and GMs of Complex Needs and Social Care to monitor numbers and trends and recruitment activity.	Workforce Strategy  Caseload reports and weekly team dashboards  Recruitment Project Plan  New Social Care Recruitment Website  <a href="https://www.lbbd.gov.uk/residents/jobs-and-careers/childrens-services-jobs/introduction-from-the-director/">https://www.lbbd.gov.uk/residents/jobs-and-careers/childrens-services-jobs/introduction-from-the-director/</a>  Guide to Induction for Children's Social Care Group Managers, Team Managers and Social Work Staff (revised March 2016)	

Area for Improvement (7): Introduce a permanency policy that emphasises parallel planning from the earliest point when children become looked after, as well as tracking of the timescales for individual children with a plan for adoption.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement	Inspection Evidence - June 2015	RAG Status
7.1 Implement a local adoption tracker with timescales for all individual children with a plan for adoption and monitor outcomes at Permanency Planning Group.	Ann Graham	Joanne Tarbutt	June 2014	Increased opportunities for adoption and improved adoption timeliness as measured locally and via DfE Adoption Scorecard.  Improved permanency and parallel planning. Permanency Planning is corporately owned.  Permanency policy is evidenced from the beginning of the child's journey in social care. Robust monitoring of timescales and drift is challenged.	<b>Completed.</b> Adoption tracker has been implemented for all individual children with a plan for adoption. This is being monitored at Permanency Planning Group (PPG) on a monthly basis.  <b>Performance.</b> In 2014/15, 32 children were adopted compared with 17 in 2013/14, which is good performance. This represents 11% of children looked after that left care adopted in 2014/15 compared to 6% in 2013/14. Although a much higher number of children have been adopted this year, timeliness still remains an area of improvement.  In January 2015, members of the Adoption Leadership Board visited LBBB Children's Services to discuss the number of children waiting for adoption over 18 months. The meeting was very positive and the work being undertaken by the Local Authority Adoption Service noted.  In 2014/15, provisionally, the time taken to adopt children has increased and this will impact on the DfE adoption scorecard calculation 2012-15 once published. The average time taken between a child entering care and moving into its adoptive family increased to 731 days compared to 625 days in 13/14. The average time taken from when the authority receives a Court Order agreeing to a child being adopted and the child is matched with an appropriate adopter was also longer - 313 days compared to 198 days in the previous year.  <b>In place.</b> Consistent representation from IROs (CPRS team) at PPG is now in place to ensure any delays in permanency planning is picked up via this service in addition to the Social Worker and Adoption Teams. Practice alert process monitors permanency policy and drift. IROs evidence of scrutiny on case files. Reports and outcomes of audits presented at PPG. Drift on cases and care plan raised and challenged via PPG.  After discussion, it has been proposed to implement this action once more permanent social work staff have been appointed.	Adoption Tracker.  Adoption performance report and Scorecard (DfE).  Adoption annual report 2013/14 and 2014/15 (in draft).  PPG minutes.	Green
7.2 Ensure all IROs escalate cases of children who do not have a permanence plan at second review to social care team managers. Monitor for compliance.	Meena Kishinani	Teresa De Vito	Sep 2014 Quarterly				Green
7.3 Identify key practitioners/SWs for support and put in place improvement coaching for those practitioners/SWs with weak permanency planning.	Meena Kishinani	Linnet Whittaker	Impact Review April 2015				Yellow
7.4 Revise current permanency policy and agree Policy at Cabinet post consultation with LSCB, Corporate Parenting Group, HWBB and Children's Trust.	Ann Graham	Joanne Tarbutt	Nov 2014		<b>Completed.</b> Permanency policy is now available via the online procedures and operational.	Permanency Policy via the online procedures.	Green

Area for Improvement (8): Further develop consultation arrangements for children in care, including through increased representation of looked after children in the children in care group.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement June 2015	Inspection Evidence - June 2015	RAG Status
8.1 Re-launch the children in care pledge to all children in care and increase mechanisms/ways in which children in care feed into the Children in Care Council.	Ann Graham Jane Hargreaves	Erik Stein	Oct 2014	Consultation arrangements developed and widened, with larger numbers of LAC involved including Out of Borough.  All children, young people and their carers to have knowledge and copies of the Pledge for CIC and understand how this links to the care they provide.  Increased representation of LAC in CiC Council, across all age groups.  Baseline - 7 in April 2014  Milestone 9 by Sept 2014 12 by April 2015	<b>Completed.</b> Copies of the LAC Pledge and details of how to make a complaint and have been re-sent to all looked after children twice, resulting in an increased number of contacts with Childrens Rights Officer.  A Pre-Assembly briefing was delivered to Council Members regarding the work of the Children in Care Council to raise awareness and expectations, and to support the re-launch of the LAC Pledge. Extremely positive feedback received and recorded.  Children in Care Council regularly consulting with wider members through LAC youth groups. Outcome framework developed for measuring impact of each element of Pledge, both qualitative and quantitative. Outcomes measured in November 2014 against November 2013 baseline demonstrating positive or neutral direction of travel against 26 indicators compared to negative direction of travel against 5 indicators. Framework data to be repopulated every autumn. Pledge outcomes framework presented to Members' Corporate Parenting Group and well received. Work ongoing to address negative indicators.	LAC pledge. Preassembly briefings and feedback. LAC outcome framework and results.	Green
8.2 Establish plan to increase consultation arrangements and LAC representation in the children in care council. Implement plan and review impact at Corporate Parenting Group.	Ann Graham Jane Hargreaves	Erik Stein	Dec 2014		<b>On track.</b> The CiC Council has increased its membership to 13 compared to 7 since the inspection and we have exceeded our local target set at 12 members by April 2015, with addition of care leavers a priority. Meetings with Social Care teams diarised to increase this figure further. Skittlz and LAC groups have been restructured so that Skittlz has access to wider consultation group.  Total Respect training delivered by two Care Leavers to 24 professionals including schools, health, Social Workers, Family Support Workers. Feedback extremely positive. 110 responses received to annual Social Worker appraisal consultation, 86% increase on 2014. Positive direction of travel against 57% of indicators. 28 LAC responded to additional Children in Care Council consultation in Autumn 2014. Between 10-20 review forms completed via Careweb.tv per month. 3361 hits recorded during Jan-March 2015, with 11-25 unique visitors per month.  LAC now able to submit views via online review forms. 3361 hits recorded during Jan-March 2015, with 11-25 unique visitors per month.	LAC consultation reports.	Green



8.3	Run 6 monthly surveys to monitor LAC views on participation and quality of services received. Findings to inform annual LAC review reported to Corporate Parenting Group.	Ann Graham Jane Hargreaves	Erik Stein	Dec 2014	<p><b>Completed.</b> LAC survey conducted by CiC Council in Autumn 2014, with results reported to MCPG in Q4 2014/15. 28 responses received, an increase of 115% on previous year. Responses positive against most indicators. Areas of concern include 26% of respondents reporting 4+ Social Workers in the past year. However, 69% stating they understand why Social Worker has changed. 54% state they are not visited by IRO prior to review. However, the % that are spoken to by phone is not recorded.</p> <p>Social Worker appraisal surveys conducted February 2015. 114 replies, an increase of 92% on the previous year. Improvements recorded against 57% of measures i.e. Has your social worker told you about your rights and responsibilities? Do you know who to contact if your SW is not available? Do you normally have contact with your SW between visits? Do you get to speak to your Social Worker alone.</p>	LAC survey and results 2014/15. SW Appraisal results and report February 2015.	
8.4	Provide copies of the CIC pledge to all foster carers and residential staff to ensure pledges and impact for young people regularly considered (include in Annual Reviews).	Ann Graham	Joanne Tarbutt	Dec 2014	<p><b>Completed.</b> The CiC Pledge has been distributed to all foster carers and residential staff within timescale (by the end of December 2014).</p> <p>Further activity relates to all in-house carers being measured against Pledge in foster carer annual reviews and in SSW supervisions. All in-house, agency carer and residential worker to be asked specific questions at LAC reviews about how they are contributing to implementing the pledges.</p>		

**Area for Improvement (9): Improve the quality of planning towards adulthood for those leaving care, with a greater focus on those not in education, employment or training, or with other vulnerabilities.**

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement June 2015	Inspection Evidence - June 2015	RAG Status	
9.1	Ensure all young people have Pathway Plans and action is taken to ensure appropriate EET plans are implemented.	Ann Graham	Joanne Tarbutt	Dec 2014	<p>Quality of care leavers planning towards adulthood improves.</p> <p>All care leavers have an up to date Pathway Plan and case file audit of pathway plans report increase in those rated good or better. Baseline to be established November 2014.</p> <p>Baseline - % of care leavers aged 18 plus 100% Milestone 100% by April 2015</p> <p>Baseline - % of LAC aged 16-17 with an up to date pathway plan 75% Milestone 100% by April 2015</p>	<p>Improvement required. As at the end of Q4 2014/15, 152 out of 154 young people (99%) aged 18 + have an up to date pathway plan – the same as 13/14. The number of young people who are aged 16 and 17 with an up to date pathway plan is 72 out of 83 (87%) compared to 76% at the end of March 2013/14. Of those 83 young people, there are 25 out of 35 allocated in the Assessment and Care management services who have an up to date pathway plan and 47 out of 48 allocated in the Learn2 Live team who have a pathway plan (98%). Improvement plan is in place and monitored at CN&amp;SC performance senior management team monthly meetings .</p> <p>All team managers in the service have been briefed that pathway plans need to be completed by age 15 and 9 months to comply with legislation. Current drive is improving pathway plans for 16 -17 year olds and implementation of by age 15 to commence in April 2015/16.</p>	<p>Performance datasets and weekly team dashboards</p> <p>Performance analysis</p> <p><b>Gap</b> Audit of new pathway plans checking for compliance and quality</p>	
9.2	Corporate Parenting Group to challenge NEET performance and review how Council and partners improve position.	Cllr Channer	Joanne Tarbutt Erik Stein	Ongoing	<p>Reduction in care leavers NEET. Gap between NEET LAC and local children reduced. Corporate Parenting Group key focus.</p> <p>Baseline - % of care leavers known to L2L service NEET 34% Milestone 30% by Sept 2014 25% by April 2015</p>	<p><b>In place.</b> NEET performance is covered in the standing agenda item on LAC and care leavers performance at each Corporate Parenting Group meeting. NEET events are organised twice yearly by L2L - providers of post 16 EET options to attend and all young people aged 15+ to be invited. Reciprocal apprenticeship opportunities with other Local Authorities in East London to be explored within Children's Services.</p> <p><b>Performance.</b> The percentage of care leavers aged 19-21 not in education, employment or training (NEET) is continuing to decline, reducing from 34% in 13/14 to 28% as at the end of 14/15. Care leavers in EET as at Q4 14/15 is 54.7% (93/170) and above the end of year 2013/14 figure of 51%. Performance is RAG rated green as performance exceeds the national average of 45%.</p>	<p>LBBB Corporate Parenting Group agenda and minutes</p> <p>L2L Service Presentation</p> <p>Corporate Parenting Strategy and action plan</p> <p>Corporate Parenting Group Performance Dataset</p>	
9.3	Establish a Care Leavers Group made up of LA staff to drive forward improvements and monitor outcomes. Report to Corporate Parenting Group.	Ann Graham	Joanne Tarbutt	Oct 2014	<p>Baseline - % of care leavers known to L2L service NEET 34% Milestone 30% by Sept 2014 25% by April 2015</p>	<p><b>Completed.</b> Care leavers group, chaired by GM for LAC, has been established and meets monthly 2015 so that a range of actions can be monitored and progressed.</p>		
9.4	Publish and distribute the Care Leavers Pledge across the service and to all care leavers.	Ann Graham	Joanne Tarbutt	Oct 2014		<p><b>Completed.</b> Care leavers pledge has been produced and this has been distributed to all care leavers and their placements establishments to ensure a wider circulation. The pledge has been published in a young person friendly version and is in line with the LAC pledge for consistency. Impact to be reviewed annually.</p>	Copy of Care Leavers Pledge	
9.5	Revise current pathway plan and replace with a simple modified plan that is outcome focused, friendly, accessible and includes long term ambitions.	Ann Graham	Joanne Tarbutt	Nov 2014		<p><b>Completed.</b> New pathway plan is in place and operational. The pathway plan is a word template devised by young people and the leaving care service.</p>	New pathway plan Evidence of care leavers input into devising new pathway plan MCPG minutes	
9.6	Set up new pathway plan on ICS and train all social workers and managers across the service.	Ann Graham	Joanne Tarbutt	Dec 2014		<p><b>Completed.</b> Arrangements are in place for pathway plan to be indexed into ICS with guidance and training. The new pathway plan is a word document. Monitoring compliance takes place via weekly performance dashboards produced by the Business Support Manager.</p>	As above 9.5	

**Area for Improvement (10): Continue to improve the opportunities for young adults leaving care to continue living with their carers as part of 'staying put' arrangements.**

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement June 2015	Inspection Evidence - June 2015	RAG Status
10.1	Ann Graham	Joanne Tarbutt	Ongoing	Each transition decision to be fully analysed with the young person's future at the heart of decision making. This may lead to an increase in staying put and must lead to better pathway planning.	<b>In place.</b> Transitional care planning takes place and staying put arrangements are discussed at all TCP meetings with care leavers.  Dip sample audit required to check young people being challenged to consider all options for their future and to consider the longer term consequences of their choices in those TCP meetings.	<b>Gap</b> Audit required to check compliance	Green
10.2	Ann Graham	Joanne Tarbutt	Dec 2014		<b>On track.</b> Staying put arrangements are discussed and recorded in LAC reviews for young people aged 16 to 17 inclusive. A dip sample audit of LAC reviews for 16 and 17 year olds to check compliance needs to be planned summer 2015.	Quick straw poll of IROs confirmed that where relevant for the child they discuss Staying Put and record in the LAC review.  <b>Gap</b> Audit required to check compliance	
10.3	Ann Graham	Joanne Tarbutt	Dec 2014		<b>Completed.</b> Staying Put policy, including financial costs of implementing the scheme, has been produced. A schedule of training covering expectations of Staying Put arrangements i.e. young people continue preparation for independent living and the carers role in this, will be delivered to all foster carers in 2015.	Staying Put Policy.	

**Area for Improvement (11): Develop and implement medium and long-term strategic service plans that fully take account of known and estimated increases in amount and type of demand for the whole range of services for vulnerable children.**

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement June 2015	Inspection Evidence - June 2015	RAG Status
11.1	Chris Naylor	Salauoddin Asghar	Dec 2014	Council Plans MFTP reflect and address changing children's demographic and its implications - Dec 2014.  Strategic plans ensure demands can be met.	<b>Completed.</b> A Corporate Peer Review was commissioned in July 2014 and undertaken by the LGA - this was aimed at reviewing impact of changing demographic in the borough and LA capacity to manage demand in Children's Services with declining resources. An action plan has been developed and recommendations are being implemented and monitored corporately reported at Cabinet.	Corporate Peer Review Report and Action Plan - progress reports.	Yellow
11.2	Helen Jenner	Ann Graham	Sept 2014 Report Dec 2014		<b>Work commissioned.</b> March 2015 summary of data produced. Decision taken to move LBBB aspect of this work to future Social Care Programme Board.		
11.3	Helen Jenner Chris Naylor Cllr Bill Turner	<b>Karen Wheeler (now left)</b> Richard Lundie-Sadd	Feb 2015		<b>Planned</b> as part of Council financial planning. Programme management capacity now attached to Children's Services to manage this work going forward. Updated data supplied through Schools Building programme reports but analysis not yet complete.		
11.4	Helen Jenner Chris Naylor Cllr Bill Turner	Meena Kishinani Richard Lundie-Sadd	April 2015		<b>In progress.</b> Full social care staffing sufficiency undertaken and costed April 2015. External challenge will be completed by September 2015.		
11.5	Chris Naylor Cllr Bill Turner Helen Jenner	Ann Graham	April 2015		<b>To be planned.</b> External HMI standard consultant planned to provide peer challenge on particular service aspects in social care December 2015. Full Peer Review planned for early 2016 (not 2015).		

**Area for Improvement (12): Strengthen management oversight, including oversight of plans by conference chairs and independent reviewing officers, as well as formal social worker supervision, to reduce drift or delay in assessments.**

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Performance/Outcome	Progress to date and evidence of improvement June 2015	Inspection Evidence - June 2015	RAG Status
12.1	Ann Graham	GMs (CN&SC)	Dec 2014	Overall service improvement - better outcomes for children and young people and timeliness.  Audit shows reduction in inadequate new plans to 0% by end of November 2014. 50% good by December 2014 (evidenced in audit and supervision notes).	<b>In place.</b> The set of expectations for the social care service were put in place in April 2014. Online procedures are also now available and this will support and promote greater consistency in practice - delivered in timescale.	Online social care procedures	Green
12.2	Ann Graham	GMs (CN&SC)	Oct 2014		<b>Completed.</b> The Supervision Policy has been officially launched and is available via the online procedures. The Supervision Policy is being reviewed and this will include guidance about the recording of casework supervision.	Supervision Policy  <b>Gap</b> Supervision audit findings.	

12.3	Establish quarterly meetings with CPRS GM and CN&SC Team Managers to review supervision practice. Implement a coaching model to improve supervision as required.	Ann Graham Meena Kishinani	Teresa De Vito Team Managers (CN&SC)	Nov 2014 Quarterly	<p><b>Planned.</b> This is linked to 12.2. Audit findings will inform training needs for individuals across the service. All IRO's are linked to a social care team and attend quarterly team meetings. Focus is Practice Alerts with SW practice and manager's oversight as part of this discussion.</p> <p><b>Completed.</b> Midway reviews of CP and LAC reviews has been implemented as part of the Practice Alert process. This is enabling IROs to escalate and challenge drift and to check that actions at CPC's and LAC Reviews are being implemented before the 6 month review with the social workers.</p> <p>Impact to be reviewed through case file audits of reviews. Audit of 50 Child Protection plans is underway and will cover midway CP reviews. LAC review audit planned summer 2015.</p> <p><b>Not in place yet.</b> This remains an outstanding action due to the time taken to recruit permanent managers.</p> <p><b>Ongoing recruitment.</b> Recruitment strategy and timetable is in place. We have recruited 2 senior team manager posts. One, an agency worker took up post in April and the other will take up post in June. Work ongoing.</p>	
12.4	Implement midway reviews of CP and LAC reviews to ensure actions from previous reviews and progress is being made plans. Escalate drift and delay through safeguarding practice alerts.	Meena Kishinani	Teresa De Vito	Nov 2014		
12.5	Undertake specific training for managers based on feedback on the quality of their management and supervision roles.	Ann Graham	Linnet Whittaker	Dec 2014		
12.6	Recruit additional managers set out in the social care redesign model to strengthen management oversight.	Ann Graham	GMs (CN&SC) HR	April 2015		

**Area for Improvement (13): Ensure that corporate parenting responsibilities are fully understood by elected members to achieve greater awareness and accountability across the local authority.**

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Outcome	Progress to date and evidence of improvement June 2015	Inspection Evidence - June 2015	RAG Status
13.1	Ann Graham	Joanne Tarbutt	Nov 2014	Priorities for looked after children are driven and agreed by the Members Corporate Parenting Group and understood by all elected members.	<b>Completed.</b> The Corporate Parenting Group has a new Chair and ToR and governance have been revised and adopted by the Corporate Parenting Group April 2015.	Revised ToR and Governance.	
13.2	Ann Graham	Vikki Rix	Oct 2014	Good attendance at meetings and at training delivered to elected Members on Corporate Parenting Elected Members to achieve greater awareness and accountability.	<b>Completed.</b> In response to the Lead Member of Children's Services requesting a more detailed and analytical report on LAC and care leavers, the local performance dataset has been revised and expanded considerably. The report provides an update on numbers and trends as well as trends in safeguarding, education, EET and health outcomes with benchmarks and analysis. The improved datasets has been well received at the Corporate Parenting Board.	Corporate Parenting quarterly LAC dataset and analysis. Minutes of MPCG demonstrating discussion and member challenge on performance.	
13.3	Ann Graham	Joanne Tarbutt	Annual		<b>Completed.</b> The 2013/14 Corporate Parenting report has been produced and was an agenda item at the October Corporate Parenting Group. Work planned to produce 2014/15 MPCG annual report.	Corporate Parenting annual report 2013/14. Children's Trust Corporate Parenting reports.	
13.4	Fiona Taylor	Fiona Jamieson	Annual		<b>Completed for 2014.</b> A training session for new members was delivered to 20 Council Members regarding the work of the Children in Care Council to raise awareness and expectations in September 2014. The session was very well attended and received by Members and who reported that they felt their knowledge and understanding of Skittiz, looked after children and their corporate parenting role had increased. This event was positively received. Planned annual Pre-Assembly briefings by CiC group in place.		
13.5	Ann Graham	Joanne Tarbutt	March 2015		<b>Completed.</b> Corporate Parenting Strategy and Action Plan has been refreshed and agreed with Members at Panel on 17th June 2015.	Corporate Parenting Strategy and Action Plan 2015-2018.	

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## BDSCB action plan in response to Ofsted's Review of the LSCB (May 2014)

### Area for Improvement (1): Ensure the LSCB Chair strengthens the coordination, focus and impact of the boards work in the Health and Wellbeing Board.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Outcome	Progress and Evidence of Improvement - June 2015	Inspection Evidence	RAG Status
1.1 Produce a Protocol outlining joint working between the Health and Wellbeing Board (HWBB) and LSCB and agree at LSCB and HWBB.	Sarah Baker	Meena Kishinani	Oct 2014	Both Boards will have an ongoing and direct relationship, communicating regularly. Chairs will work towards ensuring there is no duplication of work or strategic operational gaps in policies, protocols, services or practice.	<p><b>Completed.</b> Protocol agreed and signed off at the Health and Wellbeing board on 28th October 2014. The Protocol has been uploaded on the LSCB website - <a href="http://www.bardag-lscb.co.uk/about/pages/home.aspx">http://www.bardag-lscb.co.uk/about/pages/home.aspx</a></p> <p>LSCB Chair sits on the HWBB as an adviser - good attendance at meetings and raises safeguarding issues at the Board e.g. in the last year, LSCB Chair questioned if schools and teachers were aware of NPS and stressed the need to ensure that that work would be undertaken in conjunction with the schools, young people's safety group, BAD Youth Forum and young people to raise awareness amongst young people to the dangers associated with NPS. DCS confirmed that PHSE in schools now included NPS to make sure that teachers and students are being informed.</p> <p>Independent Chair of Safeguarding Children Board, commented on the work that needed to be done to ensure that whether or not a young person is being looked after under the Children's Act does not impact disproportionately and how safeguarding issues, such as sexual exploitation are recognised and appropriate action taken.</p> <p>In relation to implementation of the Care Act, Sara Baker commented that there was not explicit information about transition care.</p>	Copy of Protocol Minutes of LSCB and HWBB meetings	

### Area for Improvement (2): Undertake an evaluation of the full impact of training on the performance of practitioners to ensure it targets improvements in outcomes for children.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Outcome	Progress and Evidence of Improvement - June 2015	Inspection Evidence	RAG Status
2.1 Commission an evaluation of the long term impact of training on the performance of all practitioners across the partnership and the impact and quality of single agency training including the sustainability plan for the training programme. Implement findings.	Sarah Baker	Teresa DeVito Learning and Improvement Committee	Feb 2015	Multi agency learning opportunities are provided through a variety of forums. Practice and knowledge is improved as a result.	<p><b>Part Completed.</b> The Annual Training Report to the LSCB has been produced and a revised training plan is being commissioned with a much reduced budget. Links have been made between performance data produced by statutory partners and training, as well as lessons from SCR's.</p> <p>All training is evaluated at the point of commissioning to ensure the content meets requirements of Working Together, SCR's etc and the specified learning outcomes. Each participant completes an evaluation form and a sample of these will be audited through a telephone conversation to assess how the participant has put into action learning from the course into practice.</p> <p>The training will use a mix of learning methods to a range of LSCB agencies. A single agency template has been sent out to LSCB partners for comment on their performance over the year, which includes an update on training. This will contribute to the evaluation of the effectiveness of the learning and improvement framework and how partners single agency training has improved practice and outcomes for children.</p>	LSCB report on the impact of multi-agency training - making a difference to practice LSCB Training Strategy 2015-16  LSCB options paper - proposal on future funding of Barking & Dagenham safeguarding children board training programme LSCB Training Directory 2015/16	

## Area for Improvement (3): Sustain and extend the positive and constructive role of the practitioners forums in promoting multi-agency working through improving the attendance of social workers.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Outcome	Progress and Evidence of Improvement - June 2015	Inspection Evidence	RAG Status
3.1	Meena Kishinani Ann Graham	Teresa DeVito Learning and Improvement Committee	Ongoing	Increased attendance of social workers at the practitioner forums.  The Practitioner Forum is a responsive multi agency learning group that demonstrates practice and research is disseminated widely and positively informs practice.	<b>Completed.</b> Social Care Group Managers have identified 2 social workers from each of their teams to attend the Practitioner Forum and this was implemented from October 2014. Monitoring will continue in line with action 3.2.	Practitioner Forum Attendance Database	
3.2	Meena Kishinani	Teresa DeVito Learning and Improvement Committee	Oct 2014 Quarterly		<b>In place.</b> We have revised the attendance database of members and this is being monitored to capture non attendance from particular teams. Non-attendance from particular teams will be escalated to Senior Management in social care and at the Learning and Improvement Committee. In the last 6 months, SWs have attended every forum meeting. See numbers below. The chair of the Practitioner Forum reports regularly to PQA.  24/10/14 – 24 Practitioners attended – 5 SW's 05/12/14 – 14 Practitioners attended – 2 SW's 16/01/15 – 19 Practitioners attended – 2 SW's 27/02/15 – 19 Practitioners attended – 5 SW's 10/04/15 – 14 Practitioners attended – 1 SW 22/05/15 – 7 Practitioners attended – 1 SW	Practitioner Forum Attendance Database LSCB PQA Practitioner Forum reports	
3.3	Meena Kishinani	Teresa DeVito Learning and Improvement Committee	Oct 2014		<b>In place.</b> The Practitioner Forum has been widely advertised, including on Yammer and our internal Social Media site to ensure wide borough coverage.  The LSCB action plan has also been shared with the Practitioner Forum, ensuring that the Forum is aware of the area for improvement and what the LSCB is doing to ensure improvement in the attendance of social workers.  There is a Practitioner Forum 'portal' link on the LSCB website where learning is available. The LSCB send out e newsletters which include information and learning from the Practitioners Forum with the expectation that this is devolved to practitioners in each agency.	Practitioner Forum 'portal' link on the LSCB website <a href="http://www.bardag-lscb.co.uk/Pages/PractitionerForum.aspx">http://www.bardag-lscb.co.uk/Pages/PractitionerForum.aspx</a>  LSCB newsletter	



## Area for Improvement (4): Strengthen oversight of private fostering by the board, supporting efforts to ensure all such children are identified.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Outcome	Progress and Evidence of Improvement - June 2015	Inspection Evidence	RAG Status	
4.1	LSCB to receive and review a Private Fostering report annually.	Sarah Baker	Meena Kishinani	Sep 2014	Increased oversight of Private Fostering including numbers by LSCB.	<p><b>Completed.</b> LSCB now has increased oversight of private fostering. Private fostering annual reports are produced and presented to LSCB. The Private Fostering annual report 2013/14 was presented to BDSCB on the 25th September 2014. A presentation on private fostering was also provided to LSCB members to raise awareness of private fostering in the borough. This will feature as part of a LSCB Communications Strategy.</p> <p>2014/15 Private Fostering draft annual report has been produced and will be presented and signed off by LSCB in the summer of 2015.</p> <p>Private fostering numbers are routinely reported on at LSCB PQA committee.</p>	<p>Private Fostering annual reports</p> <p>Private Fostering Presentation to LSCB</p> <p>LSCB performance datasets and reports</p> <p>LSCB minutes</p>	
4.2	Continue to monitor Private Fostering numbers and other relevant data at PQA quarterly meetings.	Meena Kishinani	Vikki Rix	Sept 2014 Quarterly		<p><b>In place and ongoing.</b> Private fostering numbers and timeliness of assessments are reported quarterly via the PQA LSCB dataset and monthly on the Complex Needs &amp; Social Care local dataset with benchmark data included.</p> <p><b>2014/15 performance:</b> During the year 2014/15, the Fostering Team held in total 18 active private fostering cases. As at the end of March 2015, numbers slightly dropped to 10 active private fostering cases compared to 12 in 2013/14 but we remain in line with benchmark data. Barking and Dagenham LA received 26 notifications within 2014 -2015 and all but one initial visit was completed within timeframe of 7 days of notification (96%). One visit was out of timescale; the worker did visit within 7 days of notification, but the family was on holiday.</p> <p>The Department for Education's minimum requirement for 6 weekly statutory visits is set at 70%. In 2014/15, compliance with statutory visits every 6 weeks to private fostering arrangements was 100%, way above the DfE standard.</p>		

## Area for Improvement (5): Ensure the annual report and business plan are focused on understanding and addressing local needs and on evaluating progress made in achieving improved outcomes for children.

Action Description	Strategic Lead	Operational Lead	Timescale (By When)	Outcome	Progress and Evidence of Improvement - June 2015	Inspection Evidence	RAG Status	
5.1	Revise the LSCB Annual Report and ensure it provides a clear analysis and focus on local demographic and need and self assess progress made in improving outcomes for children.	Sarah Baker & PQA/L&I Committee	Meena Kishinani	Sep 2014	Outcome focused LSCB based on local need annual report and Business Plan.	<p><b>Completed:</b> LSCB Annual Report 2013/14 was revised in the light of the area for improvement. The annual report includes an analysis of local needs and progress made against children's outcomes. The report was agreed by the Board on 25th September 2014. The BDSCB Annual Report and Business Plan are published on LSCB website.</p> <p>2014/15 LSCB annual report is currently being drafted.</p>	<p>BDSCB annual report 2013/14</p> <p>BDSCB annual report 2014/15 once finalised (on website)</p> <p>Minutes of LSCB meeting - discussion and sign off</p>	
5.2	Revise the LSCB Business Plan with a clear analysis of how the Board has demonstrated the focus on local demographic and need and self assess progress made in improving outcomes for children.	Sarah Baker & PQA/L&I Committee	Meena Kishinani	Oct 2014		<p><b>In Process.</b> A revised 3 year Business Plan is in draft with planned presentation to the LSCB in September 2015 for agreement and sign off.</p>	<p>BDSCB 3 year Business plan</p> <p>Minutes of LSCB meeting - discussion and sign off</p>	

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**Adoption & Permanence  
Annual Report**

**2014-15**

## **Introduction**

The Barking and Dagenham Adoption Service operates within the regulatory framework of the Adoption and Children Act 2002, revised February 2011, Adoption Regulations, associated Statutory Guidance and National Minimum Standards. Adoption Services until September 2013 were inspected separately by Ofsted; however, the new inspection framework incorporates judgements on Adoption services into the overall Ofsted Children's Service inspection.

The Adoption Service was last inspected in April – May 2014, as part of the wider inspection of services for children in need of help and protection, children looked after and care leavers. The Adoption Performance was judged as requires improvement as were all other areas judged in the inspection. The feedback from the inspection was used to develop an Action Plan, which is included as part of Appendix 1. Area for Improvement (7): Introduce a permanency policy that emphasises parallel planning from the earliest point when children become looked after, as well as tracking the timescales for individual children with a plan for adoption.

This report, and the action plan update (Appendix 1 Section7) provides an update on activity in the Adoption Service from April 2014 – March 2015. It is also used as an evaluation of adoption & permanence practice in Barking and Dagenham, outlining developments in relation to improving service delivery and identifying priorities to be incorporated into the development plan for 2015-16.

## **Background**

### **Adoption – National Focus and Changing Context**

The adoption of children from care has received national attention and has been a key priority for over a decade. Most recently, the Prime Minister introduced a new strategy set out in 'An Action Plan for Adoption: Tackling Delay', 2012. The aim of the strategy is to introduce changes to practice that remove potential barriers and reduce delay in approving families as adopters, thereby increasing the number of placements available for waiting children. The strategy also introduced the 'Adoption Scorecard' – a national benchmark of adoption activity and also has resulted in changes to practice in adoption. The impact of these changes is discussed below.

In July 2014, further changes to adoption regulation were introduced through the Children and Families Act, 2014. Local authorities now have a duty to provide information to adoptive and potential families regarding the support services available in the local authority's area. The Pupil premium remit has been expanded to make available payments to adopted children. This will enable adopters to work with schools to consider what individual support will be of benefit to their adopted child.

Alongside the statutory and regulatory changes, Children Services also has had to work with the ongoing impact that case law (Re B, Re BS and Re T), that is continuing to have far reaching implications for local authorities when considering permanency for children, for whom adoption would usually be the plan. The clear

message from case law is that adoption should be seen as the last resort, that is, only to be decided upon when “nothing else will do”.

Nationally, there have been a small number of parental challenges to Placement Orders already granted. A Placement Order is an Order made by the Court that enabled the local authority to place a child with a new family to be adopted.

The challenges have been made when a child is already in its new family. The challenge to the Placement Order therefore, potentially places adopters in a more vulnerable position of uncertainty. In effect, practice has changed such that there are examples of cases that in the past resulted in an adoption plan being agreed at courts, this is no longer the case.

It is likely, therefore, that over time there will be a decline in the number of children being placed legally permanently with families for adoption, and with it a possible rise in the numbers of children placed legally until they are aged 18 only, under Special Guardianship Orders (SGOs).

**Recommendations: This will mean that our permanency planning needs to be increasingly robust with parallel options being considered. To achieve this there should be 3 priorities next year:-**

- **Ensure that parallel permanency plans continue to be considered from the start of a child’s social care experience, so that if permanent placement is necessary and appropriate this is well planned and all options have been fully explored ahead of any court process**
- **Further develop LBBD’s permanence procedures to support staff in ensuring that all permanence options are explored and progressed in a timely manner**
- **Increase induction training and training for permanent staff to ensure that good permanency and parallel planning is embedded throughout the social work team**

#### **Summary of Activity in 2014-15**

This year has been another extremely busy period of activity within the service that has seen a record numbers of children adopted and adopters recruited, staff arrivals and departures in the team, and changes in practice as a result of case law.

#### **Impact of new Regulation, Guidance and Case law**

As predicted in last year’s annual report, there has been a considerable drop in the numbers of children with a “should be placed for adoption” (SHOPA) decision, which appears to be a London wide, if not a national trend. According to the Adoption Leadership Board, “...*data suggests that the number of new decisions has continued to fall from 1,830 in quarter 2, 2013-14 to 960 in quarter 1, 2014-15, a decrease of 47%*”. They report a similar trend in the numbers of Placement Orders being made,

*“...data suggests new placement orders have continued to fall from 1,550 in quarter 2, 2013-14 to 760 in quarter 1, 2014-15, a decrease of 51%.”<sup>1</sup>*

The evidence suggests that children who would have previously been placed for adoption and often becoming subject to Special Guardianship Orders (SGOs). There has been an increase in children aged 0-3 who are now subject to a SGO rather than adoption as previously would have been the case.

The impact of this turnaround in the numbers of children available for adoption has meant that we now have more adopters approved and waiting for placements than ever before. This trend is mirrored by many other Adoption Agencies nationwide, who eagerly embraced the government’s initiatives to ‘drive up’ adopter recruitment. LBBD, as with many other local authorities and voluntary adoption agencies (VAAs) have a surplus of adopters for a rapidly diminishing pool of sought-after children – single children, under the age of 2, with little complexities in their backgrounds or their needs.

### **Routes through to Adoption**

We continue to consider traditional and new initiatives to identify adoptive families for children needing placements. To this end, we became members of “Adoption Link” (an on-line web search for adopters to identify potential matches themselves, similar to the National Adoption Register) and “New Family Social” (an organisation which supports LGBT prospective and approved adopters), and attended a further 3 Adoption Activity Days – from which 3 placements (2 x sibling group of 2; and 1 single child) were made. Adoption Activity Days are fun events that are held for children who are considered to be harder to place and for adopters to meet them in an informal setting. The aim is to break down preconceptions about such children and for matches to be ‘adopter driven’ by making connections with children who they may not have considered previously. The success rate for matches from these events is approximately 18%. We have had 14 children attend the three Activity Days during 2014 - 15 and the placement of 5 children represents a success rate of 35%.

### **Fostering to Adopt**

We made our first “Fostering for Adoption” placement of a 2-day old baby boy, who was since been adopted. This is a scheme where carers are dual approved as both adopters and foster carers. The child may return home to their birth family but the local authority strongly anticipates that they will go on to be adopted by their carers. Fostering to Adopt schemes are not appropriate for all situations as the adopters have to bond with a child as well as managing the risk that the child will be returned to their family. However, if this arrangement is considered appropriate it is extremely beneficial to the child who has no change of carer, which is preferable for maintaining attachments to their primary carer. In most cases children transition from foster carers to adopters and although this transition is managed well during the introductions period it does mean a change for the child.

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<sup>1</sup> Adoption Leadership Board headline measures and business intelligence 2013 to 2014 and quarter 1 2014 to 2015 update: November 2014

## Panel Attendance April 2014 – March 2015

LBBB's Adoption & Permanence Panel meets monthly to make recommendations to the Divisional Director Complex Needs and Social Care, who acts as the Agency Decision Maker (ADM), with regard to the approval of prospective adopters and the matching of children with specific families. Additional panels can be convened as necessary, although this was not required during this period. 1 panel was cancelled.

The composition of the Panel is in accordance with the Adoption Agencies Regulations 2011, and includes independent members. The Chair is also an independent person who has significant experience of adoption work.

The table below sets out the attendance of Panel Members:

Name	Attended	Apologies	Notes
Roy Stewart (Chair)	10	1	Holiday
Eileen Weaver (vice Chair & independent/social work representative)	9	2	Holiday
Roger Gardiner (vice Chair & independent member)	7	4*	* covers period of planned absence
Dr Magid (Medical Adviser)	11	0	
Jackie Parillon (Independent member)	9	2	
Alison Ryan (Social Work representative)	11	0	
Emma Malcolm (central list-independent)	7	N/A	
Joanne Tarbutt (central list – Social work representative)	1	N/A	

The Panel representatives are committed and attend regularly, with rare unplanned apologies. The purpose of the Central List reps is to provide additional capacity. Emma Malcolm is unable to commit to monthly attendance, but has committed to attending 6-7 meetings per year and these are planned in advance. Joanne Tarbutt provides 'last minute' cover if the meeting will not be quorate to ensure that there is no delay to decision making for adopters and children.

Any person wishing to become a Core or Central List Panel Representative must undertake an observation of Panel prior to becoming a member. They will also receive a brief induction from the Adoption Team Manager about expectations of the role.

The Agency Decision Maker also observed Panel in June 2014 as she was new to the role in LBBB. The ADM is responsible for the annual appraisal of the Panel Chair so the observation of how Panel operates is a crucial part of understanding the Chair's competencies.

Newly recruited social workers are also offered the opportunity to observe Panel as part of their induction or if they wish to become a Panel Member.

## **Panel Training**

The annual joint training for Panel members and the members of the Adoption Team took place on 13<sup>th</sup> October 2014 and dealt with the topic of Fostering for Adoption placements. The training was well received by all staff and Panel Members and was crucial in understanding the complexities and benefits of Fostering to Adopt placements. The training was necessary to understand how best to work with this new practice to be sure that it worked well for prospective adopters and children.

## **Summary of the Children Referred for Adoption**

### **Number of children with adoption as an outcome**

The impact of the case law outlined above has had a significant impact on the number of children referred for adoption in 2014-15. This can be seen in the reduction in the number of children with SHOPA decisions, from 46 in 2013-14 to 14 in 2014-15, that is, a 70% decrease in numbers.

Furthermore, for 2 of the 14 cases, the children are now not available for adoption. One child, whose adoption plan was rescinded by the Agency Decision Maker (ADM), was a 6 year old girl of mixed heritage whom became subject of an SGO to her foster carer. The second child is still pending the making of a Placement Order, as further assessments of family members are being undertaken.

Of the 8 children whose SHOPA plans were rescinded by the Adoption Panel, 6 have, or will, become the subject of Special Guardianship Orders (SGO) to their foster carers. The other 2 are to remain with their foster carers on a long term fostering basis. The Panel were responsible for rescinding those decisions that they had made previously, prior to the introduction of the ADM process. All decisions about whether children are placed for adoption are now made by the ADM, with the exception of children who are relinquished by their birth parents for adoption.

It also evident that the trend of there being more SGOs (36) being granted than Adoption Orders (32) has continued during this period (see the section on SGOs).

**Recommendation: Given the rapid changes and impact of case law, a priority for 2015/16 will be to continue to develop and embed the adoption reforms in response to the Government's Action Plan for Adoption and those announced in the new Education and Adoption Bill.**

## Children's plans for adoption – Approvals and Rescinded Decisions

Table 1: Approvals and Rescinded Decisions

Total children approved for adoption by the Agency Decision Maker (ADM): April 2014 - March 2015	14
Adoption plans rescinded by the ADM	1
Total children approved for adoption by the Adoption & Permanence Panel (relinquished children)	0
Adoption plans rescinded by the Panel	8
Table 2: Gender Breakdown	
Boys	7
Girls	7

Table 3: Ethnicity	No. of individuals
White British	12
White European	1
Mixed Heritage	1

Table 4: Ages of at time of their ADM	No. of individuals
Under 1 year old	7
1 year +	3
2	1
3	1
5	2

Table 5: Sibling Groups and Individuals	
No in Group	No of Groups
2 siblings	3
Individuals	8

### Summary of the children who were matched

Of the 21 children who were matched with families for adoption, 4 single children were matched with in-house adopters; one of whom was a child who matched with her foster carers.

Of the remaining 17 children who were matched to interagency adopters (adopters approved by other local authorities or voluntary adoption agencies), 5 were siblings

groups of two; and 7 were single children. The cost of such placements is approximately £27,000 for one child (or £29,700 if purchased from a London adoption agency); and £43,000 for sibling groups of two (London fee is £47,300). We sold one single adopter in 2014-15 at a rate of £29,700. The Adoption Reform Grant funded the purchasing of interagency placements and now this funding has been withdrawn it remains a cost pressure for the Council.

## Interagency Placements 2013-14

Table 6: Interagency placements bought and sold 2013/14	
Purchased (£)	Sold (£)
£54,000	£29,700
<b>Total</b> £54,000	<b>Total</b> £29,700

**2014-15**

Table 7: Interagency placements bought and sold 2014/15	
Purchased (£)	Sold (£)
£59,400 (incl. London supplement) £350,000	£29,700
<b>Total</b> £409,400	<b>Total</b> £29,700

This is the first year that interagency placements have exceeded in-house, but was anticipated as there had been a sharp drop in the recruitment of in-house adopters for the 18 month period preceding this one. The issue of recruiting adopters was highlighted in last year's Adoption Annual Report and we made an Invest to Save bid to employ a Marketing Officer for 18 months to improve our recruitment. However, we have been unable to wait until this recruitment campaign comes to fruition which has meant that interagency placements significantly increased this year. We are now in a position of having to slow down on recruitment as the number of children available for adoption has declined and there is a surfeit of adopters nationwide. Our ongoing recruitment will focus on families who are willing to consider children who are 'harder to place'.

## Summary of the children who were adopted

The numbers of children who were granted Adoption Orders during this period was 32. This is a tremendous achievement for the service as it is almost double that for 2013-14 figures, which was 17.

Table 8: Total number of Adoption Orders Granted April 2013 - March 2014

Total number of Adoption Orders Granted April 2013 - March 2014	32
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Table 9: Gender Breakdown

Gender Breakdown	
Boys	18
Girls	14

Table 10: Ethnicity Breakdown

Ethnicity	No. of individuals
White British	23
White European	1
Mixed Heritage	8

Table 11: Age Breakdown

Ages	No. of individuals
0 - 3	16
4 - 7	14
8 - 12	2

Table 12: Sibling Groups and Individuals

Sibling Groups and Individuals	
No in Group	No of Groups
2 siblings	8
3 siblings	2
Individuals	10

## Timeliness: Adoption scorecard

The Adoption Scorecard is used to measure performance. This tool allows the Department for Education (DfE) to measure how swiftly children are placed for adoption, with government thresholds set against two indicators measuring:

- **A1** - The time it takes for a child from entering care to moving in with their adoptive family.
- **A2** - The time it takes match a child to a family following the making of a Placement Order.

**Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days)**

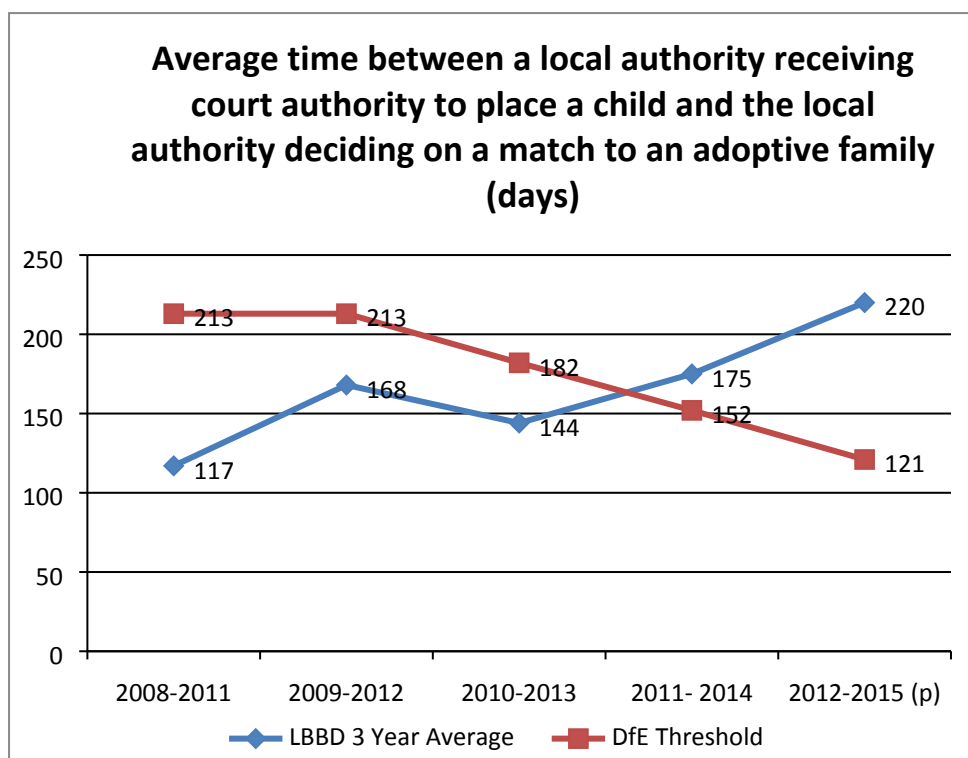
This has increased from 625 in 13/14 to 731 in 14/15 – However our three year average has fallen from 672 to 647 days. The DfE threshold is 487 days – we are therefore, 160 days over. This means that the time taken to achieve a permanent placement for a child has been quicker from the time they enter care, but there is still a lot of work to do to achieve the government timescales. This means that any delay in the assessment process of whether a child can return to their family or not will impact on this indicator, as well as the length of care proceedings and how long it takes to identify an adoptive placement, which can be challenging for children who are considered to be ‘harder to place’. The DfE target will reduce from 487 to 426 in 2016 which makes achieving this target even more challenging.

The quickest time we were able to achieve this indicator was 239 days, for a white British girl under 1 year old at the time placement. This time period takes account of the date of entry into care, rehabilitation options to family, length of care proceedings, match being approved by Adoption Panel and ADM and introductions period prior to placement. Although she was part of a sibling group of two, this child benefitted from early identification of permanency planning.

The longest time it took was 1600 days for a white British boy, who was 9 years old at placement. An additional complexity to this case was that he was originally to be placed with two younger siblings, before plans were revised following work with our Play Therapist, which identified that separate placements for this group would be in their best interests. The placement initially was a fostering placement, but due to the positive attachments that were made during the placement, the foster carers decided to apply to adopt. This was an excellent outcome for this child as he would have remained a looked after child. However, the carers needed to be sure of their lifelong commitment before making the decision to adopt and therefore impacted upon the timescale adoption was achieved. This case highlights the challenges of meeting performance targets to place children for adoption quickly and continuing to pursue adoption plans for children who are considered to be ‘harder to place’. If the outcome for a child is a permanent family and they are no longer in care, this will on occasion, impact on our performance in both A1 and A2.

**Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)**

This has increased from 198 days in 13/14 to 313 days in 14/15 – that is performance has declined. This has increased our three year average from 175 to 220 days. The DfE threshold is 121 days – which is 99 days over. During 2014-15 the Adoption Team placed a number of ‘harder to place’ children such as a 9 year old boy, a boy with a diagnosis of autism, 10 sibling groups, families with a history of violence which impacts on adopters wishing to pursue a match.



The quickest match to placement was 3 days – a case of foster carers adopting a sibling group of two (the match has to be ratified by the Agency Decision Maker before it can be an official adoptive placement, even though the children were already in the foster placement); the longest time was 970 days for the 9 year old boy identified above.

## Disruptions

There have been no disruptions, post placement or post Order, during this reporting period, which is an improvement on the previous year where we had 1 disruption post placement (not order). However, this child is now being adopted by his foster carer.

**Recommendation: Although improvements have been made in timescales, the impact of delay on children’s lives is significant. Reducing this must be a priority for 2015/16.**

## Adopters

### Recruitment Activity- 2014-2015

The team has worked creatively to find news ways of attracting adoptive families. A summary of the activities is set out below. The majority of these activities were funded by the Adoption Reform Grant, which is no longer available. In total we received approximately £600,000 over a 2 year period but this money was not renewed in 2015.

Activity over the April 2014 to March 2015 period included:

- Targeted church adopter recruitment campaign launched by the Bishop of Barking, short 'church and adoption' film produced by LBBB as part of the campaign
- Coordinated presence at external events including stands at Queens Hospital and St Georges Day and presence at dedicated adoption events – national and local 'Exchange events'
- 12 adoption information events coordinated and promoted
- Professional photography for all children with adoption as their plan
- Family finding films for all children with adoption as their plan
- Joint working with East London Adoption Marketing Group - boroughs are Havering, Redbridge, Waltham Forest, Newham and Tower Hamlets  
Outcomes include a new website for East London Adoption
- New identity for adoption rolled out across all materials including adopter and children's profiles, stands and give-aways
- A new initial enquiry booklet for prospective adopters
- Production of a new short film about adopters' journeys with us – used on social media and [Lbbd.gov.uk](http://Lbbd.gov.uk) website
- Articles on local blogs (netmums)
- Social media updates via the LBBB accounts
- Local newspaper advertising
- Uploading profiles on adoption link and managing enquiries

The top line key targets and measures for the period April 2014 to March 2015 were as follows:

1. Increase number of adopters
2. Monitor initial enquiries numbers
3. Monitor the number of 'hits' on [www.lbbd.gov.uk/adoption](http://www.lbbd.gov.uk/adoption)
4. Continuously benchmark successes and activity against members of ELA, other successful agencies and other Local Authorities
5. Monitor the number of people that watch the new 'our adoption story' film <https://www.youtube.com/watch?v=bQmgDFfZ8P8>
6. Monitor the number of adoption placements (aided by new photography, films, presence at events and adoption link website)

Results:

1. The team had its highest number of adoption orders during this period, with 32 Adoption Orders granted
2. 11 adopters were approved during this period. 11 adopters were also approved in 2013-14, but we anticipate a rise in these figures for 2015-16 as a result of the recruitment campaign
3. Number of initial enquiries - 88 (2014-15 was 78)
4. 1359 hits on the new website since its launch (15 December 2014 to 31 March 2015)
5. Other teams within the East London Consortium have complimented LBBB on the quality of our presentation and materials at Adoption events

6. The number of people who have watched the new LBBB adoption case study film 'our adoption story' film is **610** (correct on 21/04/15) – an average of 87 views per month, which is over double the number of views per month of the old adoption film (40 views per month)

## Summary of approved adopters

**Table 13: Number of approved adoptive families**

No of Approvals (families)	11
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The figure of 11 families approved is down from the figure in 2013 – 14, which saw 19 families approved. This reduction is a reflection of the low numbers of prospective adopters that had been recruited in the preceding 18 months. It is for this reason that we employed a marketing and recruitment specialist from the dedicated Adoption Grant from Central Government, on a fixed term contract (until March 2015); and this has seen an upturn in the numbers of adopters recruited, which should be reflected in the figures of approvals for 2015 – 16.

However, it should be noted as stated above, that there as there has been a significant drop in the numbers of children with SHOPA decision, which in turn will require us to balance the numbers of prospective adopters recruited in the future, so that there is not such a significant disparity in numbers, as is currently the case.

### Breakdown of Approvals

We have made efforts to recruit a more diverse group of prospective adopters, as it appeared that the cohort of children who had SHOPA decisions was beginning to reflect the growth in BME communities in LBBB. We approved more single adopters, a same sex couple and adopters from BME communities than was the case in the last reporting period.

### Approved Adopters (Figures for 2013-14 in brackets)

Table 14: Number of couples/Single adoptive families

Couples	8 (8)
Single Adopter (female)	3 (1)

### Ethnicity of Adults Approved

Table 15: Ethnicity of Approved Adopters - Couples

Couples	
White British	6
White British/Black British	1
White European/Black British	1

Table 16: Ethnicity of Approved Adopters – Single carers

Single Adopters	
Asian Pakistani	1
Black British	1
White British	1

### Sexuality of Adults Approved

Table 17: Sexuality of approved adopters

Couples	
Heterosexual	7
Same sex (male)	1

To provide additional support to lesbian, gay, bisexual and transgender adopters, as mentioned above, we joined, “New Family Social” a registered charity that works closely with adoption and fostering agencies across the UK.

Table 18: Sexuality of Single Adopters

Single Applicants	
Heterosexual	3

Table 19: Types of Adopters

Types of Adopters		
New adopters (families) Including 1 foster carer couple	9	
	3 single applicants	6 couples
2 <sup>nd</sup> Time adopters	1 single applicant	1 couple

**Recommendations: Although good progress has been made to recruit adopters, there is still a need to increase numbers of adopters, particularly those who are willing and able to meet the needs of sibling groups and children with a disability. This should be a priority for 2015/16.**

**In addition, we need to prioritise working with partners in the region to improve performance and meet gaps in service, e.g. continuation of monthly family finding meetings, sharing of information regarding adoption resources and access to Consortium’s preparation groups so there is no delay for prospective adopters**

## Independent Review Mechanism (IRM)

1 adoptive family sought redress through the Independent Review Mechanism IRM, which is an independent panel organised through BAAF, in relation to a decision to review their approval after a placement could not continue after a very concerning introduction period. The IRM upheld this adoptive family's objection and recommended that their approval as adopters be reinstated. This was accepted by the ADM.

## Adoption Support Services

The provision of adoption support services continues to feature heavily in the Government's current adoption reform. From the 1<sup>st</sup> May 2015, the Adoption Support Fund (ASF) became operational as recognition that many adoptive families will require additional therapeutic support throughout their adoption journey.

Currently 1½ social work posts, supported by our in-house Play Therapist, provide support to birth and adoptive families who require a service.

### Extract from Dataset return to Ofsted:

Table 20: Requests for Assessments

How many requests for assessments for post-adoption support did you receive from families	13
Of the requests for assessments, how many assessments resulted in the provision of support	13
Of the requests for assessments, how many assessments did not result in the provision of support	0
Of the requests for assessments, how many assessments were still being carried out at 31 March 2014	0

The number of families in receipt of post adoption support packages (not 'one off' advice) for support that was provided on any date between 1 April 2014 – 31 March 2015 was:

### Post Adoption Support Packages

Table 21: Number of families receiving Adoption Support packages

Number of families in receipt of post-adoption support packages (not one off advice) funded by LBBD	14
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Number of families in receipt of post-adoption support packages (not one off advice) funded by another local authority or voluntary adoption agency	0
Number of families in receipt of post-adoption support packages (not one off advice) funded by another route (e.g. the Adoption Support Fund)	0
Total number of families in receipt of post-adoption support packages (not one off advice)	14

### **Adult Adoptee support**

Table 22: Number of families receiving Adoptee Support

Number of families in receipt of adult adoptees support packages (not one off advice) funded by LBBB	14
Number of families in receipt of adult adoptees support packages (not one off advice) funded by another local authority or voluntary adoption agency	0
Number of families in receipt of adult adoptees support packages (not one off advice) funded by another route (e.g. the Adoption Support Fund)	0
Total number of families in receipt of adult adoptees support packages (not one off advice)	14

### **Adoption Reform Grant (ARG)**

The Department for Education (DfE) has confirmed that the ARG will not continue in 2015-16. The ARG was initially intended as a one-off £150 million grant in 2013-2014 to boost adopter recruitment and support adoption reform on the ground. It was extended in 2014-2015, providing a further £50 million to continue to support nationwide local authority efforts to reform and improve adoption services.

The ARG has proved beneficial to the service as monies from this grant was funding 1 x Deputy Team Manager post, 2 x family finding social workers and a Marketing Officer, whose contracts were not able to be renewed for 2015 -16 . It has also enabled us to place children in interagency placements, which has helped in achieving the significant numbers of placements and Adoption Orders. Interagency placements occur when LBBB places children with another local authority or voluntary adoption agency.



## Special Guardianship Orders (SGO) (Figures for 2013-14 in brackets)

LBBB currently have for 176 children within 118 Special Guardianship (SG) families, and were the placing authority in 115 cases.

Table 23: Special Guardian Orders Granted

Total number of Special Guardianship Orders Granted: April 2013 - March 2014	36 (32)
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Table 24: Gender Breakdown

Gender Breakdown	
Boys	15 (16)
Girls	21 (16)

Table 25: Age Breakdown

Ages	No. of individuals
0 - 3	10 (4)
4 - 7	12 (13)
8-12	8 (13)
13+	4 (2)

### April 2014 - March 2015

From April 2014 - March 2015 there were 36 SGOs granted. The majority were granted to Special Guardians living in Barking and Dagenham. We currently have 28 cases where the current care plan is Special Guardianship or Special Guardianship Order applications are pending.

There have been 4 SGO disruptions for the following reasons:

- SG child presented with sexualised behaviour towards birth child of Special Guardian
- SG alleged SG child, (male age 15) stole from her and she relinquished him back into the care of the local authority and he returned to the care of his mother.
- SGO was made but child never moved to the SG placement as concerns came to light about the SG's lifestyle and partner
- SG used unreasonable physical chastisement against SG child so he was removed from her care and placed in Foster care.

### **Special Guardianship Support provided from April 2014 to March 2015**

The Special Guardianship Social Worker has provided advice and support by phone to approx 73 Special Guardians on one or more occasions. She has also provided one to one consultation with social workers and gave 6 presentations on special guardianship to social care teams.

The worker has undertaken 56 Special Guardianship Support packages providing advice and support throughout the application process.

### **Direct work**

The worker has undertaken direct work with 28 Special Guardianship families:

- 12 relating to contact
- 4 relating to contact and child's challenging behaviour
- 4 relating to risk of placement breakdown
- 3 relating to child's challenging behaviour
- 5 relating to other matters
- In addition, she has reviewed three support packages and held several cases where there has been either a Supervision Order attached or if more specialist work was required

In January 2015 questionnaires were sent out to all Special Guardians asking them if they had received support within the last year and what their views were about the support they received. There were 30 responses.

### **Findings:**

- 18 said they had received post order support in the last year, 12 had not
- 14 received advice and support relating to contact
- 12 relating to finances
- 9 relating to the child/children's behaviour or wellbeing
- 9 said they had attended training
- 3 had received support for other matters

12 Special Guardians received support from the Special Guardianship Consultant, 2 from Adoption Team Duty Social Worker, 3 from the child's Social Worker and 2 said they received support from either one or more of the following CAMHS, school nurse, school or a family support worker. All were satisfied with the support they received from those mentioned above.

### **Training provided**

LBBB now run a two-day Special Guardianship training three times a year. It covers:

- Contact
- Relationships
- Attachment
- Understanding and managing needs and behaviours of children that have experienced abuse or neglect

LBBB provide Life Story Training for Special Guardians twice a year. Its aim is to show Special Guardians how to:

- Tell their children their story, age appropriately and in a sensitive way and through play/reading books
- Complete pictorial charts and life story books

We also hold a Parents Gathering: '*How to get the most out of contact*' three times a year. This provides parents with an opportunity to talk about their feelings prior, during and after contact. They are empowered to recognize that their children have similar feelings which are likely to impact on their behaviour and emotional wellbeing. The aim is to get parents to put aside what they want or what they believe to be their rights and focus on the needs of their child.

### **Support groups**

Special Guardian Support Groups are held 6 times a year and Parent Support Groups 3 times a year.

### **Events for SGs and their families**

- Summer picnic
- Children's Christmas activity i.e. pantomime
- Special Guardians -Christmas lunch

### **Priorities for 2015-16**

**In reviewing our work over the last year and analysing progress against our OFSTED Action Plan, the following areas have been recommended as priorities for the next year:**

The top priorities related to Adoption and Permanence in 2015-16 are to:

1. Reduce timescales for placing children and approving adopters
2. Increase approvals of adopters to meet the needs of LBBB children
3. Review and redesign the Adoption Team to meet the changing needs with adoption and special guardianship
4. Work with partners in the region to improve performance and meet gaps in services, e.g. continuation of monthly family finding meetings, sharing of information regarding adoption resources, access to Consortium's preparation groups so there is no delay for prospective adopters
5. Continue to develop and embed the adoption reforms in response to the Government's Action Plan for Adoption and those announced in the new Education and Adoption Bill

6. Further develop LBBD's permanence procedures to support staff in ensuring that all permanence options are explored and progressed in a timely manner
7. Ensure that parallel permanency plans continue to be considered from the start of a child's social care experience, so that if permanent placement is necessary and appropriate, this is well planned and all options have been fully explored ahead of any court process
8. Continue to increase the use of SGOs as an alternative appropriate option for permanency where adoption is not achievable or appropriate
9. Increase induction training and training for permanent staff to ensure that good permanency and parallel planning is embedded throughout the social work team

These priorities will be developed into an action plan which will supplement the OFSTED Action Plan (Appendix 1, Section 7). The progress against these priorities will be reported in next year's Annual Adoption Report.

## CABINET

15 September 2015

<b>Title:</b> Corporate Delivery Plan 2015/16 - Quarter 1 Update	
<b>Report of the Leader of the Council</b>	
<b>Open Report</b>	
<b>Wards Affected:</b> All	<b>Key Decision:</b> No
<b>Report Author:</b> Sal Asghar Interim Strategy and Performance Manager	<b>Contact Details:</b> Tel: 020 8227 3734 E-mail: <a href="mailto:salauoddin.asghar@lbbd.gov.uk">salauoddin.asghar@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Jonathan Bunt, Chief Finance officer	
<b>Accountable Director:</b> Chris Naylor, Chief Executive	
<p><b>Summary:</b></p> <p>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. Good progress has been made overall in Quarter 1 2015/16.</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 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. Key Performance Indicators (KPIs) have also been developed to monitor performance towards the priorities and of frontline services.</p> <p>Progress for the priority projects and KPIs are reported quarterly to CMT and Cabinet and every six months to the Public Accounts and Audit Select Committee (PAASC).</p>	
<p><b>Recommendation(s)</b></p> <p>Cabinet is asked to note the performance for the priority projects and KPIs, agreeing any actions to address any lack of progress and deteriorating performance.</p>	
<p><b>Reason(s)</b></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 role in place shaping and enabling community leadership within the context of a significantly reducing budget.</p> <p>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.</p>	

## **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 within 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.
- 1.4 The Strategy team recently co-ordinated the business planning process. All business plans have been completed and detail key service priorities linked to the corporate priorities, deliverables, actions services will take (with timescales) and resources to take forward the priorities in the delivery plan.
- 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 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 and the performance framework for Quarter 1 2015/2016. It 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 Key Performance Indicators (Appendix 2)
  - Key Performance Indicators – Commentary on Red RAG (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 July 2015 is provided in Appendix 1. Overall good progress has been made.
- 2.4 We also know that despite aiming to set a balanced budget for 2015/16 and 2016/17, 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.

### 3 Performance Summary - Key performance Indicators

- 3.1 The key performance indicators 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.
- 3.2 A detailed breakdown of performance for Quarter 1 is provided in Appendix 2.
- 3.3 A number of indicators which have seen a significant improvement or may be an area of concern have been included in the body of this report. Commentary on all indicators which are RAG rated Red is provided in Appendix 3.
- 3.4 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 and against the same quarter last year
	Performance has remained static when compared to the previous quarter and against the same quarter last year
	Performance has deteriorated when compared to the previous quarter and against the same quarter last year
<b>G</b>	Performance is expected to achieve or has exceeded the target
<b>A</b>	Performance is within 10% of the target
<b>R</b>	Performance is 10% or more off the target

- 3.5 Of all the corporate priority indicators which are reported on a quarterly basis, the following table provides a summary of performance. The table provides the direction of travel compared to the last quarter and to the same quarter the previous year (2014/15). This should be considered in the context of significant budget reductions and our continuation to improve services.

Direction of travel against last quarter				Direction of travel against the same quarter in 2014/15			
↑	↔	↓	N/A	↑	↔	↓	N/A
28 (48.3%)	1 (1.8%)	22 (37.9%)	7 (12%)	25 (43.1%)	3 (5.2%)	23 (39.7%)	7 (12%)

G	A	R	N/A
18 (31%)	12 (20.7%)	18 (31%)	10 (17.3%)

\* Please note that RAG rating performance indicators is not possible or appropriate where no target has been supplied by the service area or where the KPI is for monitoring only. The above table shows 10 indicators under the N/A category. These include 5 indicators that are for monitoring only and 5 indicators for which data was not available.

3.6 It is proposed that a number of indicators should be reported annually, due to the frequency and availability of data. These include:

41. Total number of new affordable homes developed in the Financial Year

42. Total number of Shared Ownership homes developed in the Financial Year

These indicators will be next reported in the end of year report.

3.7 It should be noted that following previous feedback from Members indicator 1- *Repeat incidents of domestic violence (MARAC)* is currently being reviewed and following agreement a revised indicator will be included as part of the Quarter 2 update.

#### 4 Corporate Priority Performance – Focus on Performance

4.1 For Quarter 1 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. 7 - The number of Active Age (over 60's) memberships**

Membership performance during the first quarter was very strong as there were 1,783 members across the over 60 Ageing Well programme. The participation levels continue to grow despite the introduction of a charge for memberships. The membership charge is likely to result in more accurate membership figures as it is likely that the figures now include only those members who actively use it. Previously members could have registered and not used the membership but still be on the list.

The leisure centres were visited 7,507 times during June (626 more times than June last year). At Abbey, gym (787) and classes (528) proved to be the most



popular activities, while at Becontree gym (1,983) and classes (1,786) were most popular.

There were 2,394 visits outside of the leisure centres in the Ageing Well programme. The top three Ageing Well centres were Wantz (484 visits), Park (476 visits) and Chadwell Heath (419 visits).

### **No. 38 - Average number of households in Bed & Breakfast accommodation over the year**

Prior to 2012 the Council's use of bed and breakfast accommodation to accommodate homeless households was limited, with most households being accommodated directly into self contained or hostel accommodation. Despite the burgeoning growth in the private rental market in Barking and Dagenham – which more than quadrupled in a decade - demand continued to outstrip supply, and at its peak in August 2012, 216 households were accommodated in emergency bed and breakfast placements.

At the end of July 2015 the number of placements in bed and breakfast accommodation has reduced to 53. This large reduction (by 75%) has been achieved through a number of different schemes:

- *Use of decant stock for temporary accommodation* – As properties in the Estate Renewal programme become empty, the Council is utilising them as short term temporary accommodation. This has had numerous benefits to the Council aside from reducing the use of bed and breakfast accommodation, including lowering the cost to the Estate Renewal Programme through reduced home loss payments and reduced void stock levels. As of June 2015 there were nearly 300 properties being used for this purpose.
- *Redevelopment of council owned buildings into hostel accommodation* – Since 2012 the Accommodation Team has redeveloped two former care homes into Hostel Accommodation. Brockelbank Lodge and Riverside House now provide an extra 77 units of accommodation, and is in addition to the Council's existing hostel in Boundary Road. A further hostel is currently under development which is scheduled for completion in early 2016.
- *Reduced placements* – The Housing Options Team have introduced more robust investigations at first point of contact, including making decisions on the day to reduce overall placements. Where placements are made decisions are being made within the allocated deadline reducing the amount of time spent in Bed and Breakfast accommodation.
- *Increased number of permanent direct offers* – The number of offers of permanent council accommodation has been increased. This has resulted in an increased turnover in TA properties.
- *B&B Inspector* – The Housing Advice Service has an officer who carries out regular audits of the bed and breakfast hotels to ensure that applicants are continuing to reside within the accommodation. This has resulted in

numerous rooms that are not being used and would otherwise have been paid for being closed.

- *Increase in private sector stock* – The number of self contained properties being offered to the council has been maintained and for some managing agents has in fact increased. We revised our current contract and incentive package offered for properties, which attracted several new managing agents to the scheme offering a new supply of stock.
- *The Council reintroduced an interim Strategic Housing Options Manager role* – to develop and implement a strategic approach to housing options.

### **No. 53 - The percentage of staff who are satisfied working for the Council**

The most recent temperature check survey conducted in June 2015 saw an increase in some key staff engagement and morale indicators. Satisfaction with working for the Council mirrors that trend. This question is at the highest level (73.20%) since it was introduced as part of the all staff survey in spring 2014.

Many other staff satisfaction ratings have increased including the key employee engagement index which is now 68.9% up from 63.3% in January 2015.

The new Chief Executive and the Senior Management team have proactively increased engagement across the council. Communications and engagement activity include, weekly CMT briefings, weekly thank you messages from the Leader and CE, Top 200 manager meetings, and workshops around the Ambition 2020 where staff are given opportunity to provide input. The Chief Executive also holds regular 15min slots which are open to any member of staff to book.

In the context in which we are operating, this is a very good result. The Leader and Chief Executive recognise the importance of promoting a positive but realistic vision for the future and taking staff with them on this journey.

Staff focus groups are currently being held to discuss the results and look more closely at the reasons for the changes.

## **4.3 Areas for Improvement**

### **No. 12 - Number of successful smoking quitters aged 16 and over through cessation service**

In quarter 1, the target for the number of people who successfully quit was 750 and the actual number of people who quit was 100. This includes 3 pregnant quitters and 28 in the routine and manual group. Performance has declined in this indicator since Q4 2014/15 (166 quits) and the gap between the target and the number of people quitting has widened; however, the 2015/16 target (3,000) is significantly higher than the 2014/15 target. Even so, improvement is required.

The Health and Wellbeing board has agreed an ambitious target that 10% of our smoking population will be supported to quit, 3000 people a year. It is recognised that this is an ambitious target however this was set due to lung diseases caused by smoking being one the main causes of ill health in the borough.

Public Health England recommend 5% of our smoking population, 1500 a year. However, the national trend is that less people are quitting smoking with many people moving onto e-cigarettes.

The team have put in place an ambitious plan to support commissioned services to increase the uptake of stop smoking services.

To increase the number of quitters, the following actions are being implemented to target smokers in the local community, and through primary and secondary care. These actions include:

- Smoking prevention campaigns
- Increasing service capacity (in the community, GPs, pharmacies)
- Identification of GP surgeries with highest smoking prevalence among registrants for targeted approaches
- Training smoking cessation advisors to deliver community and primary care based sessions
- Promotion of local smoking cessation services
- Improving and integrating care pathways to specialist stop smoking provision
- Implementation of babyClear programme to increase the number of referrals of pregnant women

Based on the current activity, 441 people are predicted to quit successfully at 4-week follow-up by the end March 2016. An improvement plan has been implemented to improve uptake in both Level 2 and 3 services, with proactive measures to identify and support general practices with the highest number of registered smokers and unplanned hospital admissions for COPD, as well as targeted approaches for high-risk groups including pregnant women, routine and manual workers and those with mental health problems.

Increased numbers of pregnant women are expected to quit through babyClear. Coordination with national campaigns is expected to increase the numbers of those setting a quit date through increased exposure. We also plan to review our stop smoking services to make sure that we are providing the best services for residents.

### **No. 43 - The percentage of Council Housing rent collected**

Current performance has not met target, or target in the previous year. The targets for 2015/16 have been proposed by Housing and are currently in discussion with Elevate to finalise.

Quarter 1 has been disappointing with a reported in year collection rate of 98.34%. The under performance of 0.9% equates to a shortfall of £900k in cash terms. The arrears figure brought forward rose by £300k in 2014/15. This was the first time that arrears have increased under the Elevate contract.

- A full analysis is being undertaken as to the reasons for the shortfall in collection with specific areas being identified as potential issues for investigation. This will also mean that the financial impact on each area can be calculated.

- A backlog in Housing Benefits assessments at year end caused in part by the introduction of a government Real Time Information (RTI) initiative which created nearly 1,500 additional benefit changes in the 2<sup>nd</sup> half of the year. RTI is ongoing and is affecting workloads
- The increasing effects of Welfare Reform such as the 'bedroom tax' are limiting tenants ability to pay. There is additional pressure in this financial year as those residents receiving full council tax support are now required to make a 25% contribution towards their Council Tax bills where last year the contribution was 15%. This additional burden on households affects all revenue collection including rent collection. Collection of Council Tax for those households that are receiving support has fallen for Q1 has fallen from 31.4% in 2014/15 to 26.1% in 2015/16 however council tax collection for "arrears" relating to debt outstanding for previous years has increased as households attempt to bring their accounts up to date. There are 1500 households across the Borough who are now not receiving Council Tax Support in 2015/16 compared with 2014/15.
- Discretionary Housing Payment funding has fallen from £1.1m in 2014/15 to £750k in 2015/16. This will have an overall effect on collection as there will be less funding available to support tenants through the increased pressure because of Welfare Reform.
- Housing Management are streamlining tenancy management processes and procedures to aid income management.
- The revenues and benefits service has undergone a restructure in quarter 1 as part of the councils saving proposals. This has been unsettling for all staff.

Actions take to improve performance include:

1. The Benefits backlog is currently at 3800 items. At the beginning of April there was approximately 12000 items with 2000 items being received each week. Additional resource has been allocated to clear the remaining work and more resource will be requested due to the impacts of RTI, the process of which is continuing in 2015/16.
2. Housing have initiated a Nudge project, which aims to use behavioural economics to identify ways of 'nudging' people to prioritise their rent payments. A number of intervention methods have been identified for implementation this year.
3. Additional support be given to the contact centre re specialist revenue and benefit queries/ contact.
4. Closer working initiatives with Housing are underway with more emphasis being put on dealing with issues at earlier stages
5. Closer working with Housing to highlight invest to collect initiatives.

As a result of the actions it is expected that performance will be back on track during quarter 3. There is no risk to the annual year end targets being met.

#### **No. 45 and 46 - The time taken to process Housing Benefit/ Council Tax benefit new claims and change of events**

Decline in performance is due to:

- Restructure and withdrawal of Benefits Direct in Q4 of 2014/15 and Q1 of 2015/16 has meant that 13 FTES were removed from the establishment.

However the new structure will still support the achievement of the annual target. It has taken Q1 for the new structure and new ways of working to embed.

- There was pressure during Q4 2014/15 to ensure that that local authority error threshold was not exceeded. To ensure that the authority did not attract a significant financial penalty (£1m) workloads were managed to ensure that this did not happen. This has impacted on the timeliness of work being completed in Q1.
- Increased work from HMRC through the Real Time Initiative has meant overall workloads in the service increasing.
- Pressure from the Welfare Reform agenda continues as there are more enquiries with regard to Benefit(s) and there is more involvement of resource in managing the effects, as well as calculating entitlement. This includes the administration of Discretionary Housing payments.
- A decision was made in April to clear all work outstanding rather than manage the “average” number of days. This has impacted on the “statistic”. All urgent and priority cases are still dealt with appropriately.
- Work with the DWP of the delivery of Universal Credit has also increased pressure in the service.

The following actions are being taken to improve performance:

- Outstanding work was at 12000 items (not cases) in April 2015. At the end of Qtr 1 there were 3200 items; there is on average 2000 items received each week
- Short term resource has been used to clear this work to ensure improvement in Qtr 2 and that annual target is reached.

As a result of the actions it is expected that performance will be back on track during quarter 3. There is no risk to the annual year end targets being met.

### **No. 52 - The average number of days lost due to sickness absence**

The Quarter 1 sickness levels have risen to 9.52 days from 7.51 in quarter 4. This quarter’s sickness shows a disappointing increase in absence levels back to the levels before the Firm but Fair approach was brought in.

There are a number of reasons for this increase, and the variance since the last full-year results:

- Since the introduction of One Oracle in August 2014, managers are now responsible for monitoring absence, and can extract data from the managers’ dashboard. This has been successfully undertaken in some areas, but it would appear that this may not be wide spread. Actions are in place to support known hotspot areas to make sure that all levels of management are reminded of their responsibilities and are held to account.
- With the introduction of One Oracle and best practice processes, the Council has changed the way that absence is recorded, with managers now being fully responsible. This includes recording fit to work certification and return to work recording. It is believed therefore that there may have been some degree of under-reporting in the past, although we are unable to establish this through looking at the detail.
- The report for BVPI 12 has been identified in June 2015 as having some errors, which is why the full year data appears to be unrelated to quarter 1 for

2015. We anticipate that this fix has now been applied, and that the resulting data is reliable.

- The sickness absence project is continuing to work closely with managers to support them in managing attendance. A review of the data shows there is no significant increase in long-term absence as opposed to short-term absence or vice-versa. Reasons for absence are similar to previous quarters, and there is a high number c25% of absence unclassified. Work will continue with line managers to remind them of the recording the reasons for all absences.

The number of absence cases at the formal stage remains high, but at the same level as the previous year. There have been 11 dismissals for absence between July and June 2015. Two cases were reinstated by the Personnel Board.

The average performance in London is 7.54 days (across 27 authorities which collect data through LAPS (London Authority Performance System).) A number of the Councils included have small numbers of 'blue collar' workers and sickness levels tend to be lower in these authorities, which will therefore influence the overall average.

It is expected that there will be some improvement in the next quarter.

## **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**

Implications completed 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**

Implications completed by: Chris Pickering, Principal Solicitor

- 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:** Key Performance Indicators Update
- **Appendix 3:** Key Performance Indicators – Commentary on Red RAG indicators

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Priority projects update

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

Priority 1 - Encouraging civic pride

Priority project and brief description	Progress at July 2015	Service area and Portfolio Holder
<p><b>Festival 2015</b> A community led programme of events to celebrate the borough's 50<sup>th</sup> anniversary leaving a lasting legacy for community access to our parks.</p>	<p>The 50<sup>th</sup> anniversary programme is now well underway and the response from residents has been fantastic.</p> <p>There has been an excellent turnout for the key events so far presented: Roundhouse Music Festival in Central Park; Barking Folk Festival in Barking town centre; Night of Festivals on Abbey Green; and DagFest in Old Dagenham Village. But the highlight of the year so far was the visit by Her Majesty The Queen and HRH Prince Phillip to the Borough on 16 July.</p> <p>And there is still lots more to come: the One Borough Community Day in Parsloes Park; Cultural Mela in Barking Park, Steam and Cider Fair and the Youth Parade in Old Dagenham Park, as well as the Festival of Sport and the African and Caribbean cultural festival in Mayesbrook Park.</p> <p>Most of these events are being delivered in partnership with local organisations like DABD, Barking and Dagenham CVS, Gurdwara Singh Sabha Barking and Al Madina Mosque. Over £300,000 has been raised so far in grants and business sponsorship to support the delivery of 50<sup>th</sup> anniversary programme.</p>	<p>Culture and Sport  Leader of the Council</p>
<p><b>Strengthening school partnerships</b> Provide leadership to our family of schools in order to improve the educational offer within the borough.</p>	<p>The strength of the partnership between the Council and family of schools is confirmed and endorsed in the Ofsted inspection letter (February 2015). 53 Headteachers/Heads of School attended the annual conference at the end of June "Achieving good and outstanding schools through partnership and collaboration". Outcomes included a set of agreed priority actions. The headteacher/LA High Needs Working Party is overseeing action to manage and mitigate pressures within the High Needs block of the DSG. ISOS has submitted its review and the five priorities of the action plan are being taken forward in 2015/16. Provisional primary results indicate a further rise in attainment at Local Authority level.</p>	<p>Education  Cabinet Member for Education and Schools</p>
<p><b>Barking Town Centre as the cultural</b></p>	<p>The management of the Broadway theatre has now transferred to the Barking and</p>	<p>Culture and Sport</p>

**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.

Dagenham College. Alongside the venue's important role as the only dedicated performing arts venue in the Borough, the College will be developing the Broadway as a centre for the development of new creative businesses in the Borough. A number of high quality and popular cultural events are being delivered in Barking Town Centre as part of the 50<sup>th</sup> anniversary programme.

Leader of the Council

Discussions are underway with the Greater London Authority (GLA) about how they can support the Council's aspirations to develop the creative economy in the Borough. An announcement on this is expected later in the year.

Work by the Regeneration division to establish a cinema for the town centre is progressing satisfactorily. The team has also secured a significant grant from the Heritage Lottery Fund, which will support extensive improvements to the public realm in the town centre.

The Regeneration division has also recently appointed Bow Arts to manage the new creative industry workspace in the Ice House Quarter in Barking.

**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.

Below is a summary of key enforcement actions targeting crimes investigated by Council officers for the period April until June 2015. Actions here include enforcement where we receive a contribution to costs from offenders or other income.

Environment

Fixed Penalty Notices - we have issued 419 fixed penalty notices for various environmental crimes which is a 50 % increase in enforcement activity compared to this period in 2014/15.

Dropped Kerb Project – we have completed a first review of all the borough's roads and are now starting a second sweep to identify non compliance. This quarter 837 visits to potentially offending premises resulting in 88 warning letters sent and 9 notices prohibiting unauthorised footway crossing.

Trade Waste - During this quarter 296 notices have been served to ensure formal waste control and disposal is adopted. Enforcement action here ensures trade waste disposal is properly charged to the producers.

Housing Licensing – in the first quarter 975 properties were inspected and approximately 9% were found to require action to bring them to compliance. In this quarter 1,650 full licences were granted and 678 new applications were received.

Cabinet Member for Crime and Enforcement

## Priority 2 - Enabling social responsibility

Priority project and brief description	Progress at July 2015	Service area and Portfolio Holder
<p><b>Sufficient school places in schools that are good or outstanding</b> 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>	<p>We are still below national at 75% good or outstanding, against national of 80%. However, the gap is closing. The Ofsted inspection confirms this judgment and asks that we raise the target of 20% of schools outstanding. We remain on target re: the provision of school places as set out in the March 2015 report to Cabinet with a further report for November 2015 Cabinet planned. IRO £45 million a year is needed to maintain our programme. We are on course to date but continued campaigning is required. The biggest financial risk to the DSG is in the revenue costs of specialist provision places to meet the needs of the growing numbers with complex Special Educational Needs and Disabilities (SEND). The most recent benchmarking shows London borough of Barking and Dagenham has created the highest number of places in the country (48% growth in pupil numbers since 2009/10). These places have been created well within financial limits, at extremely competitive costs and in a timely manner.</p>	<p>Education  Cabinet Member for Education and Schools</p>
<p><b>Tackling obesity</b> To undertake a programme of activities commencing from January 2015 in order to encourage healthier lifestyles and tackle obesity.</p>	<p>The Culture and Sport division is commissioned by the Public Health team to deliver a number of healthy weight management programmes:</p> <ul style="list-style-type: none"> <li>• Change for Life- this programme provides support to children and their families over a 12 week period to help them achieve and maintain a healthy weight. Children are referred on to the programme by GP's and other health professionals. In 2014/15, 184 children and young people completed the programme. In addition to this the team provide information, training and practical awareness in living an active and healthy lifestyle. 2014/15 saw 151 people undertake training provided by the team and 1,400 young people took part in practical awareness sessions which include community games.</li> <li>• 25 trained Health Champions work with the team to raise awareness, spreading positive health messages and signpost residents to appropriate services.</li> <li>• The team continue to deliver the Exercise on Referral programme where patients are referred from GP's and other health professionals to take part in an gym based exercise programmes over 12 weeks as opposed to being prescribed medicine. In 2014/15 a total of 2,968 referrals were made in to this service with over 33% of the patients being referred due to their BMI being over 28 classing them as overweight.</li> <li>• Starting in April 2015, the Physical Activity and Healthy lifestyle team have been commissioned to deliver an Adult Weight Management programme. This is a 12</li> </ul>	<p>Public Health  Cabinet Member for Adult Social Care and Health</p>

week programme which takes patients through different targeted topics each week and focuses on behaviour change techniques.

- The Culture and Sport team also continue to deliver a Sport England funded project called Active Sport 4 Life. This is similar to the Exercise on Referral programme and provides patients with a 12 week sports based programme for those aged 14+ with a BMI over 28. Once the 12 weeks are completed the participants are encouraged to maintain activity at their chosen club / sport. In 2014/15, 253 people were referred to this programme.
- Children’s Services are commissioned by public health to deliver the Healthy Schools London programme. To date 43 schools are registered (2<sup>nd</sup> highest in London), 24 bronze, 17 silvers and 1 gold awards achieved.
- New programmes for both the over 60’s and disabled residents have been developed and the take up of these programmes continues to grow.

In addition to the commissioned activities Culture and Sport provide a universal offer in the form of the leisure centres.

- In March 2015 the new Abbey Leisure Centre opened and in the period April to June visits to the new centre totalled 100,744 compared to 66,393 at the old Abbey Sports centre for the same period last year, an increase of 52%.
- The exceptional level of visits to Becontree Heath Leisure Centre continued to grow with over 1m visits during 2014/15 with a combined total of 1.282m visits at the two leisure centres.
- Based on the Amateur Swimming Association throughput data Becontree Heath Leisure Centre was the busiest swimming pool during 2014/15 and has the largest stand alone swimming lesson programme in the country

**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.

A new format for BandD Together is being agreed in the next month. The CVS has yet to recruit to the BandD Together post, however work is being progressed on an action plan and developing the concept of BandD Together. One of the first initiatives launched was the online diagnostic `knowledge platform pilot on 4 June by Community Resources. This initiative is designed to help professionals and support vulnerable residents to access the relevant services in a timely way.

An extensive volunteering programme is delivered across Adult and Community Services, which has seen volunteers provide 25,849 hours of support to services in 2014/15. This is equivalent to £232,000 if the London Living Wage had been paid. 282

Culture and Sport  
Leader of the Council

new volunteers were recruited last year.

In the period April to June volunteer hours totalled 4,226 hours and there are currently a total of 222 active volunteers supporting the delivery of a range of services including: libraries; museums; events; sport and physical activity; community health champions; and community volunteer drivers.

**Community hubs network**

Help create a Borough infrastructure to optimise joint work for community empowerment.

- A total of 37 Champions have now been trained, with 59 due to be trained by the end of September 2015. Community and Voluntary Sector groups have been approached and successful applicants will be trained in September to provide a Community Checkpoint and Champions.
- Presence and publicity for Community Checkpoints at the boroughs 50th anniversary events.
- There are currently 11 Community Checkpoints, with 13 due to be established by October 2015.
- Awards evening for Community Champions due to take place in October 2015.

Led by DCS – Corporate

**Tackle other boroughs housing their residents in the borough**

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.

The London Inter Borough Accommodation Agreement (IBAA) oversees the use of temporary accommodation, discharge of duty into the private sector and 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.

Housing

Cabinet Member for Housing

Our approach is to attempt 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). Discussion has been held at the East London Housing Partnership Chief Officer Group meetings in 2015. We are also approaching other London boroughs to include social care data (adults and children) into the reporting mechanism and to attempt to obtain details on the individual placements made.

Currently the overall London position with the IBAA has however run into some difficulty. A number of London boroughs are undertaking and/or proposing to undertake actions which could be construed as running counter to and therefore a breach of the IBAA. The LBBB has no powers to prevent placements by other authorities in B&D. We therefore rely upon London boroughs conforming with the word and spirit of the IBAA agreement. We are currently liaising at officer and Member level with other London boroughs to minimise the impact upon both the LBBB and East London and to maintain the IBAA as agreed.

### Priority 3 - Growing the borough

Priority project and brief description	Progress at July 2015	Service area and Portfolio Holder
<p><b>Barking Riverside</b> One of the largest residential developments in the UK, 11,000 homes with superb River Thames frontage.</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. Officers are looking at providing a new leisure centre adjacent to the station. A revised planning application is expected early December 2015</p> <p>Discussions about the future structure of Barking Riverside Ltd should be resolved in 2015</p>	<p>Regeneration Cabinet Member for Regeneration</p>
<p><b>Gospel Oak line extended to Barking Riverside</b> 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>The proposals include an extension of the London Overground Gospel Oak to Barking line to a new station at the heart of the Barking Riverside development. The Council will be lobbying for a second station, near to Thames view.</p> <p>As part of the 2014 Autumn Statement, the Chancellor of the Exchequer announced that the Government will provide a loan of £55 million to support the extension to Barking Riverside, The provision of this loan means that funding is available to cover the full cost of the scheme.</p> <p>The second consultation took place from 11<sup>th</sup> May until 21<sup>st</sup> May</p> <p>A Transport and Works Act application will be made by Transport for London (TfL) in December 2015</p>	<p>Regeneration Cabinet Member for Regeneration</p>
<p><b>Barking Town Centre</b> 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 Care City.</p>	<ul style="list-style-type: none"> <li>• Barking Magistrates Court redevelopment under construction</li> <li>• Abbey Sports Centre – draft heads of terms agreed with preferred bidder regarding redevelopment of the sports centre which will include a cinema, space for Care City and 147 flats.</li> <li>• Phase 2 of the Ice House quarter development (144 units) under construction due for completion in October 2015. It will be part of the Barking and Dagenham Reside (Abbey Roding) SPV and will be largely 80% rent units aimed at generating an income for the General Fund.</li> <li>• Gascoigne Regeneration - contractor agreed legal documents to be finalised by the end of May 2015. Formal start in Autumn 2015</li> <li>• Sainsbury proposal at Abbey Retail Park- Start on site due to take place in late Autumn 2015.</li> <li>• £291,000 High St Fund bid agreed by GLA primarily associated with improving East</li> </ul>	<p>Regeneration Cabinet Member for Regeneration</p>

Priority project and brief description	Progress at July 2015	Service area and Portfolio Holder
	<p>St Market</p> <ul style="list-style-type: none"> <li>• First stage of Heritage Lottery bid c£1.3m for heritage along East St agreed £200,000</li> <li>• Housing Zone bid to GLA for Barking Town Centre for c£42m agreed</li> <li>• NHB topslice programme bid agreed for c£700k for places of work in Barking Town Centre and improving East St linked to the market)</li> <li>• TfL funding bid agreed for £321k for public realm improvements in Barking Town Centre under construction.</li> </ul>	
<p><b>londoneast-uk</b> 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"> <li>• Marstons Pub/Restaurant – The Pipe Major opening soon.</li> <li>• Sainsburys have acquired the front site, but are not proceeding with their original proposals and are reviewing their position as to what will go forward.</li> <li>• Londoneast-UK first significant tenant signed up with the announcement that Arcus Solutions is to open a technical training academy</li> <li>• Londoneast-uk launch occurred at London &amp; Partners Central London offices on 27 May.</li> <li>• Pre Planning application made by East London University Technical College (ELUTECH currently located at CEME).</li> <li>• Baytree (part of Axa) have purchased the remaining Sanofi land.</li> </ul>	<p>Regeneration  Cabinet Member for Regeneration</p>
<p><b>Beam Park</b> 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 held at launch on the 9 June with the Leader speaking. The London Development Panel (a framework panel of around 20 developers) will be asked to submit expressions of interest before being shortlisted to submit detailed proposals. Awaiting outcome of Ford's deliberations regarding agreed bidder for Stamping Plant site. The Council and the GLA's favored approach is for housing led mixed use scheme which includes an East London Industrial Museum – only one of the two bidders proposes this.</p>	<p>Regeneration  Cabinet Member for Regeneration</p>
<p><b>Energy company</b> 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>Further to Cabinet agreement to the in principle establishment of an energy company (ESCO) along with its mission and objectives, an external subject matter expert has been appointed to provide the technical input to both scheme design and the actual creation of a local municipal energy company.</p> <p>Initial discussions on potential funding of the programme have been held with the European Investment Bank, Green Investment Bank, London Energy Efficiency Fund and Salix. An EU funding bid has also been submitted alongside £40k already granted by the Department for Energy &amp; Climate Change.</p>	<p>All - led by Finance  Cabinet Member for Finance</p>

Priority project and brief description	Progress at July 2015	Service area and Portfolio Holder
	Reports will be brought to Cabinet in the autumn on energy efficient street lighting, a renewable energy investment programme and the formal establishment of the ESCO. A programme board has been established and will report through to Members at the monthly Property Advisory Group.	
<b>London's Sustainable Industries Park (LSIP)</b> London's Sustainable Industries Park (LSIP) vision to be delivered at Dagenham Dock so that we can become London's greenest borough.	Chinook Waste to Energy Plant under construction. Thames Gateway Park Phase 3 is complete with Fresh Direct taking the largest unit and holding recruitment fairs with the Council in BLC.. Closed Loop have gone into administration. Barking Power Station have formally decided to shut the plant and the site is being cleared. Gerald Eve, West End property consultants are due to undertake the disposable process.	Regeneration  Cabinet Member for Regeneration
<b>More apprenticeships for young people</b> 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.	<ul style="list-style-type: none"> <li>• 18 apprentices recruited in Q1.</li> <li>• Recruitment underway to 9 opportunities in housing repairs and maintenance service.</li> <li>• Close working underway with 14-19 Group and schools to promote the apprenticeship offer to young people.</li> <li>• Ongoing work to promote offer to Care Leavers.</li> <li>• Promotion of apprentice opportunities taking place with Jobcentre Plus, Work Programme and other local partners.</li> </ul>	Regeneration  Cabinet Member for Regeneration
<b>Shared housing ownership</b> Phase 2 of Leys Estate renewal and phase 1 of Gascoigne to include 200 Council developed shared ownership units.	The Housing Service has plans to provide 1,000 shared ownership units over the four years 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.  In addition to the above work is under way to develop plans and mechanisms for delivering the remaining 500 units from existing Council stock. 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 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 (including a modular housing scheme and including a scheme for ex-members of the armed forces). Specific actions to date include: <ul style="list-style-type: none"> <li>▪ Established the SO Project Board, chaired by the Director of Housing, to coordinate the delivery of SO homes in B&amp;D.</li> <li>▪ Researched and identified a number of policy issues that require member</li> </ul>	Housing / Regeneration  Cabinet Member for Housing



Priority project and brief description	Progress at July 2015	Service area and Portfolio Holder
	<p>direction in relation to shared ownership products and in particular RTB.</p> <ul style="list-style-type: none"> <li>▪ Officers are currently appraising the impact of different ways of introducing SO options into Council stock. The impact on the HRA business plan is currently being assessed.</li> </ul> <p>A workshop is scheduled for mid August to explore the different products, affordability ranges and policy implications. Subsequently a Cabinet report will be produced seeking authority to proceed.</p>	
<p><b>Recruitment of Children’s social workers</b> Increase recruitment and retention of social workers to improve the service and reduce use of agency staff reducing costs</p>	<ul style="list-style-type: none"> <li>• Since the last report in April 2015, we have run a successful media and permanent agency campaign to fill our 2 Group Manager vacancies in Assessment &amp; MASH (A&amp;M) and Care Management (CM). We had 21 applications, with a strong field of candidates. We are starting interviews week 20 July 2015.</li> <li>• A final contract with start date has now gone out to fill a 3<sup>rd</sup> Senior Team Manager (STM) post, with 3 more shortlisted for interview (4 more posts to fill on CM).</li> <li>• Team Manager roles in A&amp;M will go live in the media and with permanent agencies by week commencing 27 July 2015, to attract a higher quality of permanent manager to the service.</li> <li>• Since the last report in April 2015, we have recruited 10 social workers. Of the 10 two are experienced social workers and 8 are Newly Qualified Social Workers (NQSWs) who will take up post in September to begin our ASYE Programme. Since September 2014, we have recruited 27 social workers – 17 NQSW (ASYE).</li> <li>• Improved marketing has been created to better promote the benefits of being a permanent Social Worker (SW) here in Barking &amp; Dagenham, to increase the number of internal SW Qualified Temp to Perm conversions.</li> </ul>	<p>Children’s Services  Cabinet member for Children’s Social Care</p>
<p><b>Housing for key workers</b> Prioritisation will be given to local working people on moderate incomes for new housing schemes with immediate effect for policy implementation.</p>	<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&amp;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</p>	<p>Housing  Cabinet Member for Housing</p>

Priority project and brief description	Progress at July 2015	Service area and Portfolio Holder
	<p>workers in Barking Town Centre in partnership with a Housing Association during 2015/16. We are also currently looking at a potential scheme incorporating shared ownership for ex-members of the armed forces whilst initial discussions are underway to establish the potential for a shared ownership scheme comprising modular housing which could be aimed at key workers.</p> <p>A detailed policy with specific targets will be developed and implemented for 2015/16 onwards.</p>	

#### Priority 4 - A well run organisation

Priority project	Progress at July 2015	Service area and portfolio holder
<p><b>Income generation</b> Maximise opportunities to generate new 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>	<p>Work is ongoing across the Council to identify and progress new opportunities.</p> <p>Annual Service Level Agreement buy-backs from schools have generated £9.7 million in 2015-16. Newly launched services (e.g. the CAF and Early Help Service) have contributed around £137,000 to this overall income generation. Ad hoc and direct sales of services to schools and pupils (e.g. school meals) are expected to generate a further £3 million, bringing the total income from schools to just under £13 million by the end of March 2016.</p>	All
<p><b>Housing restructure</b> 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. Appointments have now been made to two of the three Divisional Director posts.</p> <p>Revised restructure proposals for repairs have been the subject of staff consultation and assimilation letters have been issued. Assimilation interviews have taken place and the new staffing structure is being implemented.</p> <p>The Housing management restructure has been completed with new posts now filled.</p>	<p>Housing</p> <p>Cabinet Member for Housing</p>
<p><b>Senior management restructure</b> Review the senior management structure to ensure it is fit for purpose and contributes to the delivery of the</p>	<p>Senior management restructure implementation has commenced with the following posts now appointed:</p> <p>Strategic Director of Service Development and Integration (Deputy Chief Executive)</p>	<p>Chief Executive</p> <p>Leader of the Council</p>

Priority project	Progress at July 2015	Service area and portfolio holder
vision.	<p>Strategic Director of Customer, Commercial and Service Delivery Strategic Director of Finance and Investment</p> <p>Following positions have been shortlisted and appointments expected in September: Strategic Director of Growth and Homes Divisional Director of Strategy and Programmes</p> <p>The new management structure is expected to be in place and operational by October 2015.</p>	
<p><b>Website</b> 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>The new Council website was completed in December. While considerable work has been undertaken to ensure that all our web content is up to date and accurate, some service areas have still to complete this work. Through the Web Steering Group, encouragement to ensure that this will happen will be offered over the coming months. Additional support and specialist expertise is currently being supplied by a new Interim Web manager, who has been training staff and ensuring that corporate best practice and access standards are adhered to. Work is also continuing on establishing a more formal structure and established governance.</p> <p>Progress continues to be good with My Account and web chat has recently seen a surge in take up (66% increase in demand). We have recently, in response to the bin strike, used our MyAccount email data base to provide 45,000 residents with a news update. This is something we will be doing as standard business practice going forward.</p>	<p>Chief Executives</p> <p>Leader of the Council</p>
<p><b>Equalities in employment</b> Ensure a diverse work force and increase currently underrepresented groups to be more reflective of the community.</p>	<p>At the meeting on 23<sup>rd</sup> June, Cabinet received a report which, based on an analysis of the available data, included an action plan which set out the actions we will take to achieve the agreed targets for increasing representation in the workforce or currently under-represented groups. Funding of £200k over two years was agreed to support the implementation of initiatives around talent management and exit interviews.</p> <p>Cabinet agreed that they should receive a progress report on a quarterly basis.</p>	<p>HR and Organisational Development</p> <p>Cabinet Member for Central Services</p>
<p><b>Implement the People Strategy</b> 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 majority of the actions in the People Strategy for 2014/15 were delivered. A number of actions were delayed, such as talent management leadership development to ensure there is a fit with the programme of change being developed by the new Chief Executive.</p>	<p>HR and Organisational Development</p> <p>Cabinet Member for Central Services</p>

Priority project	Progress at July 2015	Service area and portfolio holder
<b>Peer Challenge Implementation Plan</b> Respond to the recommendations of the LGA Corporate Peer Challenge by delivering the implementation plan	An update on progress with the Peer Challenge implementation plan was provided as part of the end of year 2014/15 update and was presented to Cabinet on the 23 <sup>rd</sup> June. The next update to Cabinet will be on the 15 <sup>th</sup> December 2015 (Quarter 2 report)	All - led by Chief Executive Leader of the Council

Priority Performance 2015/16 -2016/17 Quarterly Indicators - Appendix 2																	
Ref. No.	Key Performance Measure	Performance Contact	2014/15: Last years performance				2015/16: Current Performance Results				2015/16 Target	Performance Against Target	Target RAG	Direction Of Travel (Compared to previous quarter)	Dot (Compared to same quarter last year)	Benchmarking	
			Qtr 1	Qtr 2	Qtr 3	End Of Year 2014/15	Qtr 1	Qtr 2	Qtr 3	Qtr 4						London Average	National Average
1	Repeat incidents of domestic violence (MARAC)	Adult and Community Services Dan James	26%	22%	21%	20%	26%				No more than 28%	Exceeding Target	G	↓	□	19%	24%
2	Total ASB incidents logged across all services (ASB Team, Housing, Environmental and Enforcement and Police)		3950	3376 (7326)	2279 (9604)	2224 (Q4) (11828 YTD) - 32% reduction	2652 (-33% compared to same qtr last year due to seasonal changes)				Reduction	Below Target	G	↓	↑	N/A	N/A
3	The % of victims who are satisfied with the way their ASB complaint is dealt with (accumulative)		50% (1/2 Surveys)	75% (6/8 Surveys)	73% (8/11 Surveys)	87% (13 of 15 surveys)	98.8% (173 of 175 surveys)				No Target - Monitoring Only			↑	↑	N/A	N/A
4	The % of individuals successfully completing drug treatment		75%	70%	61.5%	63%	60%				65%	Below Target	A	↓	↓	N/A	N/A
5	Total Priority Neighbourhood Crimes (MOPAC 7 - Burglary, Robbery, Criminal Damage, Theft from Person, Theft of Motor Vehicle, Theft From Motor Vehicle, Violence With Injury) 20% reduction on baseline year (11/12) = 10,398		8274 (Jul 13 - Jun 14)	8138 (Oct 13 - Sep 14)	8091 (Jan 14 - Dec 14)	7,888 (-24.1% from 2011/12 baseline) Apr 14 - Mar 15	7915 (-24% based on 11/12 baseline (10,398) (Jul 14 to Jun 15)				20% reduction (on baseline year 2011/12) by April 2016	Exceeding Target	G	↓	↑	MPS Down 15.07%	N/A
6	The number of leisure centre visits	Adult and Community Services Paul Hogan	332,838	327,109 (659,947)	297,092 (957,039)	325,391 (1,282,430)	371,925				1,420,000	On Target	G	↑	↑	Local Measure	
7	The number of Active Age (over 60's) memberships		3,649	232 (3881)	500 (4381)	457 (4838)	1,783				2,500	On Target	G	↑	↓	Local Measure	
8	The number of active volunteers		344 (Average per month 114.7)	565 (909) (Average 151.5)	640 (1549) (Average per month 172.1)	713 (2,262) (Average per month 189)	576 (Average per month 192)				150 average per month	Exceeding Target	G	↓	↑	Local Measure	
9	Total number of volunteer hours		6,335	6838 (13,173)	6725 (19,898)	5951 (25,849)	4,927				20,500	Exceeding Target	G	↓	↓	Local Measure	
10	The proportion of social care clients accessing care and support in the home via direct payments		My Services pods	74.7%	75.2%	76.2%	75.7% (76.77% Q4)	76.60%				Ongoing improvement	On Target	G	↓	↑	Local Measure

Ref. No.	Key Performance Measure	Performance Contact	2014/15: Last years performance				2015/16: Current Performance Results				2015/16 Target	Performance Against Target	Target RAG	Direction Of Travel (Compared to previous quarter)	DoT (Compared to same quarter last year)	Benchmarking	
			Qtr 1	Qtr 2	Qtr 3	End Of Year 2014/15	Qtr 1	Qtr 2	Qtr 3	Qtr 4						London Average	National Average
11	The total Delayed Transfer of Care (DTC) Days in month (per 100,000) (Better Care Fund Indicator)	Adult and Community Mental Health	121.88 Average	163.07 Average	122.85 Average	109.45 (Q4 Average) 129.31 Average	158.03				122.38	Below Target	A	↓	↓	N/A	319.64
12	Number of successful smoking quitters aged 16 and over through cessation service	Public Health Mark Tyrle	141	157 (298)	125 (423)	166 (603)	100				3000 (750 per Qtr)	Below Target	R	↓	↓	Local Measure	
13	Percentage uptake of MMR (measles, mumps and rubella) vaccination (2 doses) at 5 years old		82.2%	82.2%	78.8%	83.4%	Available end Sept 15				95%	N/A	N/A	N/A	N/A	80.5%	88.5%
14	Percentage uptake of DTaP/IPV (diphtheria, tetanus, whooping cough and polio) vaccination at age 5		82.8%	83.3%	80.9%	86.2%	Available end Sept 15				95%	N/A	N/A	N/A	N/A	78.0%	88.4%
15	The number of child weight referrals		92	85 (177)	0 (177)	55 (232)	56				480	On Target	A	↑	↓	Local Measure	
16	The number of child weight referrals completed	64	0 (64)	48 (122)	73 (185)	7				288	On Target	A	↓	↓	Local Measure		
17	The percentage of land that has unacceptable levels of litter	Environment Abdul Jallow	1%	2%	2%	2%	1%				2%	On Target	G	↑	□	N/A	N/A
18	ELWA waste diversion from landfill		80%	67%	75%	72% (74%)	73%				74%	On Target	A	↑	↓	Local Measure	
19	The number of applications received for private rented sector licensing		483	7372 (7855)	330 (8185)	377 (8562)	678				2100	On Target	G	↑	↑	Local Measure	
20	The number of properties brought to compliance by private rented sector licensing		161	816 (977)	1482 (2459)	1954 (4413)	909				4000	On Target	A	↓	↑	Local Measure	
21	Number of fixed penalty notices issued for environmental crimes		193	263 (456)	293 (749)	302 (1051)	419				1900	Below Target	R	↑	↑	Local Measure	
22	The weight of fly tipped material collected		401	151 (552)	63 (615)	94 (709)	221				Below 1300 tonnes	On Target	G	↓	↑	Local Measure	
23	The weight of waste recycled per household		94	84 (178)	63 (241)	50 (291)	64				325kg	Below Target	R	↑	↓	Local Measure	
24	The weight of waste arising per household		253	245 (498)	229 (727)	225 (952)	257				916kg	Below Target	R	↓	↓	Local Measure	
25	Care leavers in employment, education or training (aged 19 -21)		51.2%	54.4%	53.1%	54.7% (54%)	52.00%				60%	On Target	G	↓	↑	53%	45%



Ref. No.	Key Performance Measure	Performance Contact	2014/15: Last years performance				2015/16: Current Performance Results				2015/16 Target	Performance Against Target	Target RAG	Direction Of Travel (Compared to previous quarter)	DoT (Compared to same quarter last year)	Benchmarking	
			Qtr 1	Qtr 2	Qtr 3	End Of Year 2014/15	Qtr 1	Qtr 2	Qtr 3	Qtr 4						London Average	National Average
39	Number of families in Bed & Breakfast accommodation for over 6 weeks	Housing Services Tom H	12	3	1	4	4			5	Exceeding Target	G	□	↑	Local Measure		
40	The percentage of Homeless Temporary Accommodation rent collected (Includes Previous Arrears)		94.50%	97.08%	99.04%	95%	96.3			95%	Exceeding Target	G	↑	↑	Local Measure		
41	Total number of new affordable homes developed in the Financial Year		---				274	0	Proposed to move to annual reporting		324	N/A	N/A	N/A	N/A	Local Measure	
42	Total number of Shared Ownership homes developed in the Financial Year		* 0 Homes Have Been Built To Date. It Is Anticipated That Homes Will Be Developed In 2018				0	Proposed to move to annual reporting		No Target determined	N/A	N/A	N/A	N/A	Local Measure		
43	The percentage of Council Housing rent collected		97.16%	96.80%	96.51%	96.21%	98.34%			99.24%	Below Target	R	↑	↑	Local Measure		
44	The percentage of Council Tax collected	Elevate Carly Pearce (Client Team)	29.50%	55.70%	81.40%	94.40%	29.40%			95.00%	Below Target	A	N/A	↓	N/A	N/A	
45	The time taken to process Housing Benefit / Council Tax benefit new claims		23 Days	23 Days	24 Days	25 Days	64 Days			25 Days	Below Target	R	↓	↓	N/A	N/A	
46	The time taken to process Housing Benefit / Council Tax benefit change events		10 Days	11 Days	12 Days	9 Days	20 Days			14 Days	Below Target	R	↓	↓	N/A	N/A	
47	The percentage of Stage 1 complaints responded to within deadline	Chief Executives Nick Lane	97%	93% (95% YTD)	89% (93% YTD)	84% (92% YTD)	77%			100%	Below Target	R	↓	↓	Local Measure		
48	The percentage of Stage 2 complaints responded to within deadline		69%	64% (67%)	48% (63%)	54% (61% YTD)	60%			100%	Below Target	R	↑	↓	Local Measure		
49	The percentage of Stage 3 complaints responded to within deadline		100%	70% (77% YTD)	75% (76% YTD)	71% (74% YTD)	79%			100%	Below Target	R	↑	↓	Local Measure		
50	The percentage of complaints upheld		41%	47% (45% YTD)	45% (45% YTD)	37% (43% YTD)	62%			No Target - Monitoring Only			N/A	N/A	N/A	N/A	
51	The percentage of member enquiries responded to within deadline	Human Resources Mike Lineker/Gail Clark	99%	89% (94% YTD)	81% (91%)	77% (88% YTD)	87%			100%	Below Target	R	↑	↓	Local Measure		
52	The average number of days lost due to sickness absence		8 Days	7.28 Days	7.31 Days	7.51 Days	9.52 days			7 days (Dec 15)	Below Target	R	↓	↓	7.54 days (27 LBs)	N/A	
53	The percentage of staff who are satisfied working for the Council		72%	No Survey	69%	No Survey	73.20%			70%	Exceeding Target	G	↑	↑	Local Measure		
54	The percentage of staff who believe change is managed well in the Council		31%	No Survey	24%	No Survey	30.60%			50%	Below Target	R	↑	↓	Local Measure		
55	The percentage of staff who believe our IT systems meet the needs of the business		37%	No Survey	31%	No Survey	32.60%			45%	Below Target	R	↑	↓	Local Measure		
56	The percentage of Council employees from BME communities	Finance and Resources Steve Pearson	27.25%	28.98%	29.12%	28.40%	31.23%			10% reduction per year	Below Target	R	↑	↑	Local Measure		
57	The current revenue budget account position (over or under spend)		£2.5m Over Spend	£2.9m Over Spend	£1.6m Over Spend	£0.07m Over Spend	7.2m overspend			No Target - Monitoring Only			↓	↓	Local Measure		
58	The percentage of the planned in year capital programme delivered in year		99% Forecast	93% Forecast	94% Forecast	90%	99% Forecast			No Target - Monitoring Only			↑	□	Local Measure		



**Commentary on Red RAG KPIs  
Quarter 1 2015/2016**

<b>Performance Indicator</b>	<b>11. The total Delayed Transfer of Care (DTOC) Days in month (per 100,000). (Better Care Fund Indicator)</b>
Reasons for poor performance/decline	<p>Locally, our Quarter 1 DTOC figures remain stable compared to last year's Quarter 1 figure. This indicates that the Joint Assessment and Discharge (JAD) service is working well within the local trust.</p> <p>There is an issue with delays reported by BARTS and NELFT which are not discussed or signed off by the local JAD service. Work is being carried out with these trusts around a better sign off process.</p> <p>Also, for Barking, Havering and Redbridge University Hospitals NHS Trust (BHRUT) there are some issues relating to patients awaiting Specialist rehab i.e. NHS England (NHSE) commissioned rehab units. The JAD service report this is a major reason for delays, as a patient can wait on average more than 30 days.</p>
Actions being taken to improve performance	<p>JAD service is working over the summer period on setting up processes with trusts such as BARTS and NELFT to report delays and sign off delays. Part of this will involve identifying the hospitals within BARTS that are reporting the delays. It's likely these are neighbouring borough hospitals such as Newham General Hospital and Whipps Cross hospital.</p> <p>NELFT which runs the community beds at Grays court is also going to be working with the JAD service in terms of sign off procedures as well identification of the delays to ensure that there no unsigned off discharges reported.</p> <p>Other areas of delays such as those caused by patients awaiting residential/nursing home placements are being reviewed again over the summer period. This involves working with Palliative care team to improve the process and ensure appropriate equipment is ordered in at the same time. JAD service is also looking at ensuring an appropriate day between Monday to Thursday is utilised for discharge as care homes are less likely to accept admissions on Fridays and weekend.</p>
Improvements in performance that are anticipated as a result of the actions taken	<p>If we have a sign off process in place with BARTS Trust and NELFT to improve discharges in these areas we should begin to see an improvement in the number of delayed days.</p>

<b>Performance Indicator</b>	<b>12. Number of successful smoking quitters aged 16 and over through cessation service</b>
Reasons for poor performance/decline	<p>In quarter 1, the target for the number of people who successfully quit was 750 and the actual number of people who quit was 100. This includes 3 pregnant quitters and 28 in the routine and manual group. Performance has declined in this indicator since Q4 2014/15 (166 quits) and the gap between the target and the number of people quitting has widened; however, the 2015/16 target (3,000) is significantly higher than the 2014/15 target. Even so, improvement is required.</p> <p>The Health and Wellbeing board has agreed an ambitious target that 10% of our smoking population will be supported to quit, 3000 people a year. It's recognised that this is an ambitious target. We did this because lung diseases caused by smoking are one the main causes of ill health in the borough.</p> <p>Public Health England recommend 5% of our smoking population, 1500 a year. However, The national trend is that less people are quitting smoking with many people moving onto e-cigarettes.</p>
Actions being taken to improve performance	<p>We have put in place an ambitious plan to support our commissioned services to increase the uptake of stop smoking services.</p> <p>To increase the number of quitters, the following actions are being implemented to target smokers in the local community, and through primary and secondary care.</p> <p>These actions include:</p> <ul style="list-style-type: none"> <li>• Smoking prevention campaigns</li> <li>• Increasing service capacity (in the community, GPs, pharmacies)</li> <li>• Identification of GP surgeries with highest smoking prevalence among registrants for targeted approaches</li> <li>• Training smoking cessation advisors to deliver community and primary care based sessions</li> <li>• Promotion of local smoking cessation services</li> <li>• Improving and integrating care pathways to specialist stop smoking provision</li> <li>• Implementation of babyClear programme to increase the number of referrals of pregnant women</li> </ul> <p>We also plan to review our stop smoking services to make sure that we are providing the best services for residents.</p>
Improvements in performance that are anticipated as a result of the actions taken	<p>Increased numbers of pregnant women are expected to quit through babyClear.</p> <p>Coordination with national campaigns is expected to increase the numbers of those setting a quit date through increased exposure.</p>

<b>Performance Indicator</b>	<b>21. Number of fixed penalty notices issued for environmental crime</b>
Reasons for poor performance/decline	The performance for this month indicates that the team is slightly below the target level of activity. Staff absence has impacted on performance. However, the direction of travel for this indicator is very positive. The service issued 419 FPNs in quarter 1 of this year when compared to 193 FPNs in the same period last year.
Actions being taken to improve performance	Recently recruited agency staff to bringing the service up to full staffing level.
Improvements in performance that are anticipated as a result of the actions taken	It is hoped that the staff training and recently recruited agency staff will improve performance for this indicator and will have a positive impact on output.

<b>Performance Indicator</b>	<b>23. The weight of waste recycled per household</b>
Reasons for poor performance/decline	<p>This is due to the industrial action by drivers of the GMB Union in March, April, May and June 2015. During strike period recycled materials (brown bin) and general waste (grey bin) including side waste were collected in the same vehicles.</p> <p>There are no direct financial implications as a result of the industrial action, in particular in relation to indicator 23 and 24. A report will be produced considering the total impact of the strike in the next month.</p>
Actions being taken to improve performance	Waste Minimisation Team will continue to support residents to reduce waste, promote recycling and address the issue of contamination of the recycling brown bins.
Improvements in performance that are anticipated as a result of the actions taken	There would be a marginal improvement but yearend target of 325kg per household will not be met.

<b>Performance Indicator</b>	<b>24. The weight of waste arising per household</b>
Reasons for poor performance/decline	This is due to the industrial action by drivers of the GMB Union in March, April, May and June 2015. During strike period residual waste (grey bin) including side waste and recycling materials (brown bin) were collected in the same vehicles and we also suspended the 'no side waste policy'.

Actions being taken to improve performance	<p>Waste Minimisation Team will continue to support residents to reduce waste and avoid putting out side waste which will not be collected.</p> <p>There are no direct financial implications as a result of the industrial action, in particular in relation to indicator 23 and 24. A report will be produced considering the total impact of the strike in the next month.</p>
Improvements in performance that are anticipated as a result of the actions taken	There would be a marginal improvement, but year end target of 916kg per household will not be met.

<b>Performance Indicator</b>	<b>26. Children's Social Care Assessments completed within timescales (45 days)</b>
Reasons for poor performance/decline	<p>The timeliness of assessments is now monitored in terms of a statutory assessment to be completed within 45 days. In Q1 2015/16, 62.4% of statutory social care assessments were completed within 45 days, a decline on the end of year 2014/15 outturn of 71%. Performance is RAG rated red based on progress to target and direction of travel. Improving the quality and timeliness of assessments continues to be a top area for improvement.</p> <p>Analysis of poor performance has indicated that:</p> <ul style="list-style-type: none"> <li>• Delays in authorisations linked to assessments being rejected, in managers attempts to improve the quality of the assessments is a key contributory factor in extending assessment completion timescales.</li> <li>• In addition, when assessing larger siblings groups, delays in securing information from partner agencies is also contributing to assessment timescales.</li> </ul>
Actions being taken to improve performance	<p>An improvement plan with key actions to improve performance is in place and monitored weekly and monthly at Complex needs and Social Care performance management meetings. Actions to improve performance are:</p> <ol style="list-style-type: none"> <li>1. Tighter tracking systems to ensure authorisation completed within 2 working days.</li> <li>2. Accountabilities for rejecting and or suspending assessments must be authorised via Group Managers.</li> <li>3. Implementation of the single assessment to be fully deployed – the single assessment process has quality assurance review mechanisms built in at 9, 15 and 35 days for final sign off removing the delay in completing assessments.</li> </ol>

	<p>4. Assessment timeliness is now monitored on a weekly team dashboard. This enables the Business Support Manager to review assessment timeliness and escalate assessments before they hit the 45 day timescale.</p> <p>5. Implementation of NO CAF NO MARF and the full implementation of the specialist, Housing and Domestic Violence posts in the MASH will significantly increase the completion of assessments within a 10 day window and activate intervention at an earlier point.</p>
Improvements in performance that are anticipated as a result of the actions taken	<p>1. Performance is already showing improvement - 66% of assessments completed within 45 days compared to 62% at end of June 2015.</p> <p>2. We have set a target of 75% by end of Q2 2015/16 and increasing over time to an average of 80%. Based on current performance of 66% we are on track to reach targets.</p>

<b>Performance Indicator</b>	<b>28. Percentage of primary schools rated as good or outstanding</b>
Reasons for poor performance/decline	<p>An increased percentage of children are attending good or better schools in Barking and Dagenham and school inspection outcomes at primary have improved. In Q1, 75% of primary schools are currently rated as good or outstanding compared to 67% as at end of August 2014.</p> <p>Despite improvement, we are RAG rated red due to progress against our ambitious target set at 100% by December 2015.</p>
Actions being taken to improve performance	<p>Barking and Dagenham primary school inspection outcomes are closing on national average of 82% but this remains a key area of improvement as outlined in the Education Strategy 2014-17.</p> <p>Intensive Local Authority support is being provided to vulnerable schools and supporting the new Requires Improvement monitoring processes.</p> <p>The Education Strategy 2014-17 sets out the key actions to improve primary school inspection outcomes – please refer to <a href="https://www.lbbd.gov.uk/council/priorities-and-strategies/corporate-plans-and-key-strategies/education-strategy/overview/">https://www.lbbd.gov.uk/council/priorities-and-strategies/corporate-plans-and-key-strategies/education-strategy/overview/</a></p>
Improvements in performance that are anticipated as a result of the actions taken	Primary schools move from requires improvement to good.

<b>Performance Indicator</b>	<b>36. Average time taken to re-let local authority housing (calendar days)</b>
Reasons for poor performance/decline	Performance as at the end of Q1 has continued to improve in comparison to the outturn performance for 2014/15. The overall direction of travel is positive as a result of a number of improvement interventions. However achievement is still below requirement and is a priority to resolve.
Actions being taken to improve performance	<p>The department have instigated regular monitoring of works to identify issues affecting achievement of current targets. Resource allocation within R&amp;M Services is now mostly direct employees working as small teams thus minimising handovers and extra time.</p> <p>Monitoring also splits major voids from minors (inline with previous BV212 and common practice) to focus interventions where greater gains are obtainable. We are confident these interventions will deliver improvements in short order and that targets will be hit.</p>
Improvements in performance that are anticipated as a result of the actions taken	Performance achieved that is on target by quarter 3 and in target by quarter 4.

<b>Performance Indicator</b>	<b>43. The percentage of Council Housing rent collected</b>
Reasons for poor performance/decline	<p>Current performance has not met target (or target in the previous year). The targets for 15/16 have been proposed by Housing and are currently in discussion with Elevate to finalise. Quarter 1 has been disappointing with a reported in year collection rate of 98.34%. The under performance of 0.9% equates to a shortfall of £900k in cash terms. The arrears figure brought forward rose by £300k in 2014/15. This was the first time that arrears have increased under the Elevate contract.</p> <ul style="list-style-type: none"> <li>• A full analysis is being undertaken as to the reasons for the shortfall in collection with specific areas being identified as potential issues for investigation. This will also mean that the financial impact on each area can be calculated.</li> <li>• A backlog in Housing Benefits assessments at year end caused in part by the introduction of a government Real Time Information (RTI) initiative which created nearly 1,500 additional benefit changes in the 2<sup>nd</sup> half of the year. RTI is ongoing and is affecting workloads</li> <li>• The increasing effects of Welfare Reform such as the 'bedroom tax' is limiting tenants ability to pay. There is</li> </ul>

	<p>additional pressure in this financial year as those residents receiving full council tax support are now required to make a 25% contribution towards their Council Tax bills where last year the contribution was 15%. This additional burden on households affects all revenue collection including rent collection. Collection of Council Tax for those households that are receiving support has fallen for Q1 has fallen from 31.4% in 2014/15 to 26.1% in 2015/16 however council tax collection for “arrears” relating to debt outstanding for previous years has increased as households attempt to bring their accounts up to date. There are 1500 households across the Borough who are now not receiving Council Tax Support in 2015/16 compared with 2014/15.</p> <ul style="list-style-type: none"> <li>• Discretionary Housing Payment funding has fallen from £1.1m in 2014/15 to £750k in 2015/16. This will have an overall effect on collection as there will be less funding available to support tenants through the increased pressure because of Welfare Reform.</li> <li>• Issues that have been highlighted are tenancies not being closed when the tenant has died or moved out; this leads to rent arrears increasing.</li> <li>• The revenues and benefits service has undergone a restructure in quarter 1 as part of the councils saving proposals. This has been unsettling for all staff.</li> </ul>
<p>Actions being taken to improve performance</p>	<p>Actions take to improve performance include:</p> <ol style="list-style-type: none"> <li>1. The Benefits backlog is currently at 3800 items. At the beginning of April there was approximately 12000 items with 2000 items being received each week. Additional resource has been allocated to clear the remaining work and more resource will be requested due to the impacts of RTI, the process of which is continuing in 2015/16.</li> <li>2. Proposals will be made to housing management that no tenant should be presented at eviction panel more than once.</li> <li>3. Additional support to be given to the contact centre re specialist revenue and benefit queries/ contact.</li> <li>4. Closer working initiatives with Housing are underway with more emphasis being put on dealing with issues at earlier stages</li> <li>5. Closer working with Housing to highlight ‘invest to collect’ initiatives.</li> </ol>
<p>Improvements in performance that are anticipated as a result of the actions taken</p>	<p>Improved performance through 2015/16.</p>

<b>Performance Indicator</b>	<p><b>45. The time taken to process Housing Benefit / Council Tax benefit new claims</b></p> <p><b>46. The time taken to process Housing Benefit / Council Tax benefit change event</b></p>
<b>Reasons for poor performance/decline</b>	<p>Decline in performance is due to:</p> <ul style="list-style-type: none"> <li>• Restructure and withdrawal of Benefits Direct in Q4 of 2014/15 and Q1 of 2015/16 has meant that 13 FTES were removed from the establishment. However the new structure will still support the achievement of the annual target. It has taken Q1 for the new structure and new ways of working to embed.</li> <li>• There was pressure during Q4 2014/15 to ensure that that local authority error threshold was not exceeded. To ensure that the authority did not attract a significant financial penalty (£1m) workloads were managed to ensure that this did not happen. This has impacted on the timeliness of work being completed in Q1.</li> <li>• Increased work from HMRC through the Real Time Initiative has meant overall workloads in the service increasing.</li> <li>• Pressures from the Welfare Reform agenda continue as there are more enquiries with regard to Benefit(s) and there is more involvement of resource in managing the effects, as well as calculating entitlement. This includes the administration of Discretionary Housing payments.</li> <li>• A decision was made in April to clear all work outstanding rather than manage the “average” number of days. This has impacted on the “statistic”. All urgent and priority cases are still dealt with appropriately.</li> <li>• Work with the DWP of the delivery of Universal Credit has also increased pressure in the service.</li> </ul>
<b>Actions being taken to improve performance</b>	<p>The following actions are being taken to improve performance:</p> <ul style="list-style-type: none"> <li>• Outstanding work was at 12000 items (not cases) in April 2015. At the end of Qtr 1 there were 3200 items; there is on average 2000 items received each week</li> <li>• Short term resource has been used to clear this work to ensure improvement in Qtr 2 and that annual target is reached.</li> </ul>
<b>Improvements in performance that are anticipated as a result of the actions taken</b>	<ul style="list-style-type: none"> <li>• With the restructure completed, new ways of working embedded and more resources added there will be seen to be improvement over the remaining quarters of the year.</li> </ul>



<b>Performance Indicator</b>	<p><b>47. The percentage of Stage 1 complaints responded to within deadline</b></p> <p><b>48. The percentage of Stage 2 complaints responded to within deadline</b></p>
Reasons for poor performance/decline	A corporate target of 100% is unrealistic and it is recommended that it be altered to 90%.
Actions being taken to improve performance	Performance of 77% for stage 1 complaints and 60% for stage 2 complaints was achieved. Senior managers need to take responsibility to ensure that the complaints for their service area are responded to within deadline.
Improvements in performance that are anticipated as a result of the actions taken	

<b>Performance Indicator</b>	<b>51. The percentage of member enquiries responded to within deadline</b>
Reasons for poor performance/decline	<p>Performance for this indicator was 75% across the council in quarter 1.</p> <p>Reasons for the under performance were mainly due to a new system being implemented which meant that despite letters being drafted well within the deadline time, the issuing of the responses and closing of the cases was protracted and impacted severely on the reports and, subsequently, the targets.</p> <p>In addition the use of two temporary officers to support members had an impact. The temporary staff gave less than a weeks notice to services; this caused a delay in co-ordination of the responses. A recruitment process is currently underway and will result in a permanent FTE on board within the next few weeks instead of relying on temporary staff.</p>
Actions being taken to improve performance	<ul style="list-style-type: none"> <li>- Training in the new system</li> <li>- Ensuring that requests from members are identified as complaints or service requests and logged accordingly</li> <li>- Recruitment of permanent staff</li> <li>- Ongoing monitoring of performance</li> </ul>
Improvements in performance that are anticipated as a result of the actions taken	It is expected that performance will improve as a result of the above actions.

<b>Performance Indicator</b>	<b>52. The average number of days lost due to sickness absence</b>
Commentary	This quarters sickness shows a disappointing increase in absence levels back to the levels before the Firm but Fair approach was brought in.
Reasons for poor performance/decline	<p>There are a number of reasons for this increase, and the variance since the last full-year results.</p> <ul style="list-style-type: none"> <li>• Since the introduction of One Oracle in August 2014, managers are now responsible for monitoring absence, and can extract data from the managers' dashboard. This has been successfully undertaken in some areas, but it would appear that this may not be wide spread. Actions are in place to support known hotspot areas to make sure that all levels of management are reminded of their responsibilities and are held to account.</li> <li>• With the introduction of One Oracle and best practice processes, the Council has changed the way that absence is recorded, with managers now being fully responsible. This includes recording fit to work certification and return to work recording. It is believed therefore that there may have been some degree of under-reporting in the past, although we are unable to establish this through looking at the detail.</li> <li>• The report for the sickness indicator has been identified in June 2015 as having some errors, which is why the full year data appears to be unrelated to quarter 1 for 2015. We anticipate that this fix has now been applied, and that the resulting data is reliable.</li> <li>• The sickness absence project is continuing to work closely with managers to support them in managing attendance. A review of the data shows there is no significant increase in long-term absence as opposed to short-term absence or vice-versa. Reasons for absence are similar to previous quarters, and there is a high number c25% of absence unclassified. Work will continue with line managers to remind them of the recording the reasons for all absences.</li> <li>• The number of absence cases at the formal stage remains high, but at the same level as the previous year. There have been 11 dismissals for absence between July and June 2015. 2 cases were reinstated by the Personnel Board.</li> </ul>
Actions being taken to improve performance	Included in bullet points above
Improvements in performance that are anticipated as a	It is expected that there will be some improvement in the next quarter.

result of the actions taken	N.B The Benchmarking information provided for London is from LAPS (London Authority Performance System) and includes only 27 London authorities' data. A number of the Councils included have small numbers of 'blue collar' workers and sickness levels tend to be lower in these authorities, which will therefore influence the overall average.
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<b>Performance Indicator</b>	<b>54. Staff who believe change is managed well in the Council</b>
Reasons for poor performance/decline	This rating has risen since the last survey however this is still an area of concern, and will be the subject of further consideration through the focus groups.
Actions being taken to improve performance	We recognise the importance of engaging with staff through the Ambition 2020 programme to sustain their motivation and capture the ideas they may have. We have a communication and engagement programme involving events and the use of different communication tools. We are also doing further work with managers to equip them to manage change well.
Improvements in performance that are anticipated as a result of the actions taken	We will continue to monitor impacts through the Temperature Check Survey.

<b>Performance Indicator</b>	<b>55. The percentage of staff who believe our IT systems meet the needs of the business</b>
Reasons for poor performance/decline	There has been a marginal increase in this rating.  Lack of granularity in the data prevents a focus on particular reasons. There are many Line of Business systems and a variety of end user device type used to access them.
Actions being taken to improve performance	An ICT Transformation Programme is underway in order to cut costs. The aim is for a robust consolidation and rationalisation of the IT estate.
Improvements in performance that are anticipated as a result of the actions taken	It is highly likely that during a period of change that performance will decrease, whilst the changes in ICT are embed.

<b>Performance Indicator</b>	<b>56. The percentage of Council employees from BME communities</b>
Commentary	<p>Cabinet, on 23 June, agreed the “Equalities and Diversity in Employment Policy – Implementation Plan” and the detailed programme to improve representation in the workforce; this includes actions to:</p> <ul style="list-style-type: none"> <li>• Promote the Council’s brand and advertising in places the BME community will look</li> <li>• Improving recruitment rates and tackling the drop out rates</li> <li>• Improving the representation of BME groups and women in the apprentices</li> <li>• Explore working with schools and colleges to promote careers in the Council to students</li> <li>• Ensuring there is a higher percentage of BME staff and women in more senior posts</li> </ul>

**CABINET****15 September 2015**

<b>Title:</b> Housing Allocations Policy	
<b>Report of the Cabinet Member of Housing</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Anne Baldock, Group Manager, Housing Advice Services	<b>Contact Details:</b> Tel: 020 8227 5186 <a href="mailto:anne.baldock@lbbd.gov.uk">anne.baldock@lbbd.gov.uk</a>
<b>Accountable Director:</b> Steven Tucker, Interim Director of Housing	
<p><b>Summary:</b></p> <p>By Minute 7 of its meeting on 4 August 2014, the Cabinet agreed a new Housing Allocations Policy to be introduced for all new applications with effect from 3 November 2014.</p> <p>Following a comprehensive training programme the policy was successfully implemented and applied to all new applications for social housing received on or after 3 November 2014.</p> <p>As a consequence the Council is now operating two very different allocations policies dependent upon the date of application. This approach lacks an element of transparency, has proved confusing for applicants and difficult for staff to administer and justify.</p> <p>At the request of the Cabinet Member for Housing, consultation was carried out over a 12 week period with a view to operating a single Allocations Policy. In order to operate a single Allocations Policy, it will be necessary to carry out a full review of all 13,500 housing register applicants registered before 3 November 2014. The outcome will be a significantly reduced housing register which will reflect demand from those with a connection to the borough and a recognised housing need whilst retrospectively rewarding those in this group that are working. This aspect should be widely publicised in accordance with the Council's vision.</p> <p>The Cabinet had also previously agreed that the Allocations Policy should be reviewed annually in view of the ever-changing housing market. Stemming from feedback from frontline staff in light of operational experience and following consultation, this report also proposes two policy changes:</p> <ul style="list-style-type: none"> <li>• To exclude owner occupiers from joining the housing register unless there are exceptional circumstances; and</li> <li>• To exercise the right to suspend applicants from bidding when they have refused three reasonable offers of accommodation.</li> </ul>	

## **Recommendation(s)**

The Cabinet is recommended to agree:

- (i) That the current Housing Allocation Policy be retrospectively applied to all applications;
- (ii) That the Housing Allocations Policy be amended as follows:
  - (a) That owner occupiers be excluded from joining the housing register unless there are exceptional circumstances; and
  - (b) To exercise the right to suspend applicants from bidding when they have refused three reasonable properties.

## **Reason(s)**

To assist the Council to ensure that best use is made of Council stock and to ensure that properties are allocated to those with a connection with the Borough, and a recognised housing need. This should help the Council to 'enable social responsibility'.

## **1. Introduction and Background**

- 1.1 Prior to April 2014 the Council's Housing Allocations Policy was framed by the Housing Act 1996 (as amended) and meant that the housing register was open to all with the exception of:
  - Those subject to immigration control; and
  - Those who had exhibited serious anti social behaviour.
- 1.2 The Localism Act 2011 allowed Local Authorities to determine who they would allow to join their Housing Register whilst taking account of statutory provisions. As a consequence and following discussions with Members and stakeholders, a new Allocations Policy was agreed by the Cabinet on 8 April 2014 (Minute 106) which had the following key features:
  - Introducing a residential qualification of 10 years;
  - Introducing exclusions to joining the waiting list;
  - Priority for working households with a housing need;
  - Flexible tenancies;
  - Discharging the Council's homeless duty into the private sector.
- 1.3 The above changes were to apply to all new applications received from 1 September 2014.
- 1.4 This has meant that although all applications are on a single register, there have been different methods for assessing and ranking those applications received prior to 1 September compared to those applications received after 1 September 2014.
- 1.5 Following a reassessment of the rationale regarding the length of residential qualification and criteria for the allocation of Council homes let above social rent

levels the Cabinet, at its meeting on 4 August 2014 (Minute 7), agreed the following changes to the Allocations Policy to be effective from 3 November 2014:

- a) The residential qualification needed to join the Council's Housing Register be set at 3 years instead of 10 years (this decision also revoked the implementation of the 10 year requirement that was due to take effect from 1 September 2014); and
- b) Council tenancies with rents above social rent levels should be exclusively for working households and not restricted to borough residents (as agreed by Cabinet on 19 December 2013) if there was insufficient demand from working households within the borough.

## **2. Issues and Proposals**

2.1 At the time that the changes agreed in April 2014 were first being discussed, there was a debate on the pros and cons of whether to retrospectively apply the new criteria to all applications on the Housing Register. Although there was always a clear desire for the policy to recognise applicants who were in employment it was felt, at that time, that other aspects of the changes should not be applied retrospectively. However, it was not possible to selectively apply certain aspects of a new policy to existing applicants - the policy either had to apply to all or be effective from a given date for new applications. Therefore, the view at that time was that the changes would only apply to new applications.

2.2 At the time of writing this report, the total number of applications on the Housing Register is approximately 14,500 of which approx. 13,500 were on the register prior to 3 November 2014. There have been 1,425 new applications but only approx. 1,000 have met the revised criteria and been eligible to be included on the register.

2.3 Of the 13,500 registered prior to 3 November 2014, 1,541 have no recognised connection with the borough and a further 5,640 have no housing need. As a result over 7,000 open applications have no prospect of re-housing but are still included on the register. These applications still have to be caseworked and administered despite the fact there is no prospect of re-housing.

### **2.4 Operating a Single Allocations Policy**

2.4.1 Operational experience since 3 November 2014 has proven that the approach of effectively operating two policies lacks an element of transparency, is confusing for applicants and difficult for staff to administer and justify. The following example demonstrates the case for administering a single policy:

- If an application was received on or after 3 November 2014 and the household were overcrowded and the applicant or their partner were working, they would receive a reasonable preference (priority) for being overcrowded and a reasonable preference (priority) for working.
- If the application had been received before 3 November 2014 the application would have been awarded the reasonable preference (priority) for being overcrowded but would not have been awarded the reasonable preference for working.

- 2.4.2 Therefore two applicants with the same circumstances have different levels of priority and this has led to operational difficulties. It has also led to some applicants asking to close their existing housing register application so that they can make a new application and benefit from the award of the working reasonable preference (priority). Whilst this would increase their level of priority, they would be adversely affected as they would lose their previous waiting time by making a new application.
- 2.4.3 It is therefore considered prudent to adopt and operate a single policy that demonstrates equality across the entire register and makes best use of staff resources.
- 2.4.4 In order to achieve this it will be necessary to review all 13,500 applications and, where appropriate, notify the applicant that they have been removed from the list. This notification would come with an automatic right of appeal and would, therefore, be a very labour intensive process. However it would result in a significantly reduced housing register with only those with a recognised housing need and established residential qualification remaining on the list.
- 2.4.5 As referred to above, the review of the 13,500 cases on the register from before the changes took effect would represent a significant piece of work. It is proposed, therefore, to review the housing register applications on a month-by-month basis on the anniversary of the date each application was received, thereby achieving the review within 12 months.

## 2.5 **Excluding owner occupiers**

- 2.5.1 Social housing should be for those in most housing need and those who do not have the financial means to acquire their own property. At present owner occupiers can apply to join the housing register and if they are lacking one bedroom they will receive a reasonable preference (priority). If they applied under the new policy on or after 3 November 2014 and were working they would receive two levels of priority which may result in them being able to bid successfully for a property.
- 2.5.2 In line with the Council's priorities, it is suggested that owner occupiers should be excluded from joining the register unless there are exceptional circumstances. Such exceptional circumstances would only be where an owner occupier has disabilities requiring extensive adaptations and their property is not suitable for such adaptations and there are not the financial means available for them to buy another suitable or adaptable property. The approval of the Director of Housing would be required in these cases.

## 2.6 **Suspending Applications**

- 2.6.1 Some applicants bid and refuse many reasonable offers of a property in the knowledge that they have a high level of priority and, as a result, will have a continual flow of offers. There is no deterrent at present to this practice. Each time an applicant bids successfully a short-listing process must be carried out and a viewing arranged, which uses valuable officer time and may affect void turnaround time.
- 2.6.2 It is therefore proposed that an applicant who refuses three reasonable offers of a property be suspended from applying for a property for a period of six months.



There would be an appeal process if an applicant felt that they had been unfairly suspended from applying, which would be determined at Divisional Director level.

### **3. Options Appraisal**

- 3.1. **Option 1 - Retain two housing allocations policies.** This results in applicants being assessed in very different ways dependent upon when they applied, which is difficult for staff to administer and lacks transparency for customers.
- 3.2. **Option 2 - Operate one Allocations Policy including the two amendments recommended.** This will reduce the demand for social housing and demonstrate equality across the entire housing register whilst making best use of staff resources. It will ensure that those registered have a genuine connection through residence with the Borough and a recognised housing need. This approach would also mean that Housing officers would have more time available to work more proactively with those applicants in housing need, exploring other housing options such as shared ownership and affordable housing products, whilst offering more support to those affected by welfare reform. It would also allow Housing officers to signpost those households who are not working to employment opportunities whilst advising them of the increased level of priority that their application may receive, should they gain and remain in employment. It would also allow the team to provide more outreach and surgeries at forums and front facing services as well as expanding their programme of attending schools and colleges and advise young people of the reality of the lack of social housing and encourage them to consider other options and opportunities enabling them to become more resilient and aspirational.
- 3.3 It is recommended that Cabinet approve Option 2.

### **4. Consultation**

- 4.1 Consultation was carried out across the Borough with a diverse group of residents and service users over the legally required 12 week period. Experience of consulting on Housing Allocations issues has proven historically to be most effective when conducted face-to-face with customers by experienced staff as there are often long discussions regarding the broader context and legislative requirements.
- 4.2 Following comprehensive training, staff from the Housing Advice Service, Tenant Participation Team and key Partner Agencies carried out consultation at the following venues and Forums:
  - Tenants and Residents Associations
  - Visitors to the Citizens Advice Bureau
  - Visitors to Dagenham Library
  - Visitors to John Smith House
  - Community and Faith Groups
  - Staff and Stakeholders
- 4.3 A total of 410 individual one-to-one consultations took place, and a comprehensive communication plan is being developed to cascade the information to the wider community.

4.4 Feedback from the consultation has informed the Equalities Impact Assessment attached as Appendix 1, which clearly shows an overwhelming agreement to the following three questions which were posed:

- Should the Council retrospectively apply the Housing Allocations Policy adopted on 3 November 2014 to all applications? **81.8%** agreed
- Should owner occupiers be excluded from joining the Housing Register unless there are exceptional circumstances? **73.1%** agreed.
- Should applicants be suspended if they refuse three reasonable properties for which they have bid or been direct offered and if so for how long? **91.4%** agreed to a suspension the highest group of which was **33.3%** agreeing 6 months.

## 5. Financial Implications

Implications completed by: Carl Tomlinson Group Finance Manager

5.1 The report recommends applying a consistent allocations policy across all applications. There are no direct financial implications as a result of this, but it will enable more efficient management of the Housing Register. The Register will be reviewed on a staggered basis enabling the review and appeal process to be contained within existing resources.

## 6. Legal Implications

Implications completed by: Martin Hall, Housing Solicitor

6.1 A consistent approach to the allocation of accommodation is desirable, both in relation to the practical application of the same for employees of the Council, but also in respect of ensuring the fair and reasonable treatment of applicants. Furthermore, the potential to treat two applicants, with the same circumstances, differently between the two schemes is not only undesirable, but may also be considered unfair and subject to challenge.

6.2 The proposed retrospective amendment to the existing allocation scheme will affect the relative priority of a large number of applicants and/or significantly alter existing procedures it is therefore likely to be considered to be a major policy change. In the circumstances, s.168(3) Housing Act 1996 provides that a LA must ensure that within a reasonable time those likely to be affected by the change have had the effect brought to their attention, taking such steps as the LA considers reasonable. In accordance with the requirements, and with reference to section 4 of the report, it is apparent that an extensive consultation has taken place across the borough at various venues.

6.3 In addition to the above, before altering a scheme to reflect a major change, s.166A (13) requires a LA to send a copy of the draft scheme, or proposed alteration, to every Private Registered Provider with which they have nomination arrangements, and ensure that they have a reasonable opportunity to comment on the proposals. Registered providers were invited to participate in the consultation process and copies of the scheme will be circulated in accordance with the legislation.

6.4 When determining priority, it is lawful to take into account the financial resources available to a person to meet his housing costs. Consequently, a LA can lawfully

give less priority to owner occupiers (wherever the property is situated). The exclusion of owner occupiers takes this one step further, but the qualification of allowing a discretion in exceptional circumstances is likely to be sufficient to avoid legal challenges, subject to how that discretion is ultimately applied.

- 6.5 There are no obvious legal implications in relation to the proposal to suspend applicants who refuse three suitable properties, providing applicants are made aware of the likely consequences. This is a practical consideration to assist with the management of the scheme and the benefits of implementing this proposal are clearly justified with reference to the efficient use of officer time.

## **7. Other Implications**

- 7.1 **Customer Impact** - The Equality Act 2010 places a general duty on all public authorities to eliminate discrimination, advance equality of opportunity and foster good relations in accordance with the Equality Act 2010. Consideration has been given to the impact these new proposals will have on the different protected characteristic described within the Act. The Equality Impact Assessment is included at **Appendix 1**.
- 7.2 **Safeguarding Children** - Housing and Children's services will continue to work together collaboratively in respect of safeguarding children. Retrospectively applying the current allocations policy will have no negative impact on safeguarding issues.

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

### **List of appendices:**

- **Appendix 1 – Equalities Impact Assessment**

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## Equalities Impact Assessment - Housing Allocations Policy

### Stage 1 – Scope of the Equality Impact Assessments about your piece of work

1 Directorate	Housing Advice Service– Housing Strategy Division
2. Policy / Strategy / Service to be assessed:	Housing Allocations Policy
3. Lead Officer:	Anne Baldock, Group Manager - Housing Advice Service
4. Equality Impact Assessment Person / Team:	Teresa Evans, Equalities Officer
5. Date of Assessment:	14 August 2015
6. The main purpose and outcomes of policy/strategy / service to be assessed	The purpose of retrospectively applying the Housing Allocations Policy approved 4 August 2014 is to deliver a unified and transparent approach to all housing register assessments.
7. Groups who the piece of work should benefit or apply to.	This will apply to all applicants who joined the housing register prior to 3 November 2014.
8. Any associated strategies or guidelines i.e. legal/ national /statutory	Housing Act 1996 (as amended), Localism Act 2011 Equality Act 2010 Housing Strategy 2012-2017 Housing Business Plan Housing Needs Survey 2011 (supporting analysis used to inform this EIA available)

### Context

Council Housing stock in Barking and Dagenham has declined from approximately 40,000 homes to just over 19,000 during the last 20 years, whilst the waiting list has increased dramatically in the same period. There are currently 2 Allocations policies in operation. One for applicants who applied prior to 3 November 2014 and one for those who applied on or after that date. Total waiting list demand is 14,500 with approximately 150 new applications consistently received each month. The number of council homes becoming available to let each year has dropped from 2,000 to around 600 in 2013/14. This is likely to continue to reduce as the borough's regeneration programme is ongoing until 2018 which has an impact upon the number of void properties available for letting until re-provision is fully realised. Waiting list applicants are typically on a low income or benefit dependant therefore securing a home in the private sector is difficult as there is increasing demand for the available rented properties in this borough which still has one of the cheapest rent levels in London. This is evident by the number of working households moving to the rented sector in the borough. Consequently the Council is maintaining and administering a growing waiting list of applicants, many of whom have little or no prospect of re-housing.

## Demographic Change – Knowing our Community

The 2011 Census has shown that Barking and Dagenham has experienced significant demographic change between 2001 and 2011, especially in terms of age, ethnicity, religion, tenure and household composition. This change in Barking and Dagenham is part of the trend across East London which has been happening in inner London boroughs such as Newham and Tower Hamlets since 1991 and earlier.

The most significant points to note from the Census Key Statistics are:

- Increase in Borough population of 22,000 (**165,654 in 2001 - projection for June 2014 was 199,990**)
- Almost a 50% growth in 0-4 year olds
- A decrease in the White British population from 80.86% in 2001 to 49.46% in 2011
- An increase in the Black African population from 4.44% to 15.43%
- A rise in the Bangladeshi population from 0.41% to 4.14%
- An increase in all religious groups, except Christian and Jewish religions
- Growth in the proportion of Muslims from 4.36% to 13.73%
- Less people with no qualifications representing a 14.4% drop in numbers between 2001 and 2011
- Increase in lone parent households with dependent children to 14.3%
- Increase in Private Renting from 5.19% in 2001 to 16.59% in 2011.

During this period there has been a significant increase in demand for social housing, the waiting list has risen from 2,157 in 2001 to the current position of 14,500.

The borough is not unique in suffering from extremely high housing demand such that the difference between supply and demand means that Barking and Dagenham would need to deliver at least an additional 1,333 affordable homes per year for the next 5 years just to stand still (Housing Needs Survey 2011).

Current research shows that one of the key pressures for housing is the high levels of overcrowding across all communities within the borough, with particularly high impact upon the Black and Asian communities at 21.5% and 23% respectively (ONS Crown Copyright Reserved from Nomis 6 February 2014).

## The Legal Context

Every Local Authority in England is required to have an allocations scheme, which must operate within the legal framework set out in the Housing Act 1996 (as amended). In framing their allocation scheme local authorities are required to give priority (known as reasonable preference) to certain categories of people and allow applicants to exercise choice in the allocation of social housing. The Allocations Policy must also give consideration to the Equalities Act 2010 in terms of eliminating discrimination but also our duty is to advance equality of opportunity.

The Localism Act introduces additional powers and duties including;

- Power to decide who qualifies for an allocation of social housing, withdrawing the requirement to have an open Housing Register and recommending a minimum of 2 years residency qualification.
- Power to give priority to working households and those making a contribution to the community.
- Power to discharge homelessness duties in the private sector.

## Changes to the Barking and Dagenham Housing Allocations Policy

Cabinet on 4 August 2014 agreed a new Housing Allocations Policy to be introduced with effect from 3 November 2014 **for new applicants only**.

Following a comprehensive training programme the policy was successfully implemented and applied to all new applications for social housing received on or after the 3 November 2014.

As a consequence the Council is now operating two very different allocations policies dependent upon the date of application. This approach lacks transparency and is confusing for applicants and difficult for staff to administer and justify.

At the request of the Cabinet Member for Housing extensive and qualitative consultation has been carried out over a 12 week period with a view to operating one allocations policy. Experience of consulting on Housing Allocations issues has proven historically to be most effective when conducted face to face with customers by experienced staff as there are often long discussions regarding the broader context and legislative requirements. Following comprehensive training, staff from Housing Advice Service, Tenant Participation Team and key Partner Agencies ( including RAMFEL, CAB and the Somali Women's Group) carried out consultation at the following venues and forums;

- Tenants and Residents Associations
- Visitors to the Citizens Advice Bureau
- Visitors to Dagenham Library
- Visitors to John Smith House

- Community and Faith Groups
- Staff and Stakeholders

This report also highlights two further proposed policy changes which have been considered and consulted upon following feedback from frontline staff in light of operational experience, and as agreed by Cabinet as part of an annual review of policy to reflect changes in the housing market :

- To exclude owner occupiers from joining the housing register unless there are exceptional circumstances and
- To exercise the right to suspend applicants from bidding when they have refused three reasonable offers of accommodation

To operate a single Allocations Policy it will be necessary to carry out a full review of all 13500 housing applicants registered before the 3 November 2014. This will result in a significantly reduced housing register which will reflect demand from those with a connection to the borough and a recognised housing need.

The proposed changes to the Housing Allocations Policy reflect key policy principles that:

- Assist the Council to ensure that best use is made of Council stock and to ensure that properties are allocated to those with a connection with the Borough, and a recognised housing need. This should help the Council to ‘enable social responsibility’.

<b>. Equality Impact Assessment on the proposed changes to the Housing Allocations Residential Qualifications</b>	
<b>Proposed Change</b>	<p><b>Explanation</b> The total number of applications on the Housing Register at the time of writing the report is 14500 approximately.</p> <p>Of which 13,500 were on the register prior to 3 November 2014 and 1425 have subsequently applied of which approx. 1000 have met the revised criteria and been eligible to be included on the register. Of those registered prior to 3 November 2014, 1541 have no recognised connection with the borough and a further 5640 have no housing need. As a result over 7000 open applications have no prospect of re-housing. The Cabinet had also previously agreed that the Allocations Policy should be reviewed annually in view of the ever-changing housing market. Stemming from feedback from frontline staff in light of operational experience and following consultation, this report also proposes two policy changes:</p> <ul style="list-style-type: none"> <li>• To exclude owner occupiers from joining the housing register unless there are exceptional circumstances; and</li> <li>• To exercise the right to suspend applicants from bidding when they have refused three reasonable offers of accommodation.</li> </ul>



<b>1) Retrospectively apply the Housing Allocations Policy agreed at Cabinet 4<sup>th</sup> August 2014 to all housing register applications</b>	<b>Equality strand</b>	<b>Impact Positive (P) Neutral (N) Adverse Impact (AI) L/M/H</b>	<b>Explanation</b> It is prudent to operate a single policy that demonstrates equality across the entire register and makes best use of staff resources. Applicants affected by this have little or no prospect of ever being re-housed.
	All	Adverse Impact (L)	A total of over 7000 applications would be removed from the register as a consequence of policy change. Monitoring data ( see Table A) shows of those applicants who would be removed from the register as they currently live outside of the borough the strands most affected are White British 34.27% and African 26.12%. Of those applicants who would be removed from the register as they have no recognised housing need the strands most affected are White British 41.43% and African 24.45%. However all of those removed from the register would never have been re-housed. Data from the consultation has shown that the two groups most affected were proportionately represented in the breakdown of ethnicity of those consulted
<b>2) Excluding owner occupiers</b>	All	Adverse Impact (L/)	Social housing should be for those in most housing need and those who do not have the financial means to acquire their own properties. Owner occupiers should be excluded from joining the register unless there are exceptional circumstances such as if an owner occupier has disabilities requiring extensive adaptations and their property is not suitable for such adaptations and there are not the financial means available to them to buy another suitable or adaptable property. When determining priority, it is lawful to take into account the financial resources available to a person to meet his housing costs. Consequently, a LA can lawfully give less priority to owner occupiers (wherever the property is situated). The exclusion of owner occupiers takes this one step further, but the qualification of allowing a discretion in exceptional circumstances is likely to be

			<p>sufficient to avoid legal challenges, subject to how that discretion is ultimately applied</p> <p>A very low proportion of the register are owner occupiers.</p>
<b>Suspending Applications</b>		Adverse Impact (N)	<p>Some applicants bid and refuse properties frequently. There is no deterrent at present to this practice. Every time an applicant bids successfully a short-listing process must be carried out, and a viewing arranged, this uses valuable officer time and may affect void turnaround time. It is therefore proposed that the Council exercises the right to suspend for 6 months those applicants that have refused three suitable properties.</p> <p>There are no obvious legal implications in relation to the proposal to suspend applicants who refuse three suitable properties, providing applicants are made aware of the likely consequences. This is a practical consideration to assist with the management of the scheme and the benefits of implementing this proposal are clearly justified with reference to the efficient use of officer time. Adequate notification will be given prior to any action to suspend an applicant.</p>

Table A

ethnicity	register	%	out of b	%	no pref	%
White British	5380	39.38	526	34.27	2558	41.43
African	3618	26.48	401	26.12	1510	24.45
Other White	1303	9.54	132	8.60	604	9.78
Not Stated	692	5.06	68	4.43	326	5.28
<b>SUBTOTAL</b>	<b>10993</b>	<b>80.46</b>	<b>1127</b>	<b>73.42</b>	<b>4998</b>	<b>80.94</b>
Caribbean	528	3.86	102	6.64	259	4.19
Bangladeshi	509	3.73	75	4.89	217	3.51
Pakistani	421	3.08	60	3.91	189	3.06
Other Asian	186	1.36	25	1.63	77	1.25
Mixed White/Black Caribbean	169	1.24	24	1.56	72	1.17
Other Black	166	1.21	28	1.82	76	1.23
Indian	160	1.17	23	1.50	72	1.17
Other	150	1.10	22	1.43	39	0.63
Other Mixed	115	0.84	18	1.17	53	0.86
Mixed White/Black African	99	0.72	11	0.72	47	0.76
White Irish	61	0.45	6	0.39	28	0.45
Mixed White Asian	45	0.33	5	0.33	22	0.36
Black British	42	0.31	8	0.52	15	0.24
Chinese	19	0.14	1	0.07	11	0.18
<b>TOTAL</b>	<b>13663</b>	<b>100</b>	<b>1535</b>	<b>100</b>	<b>6175</b>	<b>100</b>

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**CABINET****15 September 2015**

<b>Title:</b> Re-Procurement of the Education and Built Environment Framework Agreement	
<b>Report of the Cabinet Member for Finance and Central Services</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> Yes
<b>Report Author:</b> Stephen Howells Frameworks and Contracts Manager	<b>Contact Details:</b> Tel: 020 227 2757 E-mail: <a href="mailto:stephen.howells@lbbd.gov.uk">stephen.howells@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Jeremy Grint, Divisional Director, Regeneration	
<b>Accountable Director:</b> Chris Naylor, Chief Executive	
<p><b>Summary:</b></p> <p>This report seeks approval to proceed with the re-procurement of a Framework Agreement for the delivery of the Council's capital construction works projects valued over £500,000.</p> <p>The focus of the Framework Agreement will be for the delivery of education and built environment construction projects and will be made available for use by other councils within the East London Solutions network and other local public sector bodies.</p>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> <li>(i) Agree that the Council proceeds with the procurement of a Framework Agreement for the delivery of construction works in accordance with the strategy set out in the report;</li> <li>(ii) Indicate whether Cabinet wishes to be further informed or consulted on the progress of the procurement and /or the award of the contract; and</li> <li>(iii) Delegate authority to the Divisional Director of Regeneration to award the Framework Agreement to the successful bidder(s) once a compliant procurement tender exercise has been conducted, in accordance with the strategy set out in the report</li> </ul>	
<p><b>Reason(s)</b></p> <p>Approval of this proposal will enable the Council to appoint contractors for construction contracts with a value in excess of £500,000 more easily and obtain additional benefits from contracts awarded under the Education and Built Environment Framework Agreement.</p>	

The Education and Built Environment Framework Agreement will ensure that the Council more easily meets its wider requirements and statutory obligations such as the delivery of school places and supports the Council's priorities of 'Encouraging Civic Pride', 'Enabling Social Responsibility' and 'Growing the Borough'.

## **1. Introduction and Background**

- 1.1 The Capital Commissioning and Delivery section has used framework agreements for the delivery of the Council's construction projects, for example the refurbishment of and new build schools through the Education and Other Services Framework and general building works through the General Construction (Lower value) Framework, since 2007.
- 1.2 The current Education and Other Services Framework and General Construction (Lower value) Framework are due to expire in April 2016.
- 1.3 The Education and Other Services Framework was set up for the delivery of projects in excess of £1.5million and the General Construction (Lower value) Framework for projects between £50,000 and £1.5 million. Both frameworks have an overlap so that contractors on the General Construction (Lower value) Framework could bid for projects up to £2 million and contractors on the Education and Other Services Framework can bid for projects with a value over £1.5 million.
- 1.4 The Construction Framework Agreements were introduced with the principle aim to reduce the time and cost associated with construction procurement, especially procurements over EU Procurement Directive thresholds. The Frameworks also allow for a collaborative approach to contracting that enables the Council to look at costs and efficiencies in greater detail. Additionally the Framework Agreements encourage contractors to invest in greater employment and training opportunities for residents of the borough.
- 1.5 The Frameworks have also produced efficiencies through project partnering and innovative methods of construction, resulting in reduced construction costs and the ability to ensure projects are delivered to time and budget, which will become more critical in the current political climate or client departments being put under considerable pressure to spend grant funding in short timescales. This would not be achievable if projects had to be procured through more traditional tendering processes.
- 1.6 The success of the Frameworks has also led to other East London (ELS) local authorities to use the frameworks, subsequently increasing the scope and value of the frameworks. Consequently this has resulted in the frameworks realising increased income generating opportunities through levies charged through the Frameworks.
- 1.7 Due to a huge increase in construction activity within London and the South East since mid 2013 contractors have become more selective on the size of project that they are willing to bid for. Only smaller contractors are now interested in projects below £500,000 and to address this the Capital Commissioning and Delivery

section is currently preparing a tender for a Low Value Works Framework for works between £50,000 and £500,000. But this selectivity has continued across the range of project values with some main contractors indicating that they are now no longer interested in bidding for projects below a value of £10 million and even medium sized firms declining to bid for projects valued at under £5million.

- 1.8 This in part is due to the fact that during the recession contractors downsized and trades people left the industry. The increase in the volume of available work, a shortage of materials and the restricted availability of trades has led contractors being more selective in projects that they bid for and has also led to an increase in construction costs for both materials and labour. Research and surveys undertaken by construction cost consultants EC Harris identified that brick costs had risen by 16% in the twelve months to October 2014; day rates for bricklayers and carpenters had increased annually by 6.2% and 3.8% respectively with bricklayer day rates circa £180. A survey conducted by the Royal Institute of Chartered Surveyors (RICS) stated that the number of firms reporting a shortage of bricklayers increased from 59% to 71% from Q2 to Q3 in 2014. In spite of these and other shortages the construction sector continues to grow, buoyed by the increase in the housing sector. A report published by the London Chamber of Commerce and CITB has indicated that 19% of construction workers aged 55+ are set to retire over the next 5-10 years, this amounts to circa 400,000 people in addition to those workers who have left the industry, also estimated at 400,000 people.
- 1.9 In light of these changes in the construction sector the Capital Commissioning and Delivery section proposes to amend the value bands, increase the number of contractors appointed to the Framework and expand the number of lots.

## **2. Proposed Procurement Strategy**

### **2.1 Outline specification of the works, goods or services being procured.**

- 2.1.1 The Education and Built Environment Framework Agreement will be used for the procurement of construction contracts valued from £500,000 upwards, potentially split between three lots each covering a specific contract value band. The contracts will include works to Educational premises both new build and refurbishment; general building works to Council corporate property; works in the built environment and other ad-hoc works to Council assets as required under the scope of the Framework Agreement.
- 2.1.2 The Framework will be a replacement for the current Education and Other Services Framework and the General Construction (Lower value) Frameworks both of which expire 22 April 2016.
- 2.1.3 The Framework will also be made available for use by other East London Solutions contracting authorities; L B Greenwich and L B Bexley have also expressed an interest in the Framework; local authorities in Essex could potentially be included as Essex County has no current similar arrangement; academies and free schools or similar within the identified areas and other public sector organisations would also be mentioned in the contract advertisement.

## **2.2 Estimated Contract Value, including the value of any uplift or extension period.**

2.2.1 The Framework Agreement commits the Council to no expenditure in itself.

2.2.2 Construction contracts let under the Framework will vary in value from a minimum value of £500,000 through to no upper threshold ceiling. Based on the Council's expenditure through the current Framework Agreement and use by other ELS authorities the current frameworks have to date delivered circa £200 million of construction projects. This figure does not include potential projects for the coming year.

2.2.3 In addition to Barking and Dagenham and the other ELS boroughs, both L B Greenwich and L B Bexley have expressed an interest in the Framework; local authorities in Essex could potentially be included as Essex County has no current similar arrangement; academies and free schools or similar within the identified areas and other public sector organisations would also be mentioned.

2.2.4 Based on current and projected use by the Council and ELS and the potential use by other local authorities the Framework could potentially realise an expenditure of over £100 million per annum equating to over £400 million over the life of the Framework. But it should be noted that it is notoriously difficult to estimate exact future figures over the duration of a framework.

## **2.3 Duration of the contract, including any options for extension.**

2.3.1 In accordance with the provisions of the Regulations, the Framework will be for a maximum period of four years with no option to extend.

## **2.4 Recommended procurement procedure and reasons for the recommendation.**

2.4.1 The Framework will be subject to the provisions of the Public Contracts Regulations 2015. The Framework will be for Works and subject to Part A of the Regulations.

2.4.2 The Framework will be procured using the two stage Restricted Procedure, advertised in the Official Journal of the European Union (OJEU) in accordance with the Regulations.

2.4.3 From previous experience it is anticipated that the Framework will generate a very high level of commercial interest and subsequently receive a large number of expressions of interest. It is therefore in the Council's interests to reduce the number of expressions to a suitable, manageable level to be invited to tender.

## **2.5 The contract delivery methodology and documentation to be adopted.**

2.5.1 The Framework Agreement will be for the delivery of a significant number of contracts, which could range in value from £500,000 to over £10 million with no upper limit, each of which will require a specific form of contract and will be individually specified. The Framework will therefore operate on the basis of



mini-competition through a qualitative / commercial evaluation appropriate to each project.

- 2.5.2 The current Frameworks have evolved over a number of years and are based on the principle of being easy to use and understood by procuring Officers both within the Council and other ELS authorities. Therefore it is proposed that the current principles and processes employed in the current Framework Agreements are re-employed on the proposed Framework Agreement if somewhat modified where necessary to take into account changes in legislation or the construction sector.

## **2.6 Outcomes, savings and efficiencies expected as a consequence of awarding the proposed contract.**

- 2.6.1 A reduction in procurement time and costs for contracts let under the framework

The most obvious benefit of utilising framework agreements is the reduction in time taken to procure construction contracts for both sub-threshold and above threshold procurement exercises. An OJEU compliant tender exercise will generally take in the region of six to nine months to procure, involve a large number of stakeholders at a high cost and resources. Eleven OJEU compliant contracts have so far been delivered under the current Framework Agreements.

Additionally, the Frameworks have enabled the Council to deliver urgent works to schools where time is of the essence to ensure that works are completed in short timeframes, such as school holiday periods, with little notice. Under a more traditional procurement route, this may not have been achievable.

The Frameworks have also allowed the Council to appoint contractors at relatively short notice where grant funding deadlines have been imposed that may not be achievable through more traditional procurement routes.

- 2.6.2 Contractual Disputes and Differences

There have been no contractual disputes on any of the projects let through the current construction Frameworks. This is in no small part due to the Council and contractors working collaboratively and the relationships developed between Capital Commissioning and Delivery and appointed contractors. It is intended that this practice will continue through the next generation Framework.

The Capital Commissioning and Delivery section has been administering construction framework agreements since 2008 and there has not been a single dispute under these; however, previous to the first iteration of the frameworks it was not uncommon for contractual disputes and issues to occur.

Consequently this means that the time, costs and resource of both Capital Commissioning and Delivery Officers and other departments such as the client or Legal can be better employed on other matters instead of acting on matters of contractual dispute.

### 2.6.3 Employment and Skills

The Council sets employment and skills targets in line with the National Skills Academy for Construction guidance issued by ConstructionSkills. Through the current Framework Agreements contractors have actively supported the Council's aspirations to support local supply chains, support apprentices and apprenticeships, and by advertising job opportunities for construction trades through the Council's Job Shop.

Employment and Skills plans are a contractual obligation on each project let through the current Frameworks and this will continue in the proposed Framework Agreement. The actual numeric targets are set in relation to the size of the project and will be set out on a contract by contract basis.

### 2.6.4 Revenues and Opportunities

The current Framework Agreements generate income from levies charged to contractors through contracts awarded to contractors by both the Council and other ELS boroughs. It is intended that the proposed Framework Agreement will be expanded to include other London boroughs that have expressed an interest in using the Framework and also councils in the county of Essex. The Framework will also include scope for academies and free schools within the named areas to use the Framework as these educational establishments often do not have the experience to procure and deliver large construction projects.

Expansion of the Framework will, if utilised, generate further levels of income which is used in part to support the management and delivery of the Council's Framework Agreements. It is estimated that levies raised from the current framework arrangements could be in the region of £200,000 by the conclusion of the frameworks.

### 2.6.5 Framework Structure

From recent conversations with the Council's Framework contractors, it has become clear that many have become disillusioned with other framework agreements that they are appointed to. Some are too rigid in their structure or too narrow in scope and are no longer an attractive option. This includes major national frameworks and is leading to contractors not submitting tenders under mini-competition or responding to requests for quotes on alternative frameworks.

It is also the case that contracting authorities are now less inclined to use large national frameworks as little consideration has been given to localism issues within their scope.

The Council's construction framework agreements have, however, always been set up to be as flexible as possible without restriction on forms of contract, procurement route or scope. One large national main contractor stated that they are promoting the way our frameworks are structured as they are flexible and allow construction projects to be procured in the most appropriate manner, which in the current climate is two-stage Design and Build for large construction projects and traditional fully designed for lower value projects.

## 2.6.6 Efficiency Savings

Nationally, £300m efficiency savings have been achieved through the use of framework agreements, or 4.1% average efficiency savings per project (source: NIEP for the Built Environment).

Pre-tendered framework agreements free-up a procurement/project team from managing the time-consuming OJEU process for construction by utilising mini-competition; are easy to implement and are understood by users and also support construction project KPIs.

## 2.6.7 Local Contractors and SMEs

One of the most important things that councils can do to improve local life is to support the local economy. However with the introduction of the new Public Contracts Regulations 2015, central government has determined that any procurement exercise that is over £25,000 and below EU thresholds must, if advertised at all, be advertised, nationally, on Contracts Finder. Effectively under the Council's Contracts Procedures Rules this means that contracts over a value of £50,000 must be advertised on Contracts Finder. It is difficult to determine how this will enable local businesses when they will be required to bid against any number of contractors.

As previously mentioned, the Regulations only state that below threshold procurements need be advertised, if they are advertised at all. Therefore call-offs from a framework agreement do not need to be advertised. By working with contractors appointed to the framework, there is greater scope for enabling local supply chains than through an open tender exercise where bidding contractors will generally price their tender submission based on utilising pre-determined contractual arrangements.

By splitting into three value bands the structure of the new Framework will also ensure that the right size firm will tender for the lot most attractive to their size and capacity. Additionally the new Regulations also allow for contracting authorities to limit the number of lots a firm can win. Therefore firms will need to make a choice about which band / lot is most appropriate to their size and capacity.

## **2.7 Criteria against which the tenderers are to be selected and contract is to be awarded**

2.7.1 The Framework Agreement itself will be evaluated on a qualitative / cost basis and awarded on the basis of Most Economically Advantageous Tender (MEAT).

2.7.2 As there are no real cost commitments attached to the Framework itself, the emphasis will be placed on the qualitative element of tenderers submissions through evaluation of submitted method statements. However case law has determined that all publicly tendered contracts must have a priced element which, in terms of the framework, will be measured through contractors proposed overheads and profit rates which will be applied to all projects let through the Framework. It is therefore proposed that the Framework Agreement will be evaluated on a qualitative / cost ratio of 70% / 30%.

- 2.7.3 Contracts let through the Framework will be evaluated on the basis of MEAT with cost / quality ratios applicable to each project. This will be intrinsically linked to the value, scope, risk and procurement route of each project. Low value, low risk projects may be suitable for traditional, single stage, lump sum tendering; however in the current market contractors are looking to minimize exposure to riskier, more complex or high value projects and have made it clear that they will only be prepared to tender under two stage design and build or partnering type contracts.
- 2.7.4 These are models that the Council has used for some time and allows appointed cost consultants to work with contractors on an open book basis. This route also means that much of the risk is placed onto contractors. Contractors have also intimated that they are unwilling to consider single stage design and build or other complex tendering processes, which can be demonstrated through their responses to mini-competitions undertaken by other authorities.

## **2.8 How the procurement will address and implement the Council's Social Value policies.**

- 2.8.1 The Framework Agreement will incorporate a requirement for all appointed contractors to meet specific training and skills proposals in all contracts that they bid for. Tenderers proposals will become contractual requirements. The contractors on the current arrangement had an agreement with Barking College to support skills training and it is envisaged that a similar arrangement will be able to be incorporated into the new Framework Agreement.
- 2.8.2 Contractors will be expected to work with the Council's Employment and Skills section in order to meet their training commitments, for example apprentices, work placements and support through schools.
- 2.8.3 Contractors will also be obligated to advertise all employment vacancies for projects undertaken in the borough through the Council's job shop or other preferred employment portal.
- 2.8.4 The Council will also look to contractors to develop local supply chains and promote opportunities for local business to sub-contract on projects.

## **3. Options Appraisal**

### **3.1 Do nothing.**

This option was rejected because as previously set out in this report, construction contracts would have to be procured under the application of the Public Contracts Regulations 2015 and both sub-threshold and above threshold contracts would require a full tender process that often would not meet the necessary timeframes to conclude the projects. This is especially important with regard to works in schools and the Council's obligations for providing school places. Notwithstanding that any efficiency savings in terms of both cost and time procuring through mini-competition under a framework agreement will no longer be realised.

### **3.2 Use other framework agreements.**

This option was considered and disregarded as there are few frameworks that meet the aspirations and requirements of the Council. For instance the Education Funding Agency (EFA) framework was procured by the Department for Education but has substantially failed to deliver and there have been calls for it to be scrapped by Government Minister Francis Maude, notwithstanding the Cabinet Office has declared it non-compliant. There is also the LCP Framework, which was procured at a pan-London level, but this is populated with main national contractors that give little consideration to how the Social Value Act can be considered at a local level and in the current climate appears to have the wrong size firms appointed to value bands, meaning firms will be unlikely to bid for work. These frameworks also do not allow for direct management of the arrangements. In addition alternative framework arrangements generally incur a relatively high joining fee and the Council would no longer enjoy the levies raised through the Council's own Frameworks.

### **3.3 A long term single supplier contract.**

This option was not considered as in the current climate it cannot be demonstrated that a single supplier can provide value for money for the range and scope of construction projects undertaken by the Council and it is unlikely that prices tendered at the present time would be sustainable through the life of a long term arrangement, such is the uncertainty and higher costs associated with appointing sub-contractors and trades, plus the rising prices of construction materials. This option would also mean putting all the Council's eggs in one basket with the potential risk that if the contractor ceases to exist or the arrangement is no longer appealing to the contractor the contract could become a white elephant. This option would also mean the Council making up front commitments in terms of works in order for this to be a contractual arrangement, which the Contractor may not be able to deliver down the line for cost reasons explained earlier. It should also be considered that if the construction market changed considerably, there would be no demonstration that future projects represented value for money, especially if there were to be a fall in the market sector costs.

## **4. Equalities and other Customer Impact**

- 4.1 Tenderers will have their Equalities and Diversity processes and procedures examined as part of the tender process and will be expected to comply with all legislative and statutory requirements. Tenderers shall be obliged to comply with the Council's policies in relation to these matters.

## **5. Other Considerations and Implications**

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

#### **5.1.1 The application of the Public Contracts Regulations 2015**

The Public Contracts Regulations 2015 were transposed into UK Law in February 2015. These Regulations introduced new requirements over the old 2006 Regulations, it is therefore essential that the tender process is carried out in accordance with the obligations of the 2015 Regulations. The Capital Commissioning and Delivery section employs professional Officers fully conversant with the new Regulations and will be responsible for overseeing the procurement process. Any issues arising from the new Regulations will be referred to the senior Legal Officer or Head of Procurement for advice.

### 5.1.2 **Challenge from an unsuccessful applicant**

The Capital Commissioning and Delivery section has successfully carried out a number of large procurement exercises both for framework agreements and other contracts that are subject to the full application of the Public Contracts Regulations. The section will ensure that a compliant tender process is put in place to mitigate against this risk.

### 5.1.3 **Unsustainable Bids**

It is important that tendering contractors submit sustainable bids that ensure that contractors return a profit through contracts let through the Framework but also provides value for money for the Council. The Capital Commissioning and Delivery section has previous experience of utilising specialised price evaluation models to ensure that cost submissions are sustainable and viable.

### 5.1.4 **Framework Management**

Capital Commissioning and Delivery manage and procure a number of Framework Agreements including the Education and Other Services Framework and General Construction (Lower Value), for which this Framework Agreement will be a replacement of; Housing New Build; Housing Refurbishment; Construction Related Professional Services and the proposed Low Value Works Framework. In order to manage these frameworks; collaborate with other ELS boroughs and potentially widen their usage; support Project Managers to tender projects under the Frameworks and recoup levies from contractors the Capital Commissioning and Delivery section employs a Framework and Contracts Manager supported by interim appointments. The cost for these is met through levies raised and is therefore self financing. In order to fully explore greater opportunities it may be prudent to employ additional resource in the future.

## 5.2 **TUPE, other staffing and trade union implications.**

5.2.1 Not applicable

## 5.3 **Property / Asset Issues**

5.3.1 The Framework Agreement will provide an efficient vehicle for the delivery of works to improve the Council's property assets including schools and public buildings.

## 6. **Consultation**

6.1 The proposals in this report were endorsed by the Procurement Board on 24 July 2015 and all relevant consultation with Portfolio Holders and officers has taken place.

## 7. **Corporate Procurement**

Implications completed by: Francis Parker – Procurement Manager

7.1 A framework is likely to be the most efficient route to market in this instance, the method has been well tested for procurements of this type and allow for a variety of different projects to be procured over the life of the framework.

- 7.2 The restricted procedure is the more suitable choice as there is likely to be a lot of interest in this contract. Including a pre qualification stage will enable the number of tenderers to be reduced to only the most suitable, and this will help reduce the time and resource needed to manage this procurement.
- 7.3 The price/quality split is sensible. It will not necessarily be the most suitable for all projects that are competed under this framework, but it is likely to be the most suitable mix across all the services competed under the framework.

## **8. Financial Implications**

Implications completed by: Carl Tomlinson, Finance Group Manager.

- 8.1 The Frameworks themselves do not commit the Council to any contractual obligation to purchase or deliver construction works. They are a mechanism by which specific contracts can be let to a selected group of contractors at the Council's discretion.
- 8.2 The cost of creating and formalizing the framework contracts will be met from existing Capital Commissioning and Delivery budgets. The cost of services procured through these frameworks will be met from capital budgets in accordance with the Council's budgetary controls and financial regulations.
- 8.3 The likely spend over the proposed four year contract period has been estimated at £400m. It is, however, difficult to accurately estimate the actual value as this will obviously depend on the size and scope of the Authority's capital programme over forthcoming financial years and the potential use by other local authorities of the framework contracts. Due to the high value nature of these framework contracts this expenditure is likely to be charged to the Authority's capital programme, and particularly to school projects, but it is highly likely that Leisure and Adult Services areas will also benefit.
- 8.4 It is proposed that the Framework will be made available for use by the Councils that are part of the East London Solutions group and a levy will be charged for the use of this Framework in line with present arrangements for the use of the council's other construction frameworks. This arrangement currently generates income for the Authority based on a percentage of the value of each contract let. However, without knowing the likely uptake of this new framework by these neighbouring Councils it is not possible to estimate exactly how much income this arrangement is likely to generate. Notwithstanding this point, the Capital Commissioning and Delivery Group have an annual revenue budget of £75,000 for this income which is on target to be achieved in the current financial year.

## **9. Legal Implications**

Implications completed by: Bimpe Onafuwa, Contracts and Procurement Solicitor

- 9.1 The Public Contracts Regulations 2015 allows local authorities set up Frameworks from which appointed providers can be selected to provide goods, works or services.

- 9.2 The estimated value of the Contract is in excess of the works threshold for application of the Public Contracts Regulations 2015 (the Regulations) of £4,322,012 and therefore subject to the full effect of the Regulations. Accordingly, there is a requirement for the contract to be tendered in the EU, and that the process be transparent, non-discriminatory and ensure the equal treatment of bidders submitting tenders to join the framework.
- 9.3 In compliance with the procurement principles, this report states in paragraph 2.7 that the award will be made to the most economically advantageous tender, while the evaluation criteria will be a 70:30 quality: cost ratio. Paragraph 2 provides the timetable within which this procurement exercise will be undertaken, following advertisement in the Official Journal of the EU (OJEU).
- 9.4 In considering whether or not to approve the recommendations of this report, Cabinet should consider if the procurement will achieve best value for the Council.

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

**List of appendices: None**



## CABINET

15 September 2015

<b>Title:</b> Procurement of Parking ICT System	
<b>Report of the Cabinet Member for Crime and Enforcement</b>	
<b>Open Report</b> Open	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> yes
<b>Report Author:</b> Sharon Harrington, Group Manager, Parking and Road Safety	<b>Contact Details:</b> Telephone: 020 8227 2952 Email: Sharon.harrington@lbbd.gov.uk
<b>Accountable Divisional Director:</b> Robin Payne, Divisional Director Environment	
<b>Accountable Director:</b> Anne Bristow, Corporate Director of Adult and Community Services	
<p><b>Summary:</b></p> <p>The Council is presented with an opportunity to re-define how the Parking Service is delivered beyond 2016 due to the forthcoming expiry of its current contracts. The contract for the provision of the IT for Parking Administration and CCTV Enforcement is delivered by Civica and expires in March 2016.</p> <p>With the current contract ending there is a need to have approved arrangements in place effective from 1 April 2016. In order to provide for full compliance with the Council's Contract Rules and Public Contracts Regulations 2015, a competitive open tender through the EU Open Procedure route is recommended to achieve best value for the Council. The contract will be awarded for a three year term contract with an option to extend for a further two years.</p> <p>The tender will give an opportunity to the Council to drive down costs whilst meeting the Parking Services needs for the future.</p>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> <li>(i) Agree that the Council to proceeds with the procurement of a contract for Parking ICT Services via a competitive open tender process through the EU Open Procedure route in accordance with the strategy set out in this report;</li> <li>(ii) Indicate whether Cabinet wishes to be further informed or consulted on the progress of the procurement and /or the award of the contract; and</li> <li>(iii) Delegate authority to the Corporate Director of Adult and Community Services, in consultation with the Cabinet Member for Crime and Enforcement, the Chief Finance Officer and the Head of Legal and Democratic Services, to conduct the</li> </ul>	

procurement in accordance with the procurement strategy set out in this report, and award the contract, including any periods of extension, to the successful bidder.

### **Reason(s)**

The provision of the Parking ICT System also commits to the Council's following priorities:

- *Encouraging Civic Pride*; enhancing the public realm by reducing on-street parking.
- *Enabling Social Responsibility*; tackling congestion by keeping roads clear and discouraging car commuters, promoting sustainable and healthy travel and meeting the requirements of disability legislation.

## **1. Introduction and Background**

- 1.1 LBBD is responsible for parking enforcement on its streets and in its car parks using the civil parking enforcement ("CPE") powers provided by Traffic and Management Act 2004. The current Civica CE system processes in the region of 94,000 PCN's issued per annum.
- 1.2 In 2010 as the result of a formal tender process Civica were awarded a 5 year contract for the provision of the Parking Management System. The contract with Civica expired in March 2015 and a waiver for a 12 month extension until March 2016 was approved by Procurement Board on 13 January 2014.
- 1.3 As the current extension is due to expire on 31 March 2016, there is a need to tender for this requirement.

## **2. Proposed Procurement Strategy**

### **2.1 Outline specification of the works, goods or services being procured.**

- 2.1.1 The proposal is that the Parking IT Solution is procured via an open tender process through the EU Open Procedure route.
- 2.1.2 The Parking IT Solution will consist of a software system to manage parking within the Council and allow enforcement of both on-street and off-street parking. The system will also include the following elements:
  - Penalty Charge Notices (PCNs) can be issued using handheld devices and processed as defined by legislation in the back-office.
  - Take payments for PCNs through the Councils Income Management System and update the back office system.
  - The back office system will be able to link with the Councils mobile video (car) and bus lane technologies.
  - The system will be able to link with the Councils informal appeals letters system supplied by Barbour Logic.
  - Hosting the service in the Agilisys Cloud

## **2.2 Estimated Contract Value, including the value of any uplift or extension period.**

2.2.1 Based on costs over the life of the existing agreement (£435,000 over 3 years) and approximately £145,000 per annum (indicative £725,000 over 5 years if two year extension is utilised).

2.2.2 Funding to host the application in the Agilisys Cloud will need to be found from within the service unless there is an opportunity to 're-claim' any funding from the Council's data centre costs. If this is not possible this will have an impact of the service budget.

2.2.3 Funding will be met from existing revenue budgets.

## **2.3 Duration of the contract, including any options for extension.**

2.3.1 The contract will operate for a period of three years commencing on 1<sup>st</sup> April 2016 with an option to extend for a further two years.

## **2.4 Is the contract subject to the (EU) Public Contracts Regulations 2015? If Yes, and contract is for services, is it subject to the light touch regime?**

2.4.1 Yes, this is a service contract subject to the Public Contracts Regulations 2015 but not subject to the light touch regime.

## **2.5 Recommended procurement procedure and reasons for the recommendation.**

2.5.1 The recommended procurement route is an open tender process through the EU Open Procedure route. This route offers an opportunity to widen competition to achieve best value for the Council. This will also include an e-auction of successful suppliers.

## **2.6 The contract delivery methodology to be adopted.**

2.6.1 The contract will be implemented utilising the Council's standard terms and conditions, and the contract will be managed by the Parking Services Team.

2.6.2 The contract will be implemented and delivery as defined in the service specification.

2.6.3 Pricing shall also remain fixed for the duration of the contract. System software will be invoiced on a quarterly basis and supporting modules on a monthly basis.

2.6.4 The procurement timetable is as follows:

<b>TASK</b>	<b>DATE</b>
Issue OJEU Advert	Friday 25 September 2015
Issue ITT for the Open Tender Process	Friday 2 October 2015
Deadline for suppliers to submit clarification questions	Friday 16 October 2015

Deadline for Council to respond to clarification questions	Friday 23 October 2015
Deadline for Tender Submissions	Monday 2 November 2015
Tender Evaluation	Tuesday 3 November – Tuesday 17 November 2015
Raise Clarifications	Wednesday 18 November 2015
Deadline for suppliers to respond to clarifications	Thursday 26 November 2015
Moderation and tender finalisation and shortlisting for e-auction	Friday 27 November – Friday 4 December 2015
Hold e-auction	Monday 7 December 2015
Due diligence on e-auction	Monday 7 December – Friday 11 December 2015
Preparation of debrief material	Monday 14 December – Friday 18 December 2015
Prepare and circulate Award Report (Delegated Award)	Monday 21 December – Monday 4 January 2016
Award Report (Delegated Award) to be approved by Cabinet	Friday 8 January 2016 or Monday 15 February 2016
Notification of result of Tender evaluation	Monday 18 January 2016 or Monday 15 February 2016
Standstill Period ends (10 day standstill period will be applied)	Friday 29 January 2016 or Friday 26 February 2016
Contract award and mobilisation	Monday 29 February 2016
Contract commencement	1 April 2016

## **2.7 Outcomes, savings and efficiencies expected as a consequence of awarding the proposed contract.**

- 2.7.1 The carrying out of an open tender process will widen the competition and should offer the opportunity to gain savings for the Council. It is anticipated that further savings should be realised through the e auction of the successful providers.
- 2.7.2 We envisage gain share will also be applicable at the agreed rate of 80% to the Council and 20% of the saving to Elevate. This will be calculated on actual data and usage on a monthly basis. However, in the event that a structured baseline cannot be agreed then applicable day rate charges will be implemented for time spent.
- 2.7.3 Without having a legal enforcement system in place, LBBD will be unable to carry any enforcements to generate Council income.
- 2.7.4 The Parking IT Solution is currently hosted on the Council's servers. To assist in meeting the Council's ambition to have all its software services hosted externally means there is an additional requirement for hosting services. Initial findings seem to lead to hosting by the Agilisys Cloud will be the most cost efficient against hosting by an external supplier. However, it is imperative that the service support is high level to avoid downtime and loss of enforcement.

## **2.8 Criteria against which the tenderers are to be selected and contract is to be awarded**

- 2.8.1 The Council will carry out an open tender process through the EU Open Procedure route.
- 2.8.2 The Council will also carry out an e-auctions with all those suppliers that meet the Council's criteria.
- 2.8.3 Any Contract awarded as a result of this procurement will be awarded on the basis of the most economically advantageous tender based on the evaluation criteria of 70% price and 30% quality.

## **2.9 How will the procurement address and implement the Council's Social Value policies?**

- 2.9.1 The Civica CE system underpins the delivery of the Parking Service contributing the authorities Vision and Priorities and will also enable us to achieve a much improved level of customer satisfaction through openness and access to information. It will be fully compatible with the ICT strategy:
- *Encouraging Civic Pride*; enhancing the public realm by reducing on-street parking.
  - *Enabling Social Responsibility*; tackling congestion by keeping roads clear and discouraging car commuters, promoting sustainable and healthy travel and meeting the requirements of disability legislation.
  - *Growing the Borough*; supporting the local economy.
  - *Improved emergency service access* due to less obstructed streets.
  - *Higher turnover of parking spaces* – therefore easier to access local shops via cars.

## **3. Options Appraisal**

- 3.1 **Do Nothing** - this option has been rejected because there is an ongoing need for the requirement and to allow existing agreements to lapse would place the Council in a non-compliant position. There is also no option to extend the existing Civica CE contract.
- 3.2 **Procure via a framework contract** - this option has been rejected as there are two EU compliant frameworks but the pricing structure contained within the frameworks meant the benchmarking exercise was unable to demonstrate a 'like for like' comparison. Therefore unable to identify which framework is best value for money.
- 3.3 **Procure via a competitive open tender** - this is the recommended option. The open tender process through the EU Open Procedure widens the competition to obtain best value for the Council.

## **4 Equalities and other Customer Impact**

- 4.1 As part of the overall Parking Strategy the Council wish to ensure that officers apply consistency and openness in the way in which we apply the Parking legislation. The new IT solution will enable the customers to engage with the Council across all popular and established mediums with the ability to review photographic and video

evidence of the alleged contraventions for which they have been notified. The new solution will also enable a speedier response to enquiries and allow us to manage the permit schemes more effectively.

- 4.2 A full evaluation will be carried out in terms of the Contractors Equalities and Diversity documents within their tender.

## **5. Other Considerations and Implications**

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

- 5.1.1 In order to be compliant to legislation and Council Contract Rules, it is necessary to conduct a procurement process. Risks of this recommendation not being approved are that the council would be non-compliant.

- 5.1.2 Not having a contract will also carry a risk to the service delivery,

### **5.2 TUPE, other staffing and trade union implications.**

- 5.2.1 TUPE not applicable. Maintaining the current system will not lead to any direct staffing or Trade Union Related implications.

## **6. Consultation**

- 6.1 The proposals in this report were endorsed by the Procurement Board on 25 August 2015 and all relevant consultation with Portfolio Holders and officers has taken place.

## **7. Corporate Procurement**

Implications completed by: Gillian Shine, Category Manager

- 7.1 The proposed open tender through the EU Open Procedure route is deemed the preferred route to obtain best value. The open tender process widens competition and offers an opportunity to get the best value for the Council and the option to auction successful suppliers should also drive further savings.
- 7.2 It is envisaged that gain share will also be applicable at the agreed rate of 80% to the Council and 20% of the saving to Elevate. This will be calculated on actual data and usage on a monthly basis. However, in the event that a structured baseline cannot be agreed then applicable day rate charges will be implemented for time spent.

## **8. Financial Implications**

Implications completed by: Carl Tomlinson, Group Accountant - Finance

- 8.1 The report seeks approval to tender via Open Tender through the EU Open Procedure route. Current spend is £145k pa with £127k met from the current Parking service's annual maintenance budget and £18k charged to Elevate in respect of the devolved ICT maintenance budget for the Parking system. Funding

for the new contract will be contained within these existing budgets and is expected to be in the region of £725k over 5 years.

- 8.2 Gainshare on savings delivered will be applied on the basis of 80% to the Council and 20% to Elevate. This will be calculated on actual data and usage on a monthly basis. However, in the event that a structured baseline cannot be agreed then applicable day rate charges will be implemented for time spent.
- 8.3 The cost of the procurement exercise will be met within existing budgets.

## **9. Legal Implications**

Implications completed by: Kayleigh Eaton, Contracts and Procurement Solicitor

- 9.1 This report is seeking Cabinet's approval to proceed with the procurement of a parking ICT system. The proposed procurement being considered is estimated at approximately £725,000, over the lifetime of the contract and therefore is above the EU threshold for supplies and service contracts (currently set at approximately £172,514). This means that there is a legal requirement to competitively tender the contract via the Official Journal of the European Union (OJEU).
- 9.2 This report advises that it is the intention of officers to tender this contract in accordance with the Public Contracts Regulations 2015 (the 'Regulations') using the open procedure. The requirements for competitive tendering, contained in the Regulations and rule 28.5 of the Council's Contract Rules, should therefore be met.
- 9.3 In keeping with the EU procurement principles, it is imperative that the contract is tendered in a competitive way and that the process undertaken is transparent, non-discriminatory and ensures the equal treatment of bidders.
- 9.4 Contract Rule 28.8 of the Council's Contract Rules requires that all procurements of contracts above £500,000 in value must be submitted to Cabinet for approval.
- 9.5 One of the recommendations of this report is that Cabinet delegate authority to the Corporate Director of Adult and Community Services, in consultation with the Cabinet Member for Crime and Enforcement, the Chief Finance Officer and the Head of Legal and Democratic Services, to award and enter into the contract with the successful bidder. Contract Rule 47.15 provides that, in the absence of any direction to the contrary from Cabinet, contracts may be awarded by the Chief Officer or in accordance with the scheme of delegation as long as the necessary financial approval has been given by Corporate Finance.
- 9.6 The report author and responsible directorate are advised to keep Legal Services fully informed at every stage of the proposed tender exercise. Legal Services are on hand and available to assist and answer any queries that may arise.

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

**List of appendices:** None

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## CABINET

15 September 2015

<b>Title:</b> Contract for the Provision of Liquid Fuel	
<b>Report of the Cabinet Member for Environment</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> Yes
<b>Report Author:</b> Beau Stanford-Francis, Contracts and Compliance Manager, Assets & Transport	<b>Contact Details:</b> Tel: 020 8227 5629 E-mail: beau.stanford-francis@lbbd.gov.uk
<b>Accountable Divisional Director:</b> Robin Payne, Divisional Director, Environment	
<b>Accountable Director:</b> Anne Bristow, Corporate Director of Adult and Community Services	
<p><b>Summary:</b></p> <p>The Council operate a wide range of vehicles, machinery and plant. At present liquid fuel is procured via a framework agreement to take advantage of economies of scale and ensure best value. Fuel is stored in tanks at both Frizland's Depot Dagenham and Creek Rd Depot Barking. In addition Red Diesel fuels the heating system at the Hollidge Way housing accommodation managed by the Council.</p> <p>The Authority has taken a great deal of steps to reduce the amount spent on fuel consumed each year. Measured include procuring fuel efficient vehicles, optimising vehicle servicing, targeted tyre procurement and inspection as well as ensuring that cost effective fuel sources such as red diesel are used where applicable.</p> <p>In order to maintain the authorities requirement to ensure the ongoing provision of liquid fuel, this report seeks approval to appoint a Liquid Fuel Supplier via an existing framework agreement compliant with European Procurement Regulations.</p>	
<p><b>Recommendation(s)</b></p> <p>Cabinet is recommended to:</p> <ul style="list-style-type: none"> <li>(i) Agree that the Council proceeds with the procurement of a contract for the provision of liquid fuel, delivered through an EU compliant framework contract in accordance with the strategy as set out in the report;</li> <li>(ii) Indicate whether Cabinet wishes to be further informed or consulted on the progress of the procurement and /or the award of the contract; and</li> <li>(iii) Delegate authority to the Corporate Director of Adult and Community Services, in consultation with the Cabinet Member for Environment, the Chief Finance Officer and Head of Legal and Democratic Services, to conduct the procurement and</li> </ul>	

award the contract to the successful bidder(s) in accordance with the strategy set out in the report.

### **Reason(s)**

To assist the Council in achieving its corporate priorities by securing cost effective liquid fuel provision on terms that will support the delivery of front line services whilst ensuring that the requirement ensuring value for money is achieved.

## **1. Introduction and Background**

- 1.1 The Council currently operates 420 vehicles and over 600 items of machinery supporting support service for front line services across the Borough including Street Cleansing, Grounds Maintenance, Waste Collection, Housing Repairs and Passenger Transport. To ensure the continuity and viability of services a reliable and cost effective source of liquid fuel is required. Liquid fuel in the form of Red Diesel is also used to power the heating system at Hollidge Way Housing Accommodation.
- 1.2 Fuel is stored in tanks at Frizland's Depot Dagenham and Creek Road Depot Barking. Provision at two sites saves on travelling time and also reduces fuel consumption. The advantage of bunkered fuel is that stock levels can be tailored to take advantage of low fuel prices. Additionally bunkered fuel provides the Authority with significant contingency in the event of fuel shortages due to industrial action or civil incidents. The Authority has reciprocal agreements with other local authorities in the event of emergencies and also has the capacity to supply partner organisations such as the Emergency Services if required. This reciprocal agreement was last taken advantage of when Havering permitted the Council to access its bunkered fuel stores if required during recent industrial action. Although the offer was not required the arrangement formed a core element of the boroughs' contingency strategy.
- 1.3 The storage and dispensing of petrol is highly regulated, with both regulation and enforcement undertaken by London Fire Brigade. In line with the scale of the Authority's fuel provision there is a requirement to hold a Petroleum Licence. The Petroleum Licence is held and maintained by the Fleet Management Service within the Environment Directorate. Regulation for diesel is less onerous than that of petrol however, in line with best practice, the Authority implements the same standards as that of those required to store petrol.
- 1.4 The service is obligated to ensure that all procurement activity within scope of its operations meet both the Council's Contract Rules and European procurement regulations. In line with this requirement the purpose of this report is to seek approval to make use of the Crown Commercial Services Framework to let a contract for the provision of liquid fuel in line with European Procurement Regulations and the Council's Contract Rules.

## **2. Proposed Procurement Strategy**

### **2.1 Outline specification of the works, goods or services being procured.**

#### **2.1.1 The provision Liquid fuel specifically, White Diesel, Red Diesel and Unleaded Petrol.**

Annual liquid fuel usage per annum in liters is as follows:

	<b>Fuel Type</b>	<b>Liters Used pa</b>
Corporate Fleet	Diesel	828,950
Vehicle & Plant Usage	Gasoil (Red Diesel)	41,822
	Unleaded Petrol	22,268
Housing (Hollidge Way )	Red Diesel	88,350

### **2.2 Estimated Contract Value, including the value of any uplift or extension period.**

2.2.1 The Provision of Liquid Fuels Contract will have an estimated value of £3,500,000 over a four year term based on a projection of £875,000 per annum. This is based on current fuel prices which will vary in line with market forces. Services will be required to manage fuel prices within existing budgets. The contract is a call off contract and therefore the Authority is not locked into procuring a contracted volume either per annum or throughout the life of the agreement.

### **2.3 Duration of the contract, including any options for extension.**

2.3.1 The contract for the Provision of Liquid Fuel will be accessed via the use of a pre-existing framework over a four-year period. The Authority will commit on a year by year basis. The framework will be reviewed annually on the basis of supplier performance and benchmarking against market price.

### **2.4 Is the contract subject to the (EU) Public Contracts Regulations 2015? If Yes, and contract is for services, is it subject to the light touch regime?**

2.4.1 The Provision of Liquid Fuel is in scope of the EU Public Contracts Regulations 2015 and is not subject to the light touch regime.

### **2.5 Recommended procurement procedure and reasons for the recommendation.**

2.5.1 Due to the extremely standardised nature of the product there are a range of framework contracts available. The 'Crown Commercial Services Framework' has been identified as a good fit for the Council's requirements based on contract terms and past experience. Use of a framework contract will allow the Council to take advantage of low prices generated through economies of scale. Initial

benchmarking has shown that the rates available are at least comparable with market rates and in some cases they are cheaper. Suppliers are required to re-tender on an annual basis ensuring that best value is maintained throughout the lifespan of the contract.

## 2.5.2 Proposed Procurement Timeline

Action	Duration	Start Date	End Date
Procurement Board Approval	01 day	25/08/2015	25/08/2015
Cabinet Approval	01 day	15/09/2015	15/09/2015
Finalise Specification	07 days	21/09/2015	28/10/2015
Confirm specification against Framework	07days	19/10/2015	06/10/2015
Finalise Framework Prices	07 days	07/10/2015	14/10/2015
Award contract via framework	07 days	15/10/2015	22/10/2015
Mobilise	07 days	29/10/2015	31/08/2015
Go-Live	01 day	01/11/2015	01/11/2015

## 2.6 The contract delivery methodology and documentation to be adopted.

2.6.1 The terms and conditions will be those of the CCS Liquid Fuels Framework Agreement. There is a schedule of rates for each category of Fuel tracked to the market price of fuel. Fuel is called off as and when required. Delivery will be within the agreed framework timeframe.

## 2.7 Outcomes, savings and efficiencies expected as a consequence of awarding the proposed contract.

2.7.1 There is the possibility of a saving of 3.5% on fuel spend based on benchmarking conducted by the Crown Commercial Services (CCS) for spend across the last financial year. However, fuel prices are volatile and will vary in line with market forces. The significant buying power that the CCS Framework affords will ensure that the Authority will purchase at the most favourable rate available.

2.7.2 It is worth noting that a large percentage of the fuel cost is made up of the 'Commodity Price – in effect the raw price of fuel' and 'Duty – the tax over and above VAT that the Government imposes on liquid fuel'. These two elements make up the lions share of the fuel price and therefore only the supplier overhead varies. Local Authorities being public sector bodies are not liable for VAT.

## 2.8 Criteria against which the tenderers are to be selected and contract is to be awarded

2.8.1 The CCS framework splits fuel provision into lots depending on estimated supplied volumes and the type of fuel required. The supplier that can meet the required volumes, within the Council's specified delivery times at the lowest price will be awarded the contract until the next round of bidding in 12 months.

## **2.9 How the procurement will address and implement the Council's Social Value policies.**

2.9.1 In line with the 'Public Services Social Value Act', public bodies are required to consider the way in which the services that they commission and procure might improve the economic, social and environmental wellbeing of the area.

2.9.2 In order to comply with this obligation the Environment Directorate supported by the Corporate Procurement Team propose that potential suppliers throughout the tender process demonstrate the ways in which their bid will contribute towards supporting social value. They will also be required to demonstrate past examples of delivering social value in comparable contracts/organisations. Delivery will be monitored throughout the life of the contract.

2.9.3 Suppliers appointed to the contract within their tender return bidders will be required to:

- Provide assurances that the delivery of their service will take measures to reduce their environmental impact. This will include ensuring that all vehicles meet the emissions limitations put in place for Heavy Goods Vehicles, formally known as the London Emission Zone (LEZ) as could incorporate the effective scheduling of deliveries to reduce emissions and journeys through the borough or commit to reducing the environmental impact of their subcontractors.
- Ensure that their services are compliant with the London Cycle Safe Scheme. This includes the mandatory fitting of vehicle signage, conspicuity markings, fitted side rails and kerbside mirrors. This will ensure that suppliers have an obligation to ensure that vehicles are configured in a manner that promotes safety towards cyclists.

## **3. Options Appraisal**

### **3.1 Provision of Liquid Fuel Options Appraisal**

3.1.1 **Do nothing.** Not an option, liquid fuel is essential in the delivery of front line operations across the authority.

3.1.2 **Specify, Advertise and Let a Bespoke LBB Contract.** The Council's spend on fuel is in scope of EU procurement regulations which would require a full EU compliant exercise requiring significant resources and officer time. The Authorities fuel use although significant cannot compete with economies of scale that existing framework contracts offer. Fundamentally the bespoke approach does not deliver best value. Using an existing framework will save significant officer time and deliver greater value for money.

3.1.3 **Engage a Fuel Supplier via the Crown Commercial Services Framework Contract (the recommended option).** By using a framework contract the Council will be able to take advantage of the economies of scale that large frameworks deliver whilst avoiding the resource and cost that an OJEU process would incur.

3.1.4 **Reconfigure Services to use a Commercial Fuel Card System.** Fuel Card Systems do not offer the borough adequate resilience in the event of fuel shortages;

the current bunkered fuel system is integral to local and pan-London contingency plans. The local area has minimal fuelling stations with adequate access for HGV's, over height vehicles such as dustcarts will have limited fuelling stations. Bunkered fuel stores allow the borough to purchase additional stocks when prices are at low points, fuel cards would not present the same opportunity. In addition Fuel cards would be tied to local petrol stations, however no stations in the area offer red diesel.

#### **4. Waiver**

4.1 No waiver is requested at this point or is envisaged as part of this process.

#### **5 Equalities and other Customer Impact**

5.1 The Procurement of a Liquid Fuel Contracts will have no impact on Equalities groups. The contract is for the delivery of an industry standardised commodity.

#### **6. Other Considerations and Implications**

##### **6.1 Risk and Risk Management**

Identified risks and subsequent mitigation strategies identified during the completion of this proposal are as follows:

- **Poor Supplier Performance including unacceptable stock delivery times.** Poor supplier performance will be mitigated by ensuring that the contractor delivers services in line with the Key Performance Indicators within the Framework Contract.
- **Ensuring Value for Money over the term of the contract.** The fuel contract will be let for 1 year initially with an extension on an annual basis for a further 3 years. Suppliers are required to enter into a mini competition each year to ensure that prices remain competitive.
- **Poor Quality Products.** The supplier is required to deliver fuel that conforms to industry mandated specifications. Failure to delivery product that meets the required standard will be dealt with the mechanisms contained within the contract. Ultimately the contract contains the mechanism to terminate the contract for poor supplier performance.
- **Reduction in Volume of Product Required.** There is the possibility that due to savings proposals reducing the fleet size and a move towards greener vehicle fueling methods that the volume of traditional liquid fossil fuels required will reduce. The contract is a call off contract and therefore the Authority is not tied to any minimum order level. Should volumes reduce significantly then fuel prices have the potential to increase slightly, however the contract is renewed annually and at that point should the revised cost be prohibitive then an options appraisal would have to be initiated.

##### **6.2 TUPE, other staffing and trade union implications.**

There are no relevant implications.

### 6.3 **Property / Asset Issues**

Bunkered Fuel Stores are located in Frizlands Depot and Creek Road Depot. Fuel stores at those locations are managed in line with the conditions of the Authorities Petroleum Licence. Maintenance of the fuel stores is funded out of existing budgets.

## 7. **Consultation**

7.1 The proposals in this report were endorsed by the Procurement Board on 25 August 2015 and all relevant consultation with Portfolio Holders and officers has taken place.

## 8. **Corporate Procurement**

Implications completed by: Euan Beales, Head of Procurement and Accounts Payable

8.1 The CCS Framework procures on behalf of the Blue Light services and the NHS and as such makes them one of the largest purchasers of Liquid Fuel in the Country. Due to this CCS negotiate reductions in the raw supplier costs, reductions in the supplier's margin and has been able to keep their management fees low.

8.2 The framework has been let in an EU Compliant process and allows annual drawdowns for a period of 4 years to ensure there is a competitive market.

8.3 As part of the framework award, all of the suppliers have been vetted in terms of quality and commerciality. This reduces the risk of poor performance, with the service being monitored closely by both the Council and escalated to CCS for rectification.

8.4 The framework offers value for money to the Council and has been procured compliantly in terms of EU Legislation.

## 9. **Financial Implications**

Implications completed by: Carl Tomlinson, Group Manager - Finance

9.1 This report is seeks approval for the procurement of liquid fuel for the Council's vehicles and machinery. Funding for this will be from existing revenue budgets and charged to the relevant service areas.

9.2 The projected value of £875,000 is in line with actual spend/usage the 2014/15 and the current year spend to date.

	<b>Apr-Jul</b>	<b>Full Year</b>
	£000	£000
2013/14		1,040
2014/15		876
2015/16 estimate	289	870

9.3 Continued procurement under the framework will avail the Councils to cost effective purchasing and is not expected to cause additional financial burdens.

## **10. Legal Implications**

Implications completed by: Bimpe Onafuwa, Contracts and Procurement Solicitor

10.1 This report is requesting approval for the procurement of liquid fuel required for operating the Council's vehicles and relevant machinery.

10.2 Paragraph 2.6 of the report states that providers will be selected by way of call off from the Crown Commercial Services (CCS) Liquid Fuels Framework.

10.3 The Public Contracts Regulations 2015 (the Regulations) allows local authorities select providers of goods from established Framework Agreements. Such a framework would have been set up in keeping with the Regulations and the EU procurement principles of transparency, non discrimination and equal treatment of bidders.

10.4 Likewise, the use of the framework by the Council, in respect of this procurement, should be in compliance with the above procurement principles. This report states in paragraph 2.6.1 that providers will be selected from the framework by way of call off; while it is noted in paragraph 2.8.1 that the award will be made to the lowest priced provider. So long as this process is conducted transparently and fairly, due compliance with the Regulations can be met.

10.5 The Legal Services Team is available to provide assistance with drafting, reviewing and executing agreements for this contract, upon conclusion of the procurement.

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

**List of appendices: None**



**CABINET****15 September 2015**

<b>Title:</b> Housing Transformation Programme	
<b>Report of the Cabinet Member for Housing</b>	
<b>Open Report</b>	<b>For Information</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> No
<b>Report Author:</b> Steven Tucker, Director of Housing	<b>Contact Details:</b> Tel: 020 227 5700 E-mail: steven.tucker@lbbd.gov.uk
<b>Accountable Divisional Director:</b> Hakeem Osinaike, Divisional Director of Housing	
<b>Accountable Director:</b> Steven Tucker, Director of Housing	
<p><b>Summary</b></p> <p>This report advises Cabinet on the establishment of the Housing Transformation Programme which is designed to address some long standing and previously intractable customer service, performance and value for money issues in the Housing service.</p> <p>The first section of this report summarises those areas within Housing where service delivery, performance and effective use of resources needs improvement. These were all identified in an independent review conducted in the first quarter of 2014/15 by the Housing Quality Network.</p> <p>The second section of the report identifies the substantive improvements that have already been made in performance and delivery and provides a comparison of Quarter 1 results form 2014/15 at the time of the HQN Review with Quarter 1 results for 2015/16.</p> <p>The third section of the report sets out the further improvements required in order to meet the Council's ambitions and priorities for strengthening and extending the offer to tenants and residents. This is being addressed through the Transformation Programme as a structured and coordinated approach that concentrates on those areas of the Housing service which still require improvement in order to compare favourably with the majority of London Boroughs. The overall intention is to secure an enduring change in the capacity of the Housing Service to improve the lives of tenants and residents.</p>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is recommended to note the scope and timelines of the initial phase of the Housing Transformation Programme as outlined within the report.</p>	
<p><b>Reason(s)</b></p> <p>The report provides clear evidence of the need for service transformation, of the service improvements already being delivered and of the structured approach to securing the Housing service outcomes that the residents deserve.</p>	

## 1. Introduction and Background

1.1 The Housing Transformation Programme was formally initiated earlier this year in response to the broad range of problems and challenges faced by the service many of which were highlighted in the Housing Quality Network (HQN) Landlord Health Check conducted in April and May 2014. This found that performance across the core business processes that drove service delivery was generally below the average for London Boroughs and identified the improvements needed to address this. The principal areas of weakness found were:

### 1.2 Strategic vision and direction for Housing:

- Unevenness in the arrangements for meeting key strategic housing priorities: the Council did not have an up to date Homelessness Strategy and Housing Asset Management Strategy, for example
- The condition of the housing stock in Barking and Dagenham is poor compared with other Boroughs with the level of non decent homes high at over 30%
- Resources were not always committed in a cost effective way or decisions were taken without a considered business case or reference to evidence and strategic housing aims.
- The Housing capital programme arrangements were fragile and there was a recurring problem of under spending the funding allocated

### 1.3 Lack of clear and consistent objectives

- Ambiguous policies, service standards and frequently changing priorities further hampered the quality of service delivery and there was a lack of focus on performance
- Performance was found to be below the London median for the majority of core housing services and there was no evident sense of urgency about addressing this.
- The Housemark figures for 2013/14 showed Barking and Dagenham to be falling behind on the most important measures of housing performance:

#### Barking and Dagenham Housing Performance Comparisons

- 11th out of 17 for rent collection at 99.2% and below the London median of 99.5% (13/14 = 98.93% - Median = 99.47%)
- 13th out of 16 for satisfaction with repairs at 62.8% and below the London median of 69% (13/14 = 65.90% - Median = 70.50%)
- 16th out of 17 for reletting empty properties at 56 days and below the London median of 38.4 days (13/14 = 61.44 days – Median = 34.61 days)
- 16th out of 17 for rent loss from empty properties at 2.44% compared to the London median of 1.34% (13/14 = 2.83% - Median = 1.12%)
- 12th out of 15 for tenant satisfaction that their views are listened to and acted upon at 49.4% and below the London median of 54% (13/14 = 52.80% - Median also 52.80%)

1.4 The above table reflecting results in 2013/14 shows how far the performance of the service had fallen behind that of other London authorities.

- Rent collection was below average and the service was found to be very fragmented and ineffective
- Repairs satisfaction was low and continuing to fall with voids relet performance one of the worst measured.
- Tenant satisfaction with the Landlord service was also well below the London average

1.5 It was important that the Housing service should robustly address what was a declining performance as it appears not to have been treated as an urgent priority in the past.

#### 1.6 **Tenant and community participation**

- The traditional tenant and resident forums and methods of involvement did not offer engagement opportunities that suit younger, working residents in particular and a higher profile is needed for the many alternative ways of participating that would attract those who traditionally do not turn up to these forums. Wider and more representative engagement is essential in order to shape the Housing service around the needs of customers, obtain feedback on the service user experience, make the service accountable to residents and provide support for residents to live more independently

#### 1.7 **Core business processes**

- The Housing service was found not to have a considered customer access approach and as a result the whole customer experience was unsatisfactory. Forward thinking social housing landlords have invested in improving customer facing services through business process review and modernisation in order to generate better outcomes for service users and to secure more affordable transaction costs. Such reviews focus on the customer perspective and involve front line staff in redesigning the end to end process to eliminate waste in the form of duplication, avoidable contact and rework costs. The Housing service had not been subject to such end to end review from a customer perspective e.g. for re-letting void properties, for housing options and advice and for housing repairs yet this is pivotal to meeting key customer focus objectives
- The resident experience of using the Housing service needs to be more reliable, consistent and seamless. Modern public services that are striving for high levels of user satisfaction adopt a coherent operating framework that shapes the service around customers and households and generates a positive and properly integrated user experience. This means knowing who our customers are, acquiring customer insight and generating a customer focused culture amongst staff. It entails improving the information we provide about service access, delivery standards and quality of service. This would entail examining solutions to the problem of fragmented service delivery in e.g. rent collection

#### 1.8 **Value for money**

- A well developed value for money ethos was not present and there was little evidence that value for money was an important consideration in Housing investment decisions. Managers in key areas did not have the information they needed to track and control their costs. This presented a major risk especially in

light of the Member ambition to trade more services which requires rigorous financial discipline and commercial acumen.

## 1.9 Repairs and Maintenance

- The Health Check found that the repairs and maintenance service which returned to the Council in April 2013 faced a series of challenges. There were gaps in performance monitoring information. For example, no results were held on completing repairs correctly at the first visit – Right First Time. The data available showed areas of poor performance, for example, in relation to meeting appointments (only 70% of repairs appointments were kept which means 30% of tenants were being let down in 2013/14).
- The levels of productivity being delivered by the in house repairs service were found to be low and effective productivity monitoring by managers was not in place, yet cost was significantly higher than London market levels. Greater flexibility was required across the whole workforce in order to become competitive and core business processes needed to be reshaped in order to realise the ambition of the service to undertake a higher proportion of all Council work and to win new clients.
- The re-let standard adopted for voids went substantially beyond that used by most London authorities and exceeded even the decent homes standard. As a consequence the repairs budget recorded a noticeable overspend last year in part due to use of sub-contractors on voids to supplement the in house service.

## 2. Improvements Delivered

- 2.1 Managers and staff in Housing have risen to the challenge of these findings which were received in July 2014 and a detailed improvement project was initiated with the aim of addressing all of the shortcomings identified. There has been substantial progress on many of the issues as described below.
- 2.2 A Housing Asset Management Strategy has been compiled and was approved by Cabinet in July. The new organising principle of Lifecycle Asset Management envisages works will be undertaken that include all elements of the property that are coming close to the end of their lifecycle at the same time. This is fairer for tenants and offers better value for money for the Council.
- 2.3 The Council has been part of a national social landlord group under the auspices of the Chartered Institute of Housing which has been developing a best practice approach to asset management and these principles have been incorporated into the strategy.
- 2.4 The strategy commits the Council to:
  - Use of good quality materials when replacing components or facilities as these offer better value for money and improve the estate and communal areas
  - Standardisation where possible to a common design so that maintenance is straightforward and efficient
  - Integrating energy efficiency into housing investment programmes to reduce fuel poverty and complement the Council's wider energy strategy and initiatives

- Meet the needs of elderly, vulnerable and disabled households
- Build new homes to the Mayor of London's Housing Design Standards

2.5 Decent Homes delivery has accelerated over the last 12 months with the number of properties made decent 2,803 exceeding the 2,500 target.

2.6 The stock investment element of the Housing capital programme in the current year is performing more reliably than in previous years and it is expected that outturn expenditure will be on target.

## 2.7 Tenant and Community Participation

2.7.1 The department has been reviewing the way that it engages and works with the community and a series of consultation exercises have been undertaken with tenants and residents:

- Throughout November and December 2015 with local Tenant and Resident Associations
- The Tenants' Annual Conference (2014) had a workshop on this topic which was the start of a formal consultation process.
- An online survey of residents was conducted in 2015 which asked a number of questions about involvement and engagement.

2.7.2 The Lead Member for Housing has also conducted a number of face to face workshops with tenants and residents to identify what they would like to be involved in and how they would like to be involved. The findings so far indicate that tenant and resident groups would like to see:

- A scrutiny role for tenants which will enable them to become closely involved in service improvements
- A menu of mechanisms to enable tenants and residents to be engaged and communicated with on specific topics/issues
- The availability of more surgery type involvement whereby they can raise specific local/individual concerns

2.7.3 The results of the surveys and other consultation work will inform the Department's engagement structure and an engagement strategy is currently being drafted. This will specifically address engagement with younger residents and those that are working.

## 2.8 Repairs and Maintenance

2.8.1 The service has delivered some significant improvements in performance that are of direct benefit to tenants:

- The reliability of the appointments service or the percentage of appointments made and kept has improved from 75% at Q1 2014/15 to over 92% in Q1 2015/16
- Average re-let time for empty properties has been reduced by nearly 24 days from 70 days to 46.6 days
- Satisfaction expressed with the repairs service has increased by six percentage points to over 93%

- The percentage of all repair jobs that are now being completed on time has risen from 89% to 97%
- A new performance indicator has now been introduced that measures the percentage of works orders that are fully completed at the first visit by an operative. This is showing that 87% of all orders are now completed Right First Time

## 2.9 Housing Performance

2.9.1 The Housing Management Team has been focusing upon what is needed to secure a step change in the outcomes delivered by the service. As a consequence of this performance has improved across all Housing indicators in the last twelve months as the table below illustrates:

Ref. No.	Key Performance Measure	2014/15: Last years performance	2015/16: Current Performance Results	2015/16 Target	Direction Of Travel
		Qtr 1	Qtr 1		
35	The number of long-term empty properties	Not Available	254	300	Within target
36	Average time taken to re-let local authority housing (calendar days)	70 Days	46.6	35 days	↑
37	Percentage of eligible repair jobs where appointments were made and kept	73.24%	90.7	96.0%	↑
38	Average number of households in Bed & Breakfast accommodation over the year	80	53	48	↑
39	Number of families in Bed & Breakfast accommodation for over 6 weeks (DCLG Criteria)	12	4	5	↑
40	The percentage of Homeless Temporary Accommodation rent collected (Includes Previous Arrears)	94.50%	96.30%	95%	↑
43	The percentage of Council Housing rent collected	97.16%	98.34%	99.24%	↑
	<b>Repairs Indicators</b>	<b>Jun-14</b>	<b>Jun-15</b>	<b>2015/16 target</b>	<b>Direction Of Travel</b>
	% Properties with a valid CP12 gas safety certificate	100%	100%	100%	No Change

% satisfaction with overall repairs service (telephone survey)	87.62%	93.07%	90%	↑
% of repairs appointments made and kept	75.27%	92.07%	96%	↑
% of all repairs jobs completed on time	89.95%	97.33%	96%	↑
% of urgent repair jobs completed within government time limits	92.16%	100%	98%	↑

2.9.2 These performance figures show that a substantial and marked improvement has been realised compared to the 2014 position and that this is evident across all housing service areas.

### 3. Transformation Programme

3.1 Notwithstanding the good progress made to date, the Council's ambition is to deliver the very best possible outcomes for tenants and residents and there remain areas where the service can and should realise its potential to be the best it can be. In this spirit we have set out below the principal challenges that remain which the Housing service has to tackle through the Transformation Programme and the outcomes that are intended.

#### 3.2 Performance

3.2.1 The performance improvements achieved in one year can be seen as representing the low hanging fruit and these now need to be consolidated, repeated and added to incrementally. This requires greater focus and resolve on the part of managers and staff and flexible support to design and implement the principal changes to core housing business processes and ways of working. The table below sets out three year targets that are designed to bring the performance of the Barking and Dagenham Housing service up to that of the best 25% of London authorities.

Ref. No.	Key Performance Measure	2015/16: Current Performance Results	2015/16 Target	2016/17 Target	2017/18 Target
		Qtr 1			
35	The number of long-term empty properties	254	300	275	250
36	Average time taken to re-let local authority housing (calendar days)	46.6	35 days	30 Days	26 Days
37	Percentage of eligible repair jobs where appointments were made and kept	90.7	96.0%	97%	98%

38	Average number of households in Bed & Breakfast accommodation over the year	53	48	10	10
39	Number of families in Bed & Breakfast accommodation for over 6 weeks (DCLG Criteria)	4	5	0	0
40	The percentage of Homeless Temporary Accommodation rent collected (Includes Previous Arrears)	96.30%	95%	96.0%	96.0%
43	The percentage of Council Housing rent collected	98.34%	99.24%	99.4%	99.6%
	<b>Repairs Indicators</b>	<b>Jun-15</b>	<b>2015/16 target</b>		
	% Properties with a valid CP12 gas safety certificate	100%	100%	100%	100%
	% satisfaction with overall repairs service (telephone survey)	93.07%	90%	94%	96%
	% of repairs appointments made and kept	92.07%	96%	97%	98%
	% of all repairs jobs completed on time	97.33%	96%	98%	99%
	% of urgent repair jobs completed within government time limits	100%	98%	99%	100%

### 3.3 Value for Money

3.3.1 At a time of renewed pressure on available resources following the Chancellor's budget announcements affecting social housing it is critically important that the housing service offers value for money that compares with the very best in the public sector and can demonstrate this in a transparent way. A cross cutting thread running through the whole programme will be to secure and demonstrate that the service is obtaining excellent value for money from all housing expenditure.

3.3.2 The objective will be to secure a 2% overall reduction in housing costs year on year and to track this for each of the Housemark activity areas of:

- Tenancy management
- Repairs and Maintenance
- Estate Management
- Tenant Participation
- Overhead Costs
- Housing Strategy and Advice



### 3.4 **Housing Strategies**

3.4.1 The Housing service needs to focus its limited resources in the most efficient and effective way upon the pivotal housing challenges facing the borough and its residents:

- Providing appropriate housing advice and suitable housing options
- Tackling homelessness
- Improving homes and the estate environment as part of the Council's wider investment in the public realm
- Developing a coherent and effective approach to the private housing sector to encourage responsible private renting and home ownership

3.4.2 The outcome sought is to have in place a defined suite of up to date Housing strategies that address each of these priority areas by September 2016

### 3.5 **Strategic Maintenance**

3.5.1 In addition to the asset and maintenance related performance improvements identified above the Housing service ambition is for the following outcomes to be realised by September 2016:

- Residents proud of their decent homes, well managed estates and highly responsive services that anticipate their needs
- A visible and welcome housing presence in neighbourhoods through services that engage and support households, communities and local enterprise
- Resources invested intelligently through professional teams and reliable IT to meet the maintenance needs of the stock on a timely basis
- Lean business processes that eliminate the burden of failure demand and minimise overhead and transaction costs
- Procurement solutions that give genuine client control and offer exceptional value for money

3.5.2 This will include high quality repairs services for tenants and other clients:

- An exceptional customer experience: choice, convenience and seamless delivery
- An accessible service with insight into individual needs and capacity to meet them consistently right first time
- Visibility of order progress and attention to detail: keeping customers informed through the medium they choose and learning systematically from feedback
- Responsible, skilled and motivated craftsmen and women who respect tenants' homes and will go the extra mile

3.5.3 Our investment and planned maintenance programmes will achieve exceptional value for money through:

- Real time information on stock condition and knowledge of maintenance needs
- Timely replacement and maintenance of building components to prevent failure
- Moving resources judiciously from reactive to planned programmes to secure value

- Putting residents in charge of local estate improvement budgets
- Partnering through the supply chain to deliver excellent value for money

3.5.4 The Transformation Programme will be addressing all areas of the current housing repairs delivery service to enable it to meet these objectives.

## 4. Transformation Programme

### 4.1 Overview

4.1.1 The Housing Transformation programme has been provided with a clear focus and structure which will make it highly visible for staff and accountable for meeting the objectives set.

4.1.2 Officers are currently in the Design Phase of the programme during which they will engage extensively with staff and partners to collect evidence and perceptions about inefficiencies within the service and where the processes and technology need to improve. Since the beginning of June and over the course of the summer, a number of workshops have been across the range of Housing service activities:

- Eleven Workshops have been held with over 100 staff engaged
- Over 50 face to face meetings and over 20 shadowing and process review sessions
- Over 250 hours LBBB staff involvement
- Key stakeholder 1:1 meetings are in progress and data collection and analysis and Landscape Review are completed \*
- The 'Case for Change' has been drafted and ten Outline Business Cases have been approved by the Programme Board with an opportunity assessment now in progress

4.1.3 The outcomes from these activities will provide options for the required changes to improve the service.

4.1.4 There will be a detailed implementation plan linked to the expected improvements and outcomes over the next 12-18 months and a report will be brought to Cabinet to consult on the plans in order to finalise any investment required in time for the budgeting process.

4.1.5 There are currently five projects that make up the programme, namely:

- **Strategic Maintenance:** this is about transforming the way we manage our building assets to ensure we have an integrated approach to investing in and maintaining our housing portfolio. This includes both capital investment and repairs and maintenance.
- **Customer Management:** this is about transforming the way we interact with residents as customers of the Housing service. It's about improving the customer experience and about knowing our customer and supporting households to be independent and successful
- **Income & Debt Collection:** this is about ensuring we generate the income we need as a service through better rent and income collection and through preventing debt from arising in the first place. It is also about sustaining tenancies to optimise asset return and realising value for money.

- **Workforce Management:** this is about creating a high productivity environment by retaining and rewarding a skilled, flexible and highly motivated workforce to deliver high levels of performance and professional behaviour at all times; it is also about communication and empowerment
- **Strategic Housing:** this is about the statutory non landlord services we provide including housing advice, homelessness and temporary accommodation and having a coherent suite of our housing strategies and policies, how we promote these and monitor compliance and how we work and support responsible private landlords and make Barking and Dagenham a place where working families want to put down roots.

4.1.6 Set out at Appendix 1 are details of the latest timetable, the approach and timescales and the ten Outline Business Cases for assessment.

## 5. Proposal and Issues

5.1 The five work streams in the Housing Transformation Programme will address the core areas where service customers can be significantly improved and within a clear timescale.

## 6. Options Appraisal

6.1 The impact of the Housing Service on the lives of residents in the Borough demands that service standards, performance and use of resources is optimised. The Transformation Programme will give confidence to the Council that these improvements will be delivered and sustained.

## 7. Consultation

7.1 Paragraph 2.7 of this report refers to the tenant and community participation initiatives that have already been undertaken and, as referred to, an engagement strategy is being drafted.

7.2 There has been extensive internal consultation and further consultation with Members and the local community will follow development of the case for change.

## 8. Financial Implications

Implications completed by: Carl Tomlinson, Group Manager

8.1 At present the programme is funded from existing financial resources. By the end of September there will be a detailed implementation plan linked to the expected improvements and outcomes over the next 12-18 months and we will be bringing a report to Cabinet in December to consult on our plans in order to finalise any investment required in time for the budgeting process.

## 9. Legal Implications

Implications completed by: Martin Hall, Housing Solicitor

9.1 This report has been reviewed and there are no legal implications arising

## **10. Other Implications**

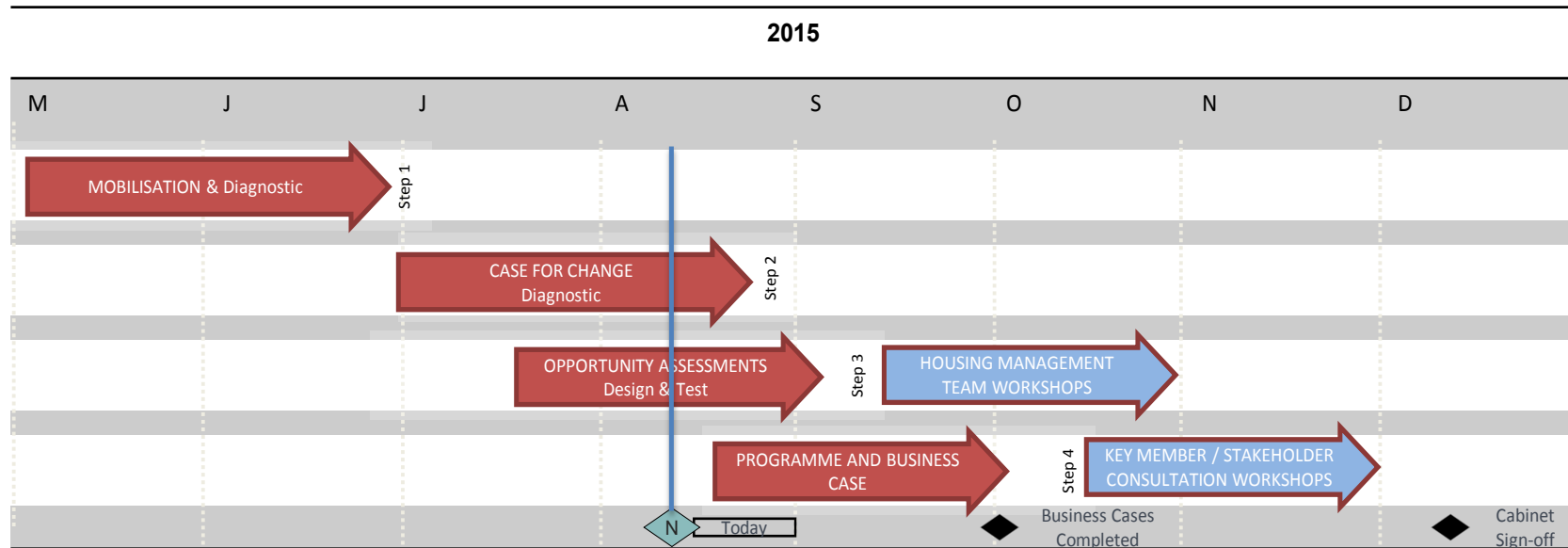
- 10.1 **Risk Management** - If the programme is not delivered the services provided to the tenants and residents are at risk of not improving which will have a detrimental effect on individual households. A programme board has been established to scrutinise and monitor performance of the programme and the targets that have been set.
- 10.2 **Contractual Issues** - Council officers are working closely with colleagues in Elevate to ensure that improvements in service delivery and collection rates are delivered. Aside from this there are no contractual issues that need to be addressed as a result of this report.
- 10.3 **Corporate Policy and Customer Impact** - The programme will ensure improvements to service delivery which will have a positive impact on the experience of our tenants and residents.

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

### **List of appendices:**

- **Appendix 1** - Latest timetable, the approach and timescales and the ten Outline Business Cases for assessment

## Latest Timetable



### 5 Workstreams In scope

Customer Management

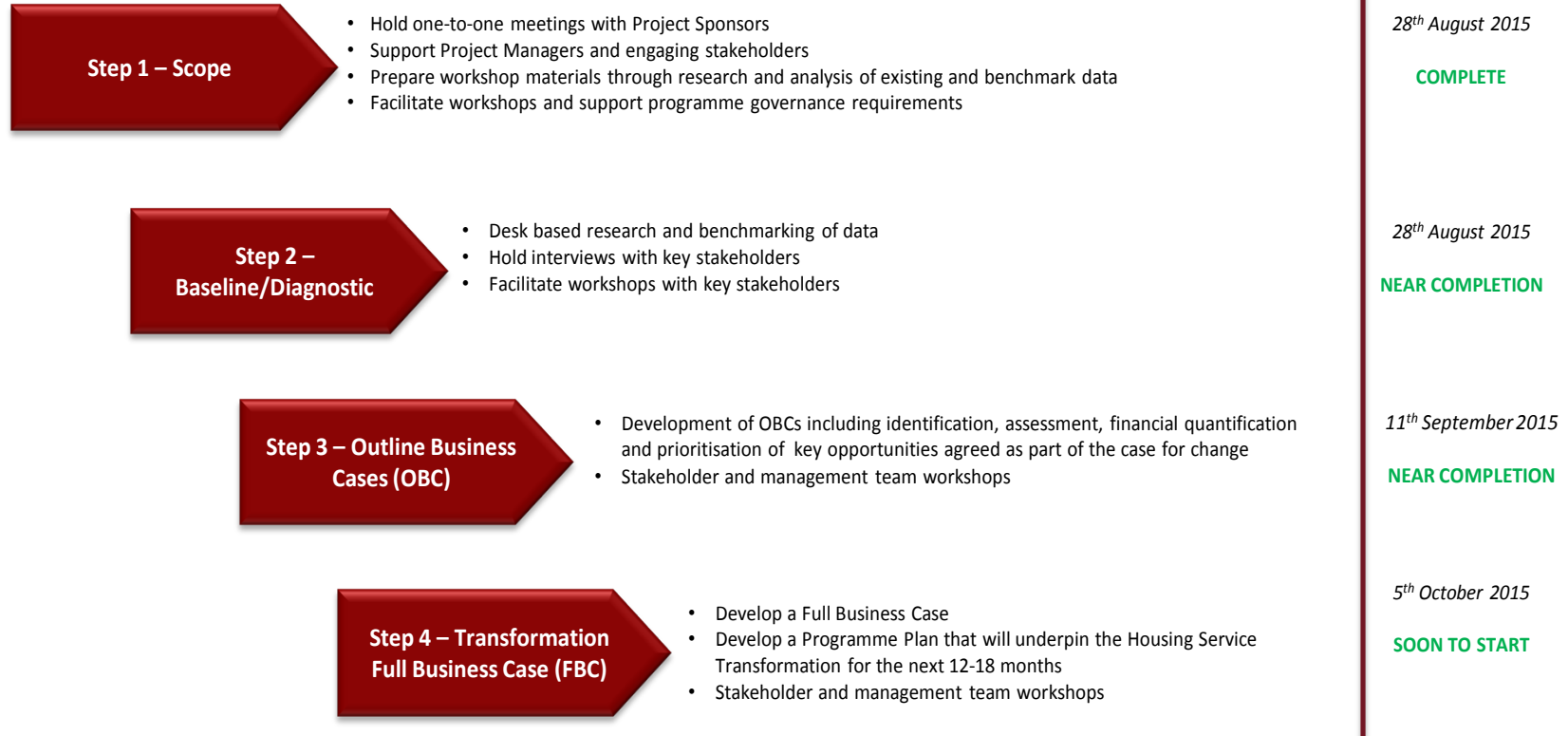
Strategic Housing

Strategic Maintenance

Income & Debt Management

Workforce Management

# Approach & Timescales



## Key Findings: The List of 10 OBC's for Assessment

	Customer Management	Strategic Maintenance	Strategic Housing	Income & Debt Management	Workforce Management
Telephone & Customer View	✓	✓	✓	✓	
Digital & Customer Engagement	✓	✓	✓	✓	
DLO End to End Process Redesign	✓	✓		✓	✓
Debt Management				✓	
Commercial Income & New Business				✓	
Prevention Service			✓		
Procurement & Supply Chain		✓			
Lifecycle asset management		✓			
ICT, Information, Data & Process Refresh	✓	✓	✓	✓	✓
Productivity, Capacity & Skills Development	✓	✓	✓	✓	✓
Ambition 2020/ Growth Commission considerations		✓	Strategy & Analytics Support Housing +	Commercial Trading Entity	Delivery options for Commercial Entity / Services
Inflight Projects (Potential impact upon Housing Transformation Programme)			Homelessness Strategy Housing Strategy Local Lettings Agency Private Sector Housing Welfare Benefit Reform Shared Ownership	Single view of debt Nudge	

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**CABINET****15 September 2015**

<b>Title:</b> Debt Management Performance and Write-Offs 2015/16 (Quarter 1)	
<b>Report of the Cabinet Member for Finance</b>	
<b>Open Report</b>	<b>For Information</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> No
<b>Report Author:</b> Siân Peters Revenues and Benefits Delivery Director	<b>Contact Details:</b> Tel: 07971 111524 E-mail: siân.peters@elevateeastlondon.co.uk
<b>Accountable Director:</b> Jonathan Bunt, Chief Finance Officer	
<b>Summary</b>  This report sets out the performance of the Council's partner, Elevate East London, in carrying out the contractual debt management function on behalf of the Council. This report covers the first quarter of the financial year 2015/16. The report also includes details of debt written off in accordance with the write off policy approved by Cabinet on 18th October 2011.	
<b>Recommendation(s)</b> The Cabinet is recommended to:  (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 first quarter of 2015/16 and that a number of these debts will be published in accordance with the policy agreed by Cabinet.	
<b>Reason</b> Assisting in the Council's Policy aim of ensuring a efficient organisation delivering its statutory duties in the most practical and cost-effective way. This ensures good financial practice and adherence to the Council's Financial Rules on the reporting of debt management performance and the total amounts of debt written -off each financial quarter.	

**1. Introduction and Background**

- 1.1 The Council's Revenues, Benefits, General Income and Rents Service is operated by the Council's joint venture company, Elevate East London LLP (Elevate). The service is responsible for the management of the Council's debt falling due by way of statutory levies and chargeable services. It also collects rent on behalf of Barking and Dagenham Reside. Council debts not collected by Elevate are not

included in this report, for example parking and road traffic debt prior to warrants being granted and hostel and private sector leasing debt.

- 1.2 This report sets out performance for the first quarter of the 2015/16 municipal and financial year and covers the overall progress of each element of the service since April 2015. In addition it summarises 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 18th October 2011.

## 2. Performance and Issues

- 2.1 Set out in Table 1 below is the performance for quarter one of 2015/16 achieved for the main areas of debt managed by Elevate.

**Table 1: Collection Rate Performance – 2014-15 Quarter 4**

Type of Debt	Quarter 1 Target	Performance	Variance	Actual collected £m
<b>Council Tax</b>	29.6%	29.4	-0.2%	18.496
<b>NNDR</b>	32.7%	32.3	-0.4%	18.406
<b>Rent</b>	N/A	24.59	N/A	25.212
<b>Leaseholders</b>	26.0%	29.48	+3.48%	1.166
<b>General Income</b>	45.0%	86.63	+41.63%	23.334

### Council Tax Collection Performance

- 2.2 Council Tax collection ended the quarter 0.2% below the target. Collection of Council Tax, from those in receipt of Council Tax Support (CTS) and with a sum to pay, at the end of June was 26.1%. The Council adopted a revised CTS Scheme for 2015/16 with the means test calculation for any working age claimant being based upon a maximum 75% of the relevant Council Tax liability. Under the previous scheme the basis of the calculation for working age tax payers was 85%. Those over state pension age continue to receive support based on 100% of their Council Tax liability.
- 2.3 The collection rate from those in receipt of CTS is significantly below those not in receipt of support. The collection rate for these residents in 2015/16 is 26.1% compared to from 31.4% in the first quarter of 2014/15.
- 2.4 Whilst the amount of cash collected for CTS accounts remains similar to last year the debt has increased by £2.5m. Approximately 11% of CTS recipients have so far been summonsed for non-payment of their remaining liability. Collection has been affected by outstanding claims for Council Tax Support although it is not possible to say what the full financial impact is.

## Council Tax Arrears

- 2.5 By the end of quarter one £0.737m had been collected for previous years' arrears, significantly above the target of £0.577m.
- 2.6 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. There has been an increase of 3.8% in collection between 2009/10 and 2014/15.

**Table 2:**

Year	Charge year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
2009/10	92.9	95.0	95.7	96.1	96.4	96.6	96.7
2010/11	92.9	95.0	95.7	96.1	96.3	96.4	
2011/12	94.1	95.7	96.3	96.6	96.7		
2012/13	94.6	96.2	96.6	96.7			
2013/14	94.1	96.0	96.2				
2014/15	94.3	94.9 <sup>1</sup>					

- 2.7 During 2015/16 enforcement action continues against those with arrears from 2014/15 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 employer's details are held and this process is always followed prior to referral for enforcement agent action. This ensures that only cases where there is no alternative to "other" enforcement action are referred to the enforcement agent. By the end of quarter 1 £0.737m of arrears for earlier years had been collected. The target for the year is to collect £1.827m.
- 2.8 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

- 2.9 The NNDR collection rate reached 32.3% by the end of the first quarter. This was 0.4% below the profiled target for the quarter. The collection rate has been impacted by more rate payers electing to pay over 12 rather than 10 instalments and the collection profile/target will be reprofiled to reflect that change. The reprofile will see approximately £350k of NNDR collected in February and March that would otherwise having been collected between April and January. This has contributed significantly to the reporting of the underperformance in the first quarter of 2015/16 and will be addressed for the next report to Cabinet.

<sup>1</sup> Collection achieved by the end of quarter 1.

- 2.10 The financial climate continues to have a detrimental effect upon businesses within the Borough making collection of Business Rates increasingly challenging.
- 2.11 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.
- 2.12 Where recovery is required, debts are now being placed with three enforcement agents to try and affect recovery where the first placement of debts is unsuccessful.
- 2.13 There are four main factors affecting collection:
- i. As stated in 2.9; changes in payment profiles continue to affect NNDR. Instalments due in February and March 2016 have increased by £350k. This is due to payers requesting 12 months of instalments. Ratepayers have been able to request the change to 12 from 10 instalments since April 2014. The monthly collection profile has been amended to reflect this in July 2015.
  - ii. Changes during the year with properties leaving and entering the rating list. This year Barking Power stopped trading, with a rateable value of £9.27m, this reduced the amount to be collected by £5m.
  - iii. Rates avoidance activity by certain companies continues to affect the collection rate during the year. The perception is that companies are exploiting loopholes in current legislation. At the end of the first quarter 2015/16, £0.55m debt was identified as being uncollectable. These companies are claiming that empty properties they own are being let for short periods of time and then vacated again, allowing them to claim empty exemptions. Central government has recently conducted a consultation with stakeholders regarding this matter; to which the Council responded. The consultation has now closed and the government is considering the responses it has received. Elevate visit empty properties on a regular basis to ensure that evidence of avoidance can be obtained and the correct company held liable.

### **Rent Collection Performance**

- 2.14 The Rent collection rate had reached 24.59% by the end of the first quarter against an annual collection target of 99.24%. The method for calculating the performance indicator has changed for 2015/16 and the target was not agreed until after the start of the financial year. As a result, the profile of expected collection to deliver the year end target has not yet been agreed however, given that each quarter of the year is broadly equal, current performance is behind that required and the amount of cash collected will need to increase substantially to avoid a substantial impact on the Housing Revenue Account (HRA).
- 2.15 There are a number of factors that affected rent collection during the first quarter:
- a. Outstanding Housing Benefits have affected the amount of rent rebate crediting rent accounts. This is being rectified during the year and should not affect the annual collection rate.

- b. Discretionary Housing Payments (DHP) funding from central government has reduced significantly from £1.2m in 2014/15 to £0.749m for 2015/16. Discussions held with tenants in arrears indicate that many are being negatively affected by Welfare Reform and this is increasing financial pressure on households. The additional DHP support is available to eligible Housing Benefits recipients but from a reduced allocation.
- c. 745 notices seeking possession in the first quarter 2015/16 were issued compared with 523 in the same period in 2014/15.

2.16 In order to counter the pressures highlighted above, the rents team has continued to take various actions to improve performance in rent collection:

- a. Elevate contact tenants as soon as arrears start to accrue and supplement recovery efforts with regular arrears visits and campaigns. From August 2015 there will be monthly joint campaigns with Housing officers.
- b. Contact centre agents are fully trained to deal with all rent enquiries ensuring that callers are fully advised on their obligation to prioritise rent payments. There is ongoing support from the Rents team for Customer Services.
- c. Elevate has links with the Job Shop and there is proactive support through signposting on how to get advice on obtaining or improving employment opportunities.

2.17 The Housing Transformation programme includes a strong emphasis on improving the collection rate. The Council is also involved with the Capita “Nudge” programme which is using behavioural economics to influence tenants and encourage them to make rent payment their top priority.

### **Reside Collection Performance**

2.18 In addition to collecting rent owed on Council tenancies, Elevate also collect the rent for the Barking & Dagenham Reside portfolio on behalf of the Housing Management who are the managing agent.

2.19 Rent collection is stable with a collection rate of 98%.

### **Leaseholders’ Debt Collection Performance**

2.20 At the end of the first quarter collection reached 29.48%, which was 3.48% above profile. 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**

2.21 General Income is the term 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 financial system is used for the billing and collection of these debts and is also used to measure Elevate's performance.

- 2.22 At the end of quarter one collection reached 86.63%, which was 41.63% above target. The profile used is based on last year's collection. Elevate does not control the billing process which is determined by Council departments. For example so far in 2015/16 collection has benefited from the billing of £10m to the GLA which has already been paid. As the year progresses a clearer pattern will be established as the debit raised and collection rates will be less susceptible to variation.

### **A&CS Homes and A&CS Residential – Collection of Social Care Charges (home and residential)**

- 2.23 The Council introduced a new Care and Support Charging policy for 2015/16 following the government introduction of the Care Act 2014.
- 2.24 Collection of debt for Home and Residential Care is reported separately. The agreed measure for 2015/16 is the amount collected against the in-year debt that has been invoiced.
- 2.25 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.
- 2.26 The collection rate for Home Care by the end of quarter one reached 81.87% which was 31.87% above the target.
- 2.27 As with General Income the profile used is based on last year's collection. As the year progresses a clearer pattern will be established as the debit raised and collection rate will be less susceptible to variation.
- 2.28 The debt recovery process for these debts is similar to that of other debts, but with extra 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. The relevant procedures have been updated to take account of the Care Act.

### **Penalty Charge Notices (PCN) – Road Traffic Enforcement**

- 2.29 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 by Environmental and Enforcement Services (Parking Services) 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 would be reported by Parking Services. Elevate's collection performance is measured only once a batch of warrants has expired, i.e. after 12 months. Since April 2015, 6 batches of warrants have expired for which the collection rate was 12.71%.

- 2.30 Effective collection of warrants is affected by how long it takes to obtain the warrant after the PCN is issued. On average through 2014/15 Elevate received warrants from Parking Services 7 months after the PCN was issued. Consequently Enforcement Agents' "propensity to pay" analysis of warrants classified most of them either 'poor' or 'hopeless' because older, aged debt is much harder to collect. This has adversely affected the overall success of collection against the target and a review of the end to end process for parking is underway to improve the overall collection of monies due.
- 2.31 The total amount of cash collected through enforcement of road traffic warrants was £134,863 in the first quarter.

### **Housing Benefit Overpayments**

- 2.32 By the end of the first quarter of 2015/16 collection totalled £1.32m.
- 2.33 During the first quarter central government confirmed the continuation of the "Real Time Information (RTI)" process. This means HMRC data will continue to be made available to the Department of Works and Pensions and shared with local authorities enabling data matching against Council records. This data will continue to ensure that the information used to assess claims for Housing Benefit and CTS, is accurate. This will result in additional overpayments and underpayments being raised.

### **Enforcement Agent (Bailiff) Performance**

- 2.34 Enforcement agent action is a key tool for the Council to recover overdue debts but is only one area of collection work and is always the action of last resort. The introduction of the CTS scheme in 2013/14 meant around 13,000 additional households became liable to pay Council Tax. This number increased again in April 2015 with the revised CTS scheme meaning that there has been additional debt recovery action. The affected group of residents are working age but their circumstances vary as they move in and out of work. Elevate's ability to collect all sums due on behalf of the Council continues to be made progressively harder as welfare reforms take effect. This is alongside the cumulative yearly effect of CTS on arrears which is increasing overall indebtedness. This position will continue in 2015/16.
- 2.35 Information on the performance of the enforcement agents is set out in the table below by type of debt for the first quarter of 2015/16. It should be noted the debt recovery process via enforcement agents only began at the end of the quarter for NNDR and Council Tax;

**Table 3: Enforcement Agent Collection Rates – 2014-15**

<b>Service</b>	<b>Value sent to enforcement agents £</b>	<b>Total collected by enforcement agents £</b>	<b>Collection rate %</b>
Council Tax	£3,069,322	£59,789	1.95%
NNDR	£794,558	£66,673	8.39%

Commercial rent	£22,563	£20,728	91.87%
General Income	£4,252	£1,152	27.09%

### Debt Write-Offs: Quarter 1 2015/16

- 2.36 All debt collected by Elevate is recommended for write off within the Council's policy. The authority to "write off" debt remains with the Council. The value of debt recommended to the Chief Finance Officer and subsequently approved for write off during the first quarter of 2015/16 totalled £222,892. The value and number of cases written off in quarter 4 is provided in **Appendix A**.
- 2.37 765 debts were "written off" in quarter one for which the reasons are set out below. The percentage relates to the proportion of write offs by value:

**Table 4: Write Off Numbers – 2015/16 Quarter 1**

Absconded/not traced	Uneconomic to pursue	Debtor Insolvent	Deceased	Other reasons
386 (50.5%)	217 (28.4%)	2 (0.3%)	102 (13.3%)	58 (7.6%)

(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).

- 2.38 The figures in **Appendix B** show the total write-offs for 2011/12, 2012/13, 2013/14 and for 2014/15.

### Publication of Individual Details of Debts Written Off (Appendix C)

- 2.39 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 At the end of Q1, Elevate have exceeded profiled collection targets for leaseholders and general income, however, council tax and NNDR are marginally below profile. The profile for rent collection is to be determined, however, indicatively,



performance is behind target with significant increase required to avoid substantial impact on the HRA.

- 3.4 The Council has written off debts of £222,892 in the first quarter of 2015/16 with the majority within Council Tax. 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 Quarter 1 2015/16.
- **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 1, 2015/16

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Table 1: Debts Written Off during Qtr 1 2015/16

Write-offs		Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
Apr-15	Under 2k	1,968	6,184	0	0	0	4,298	12,450
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	<b>Total</b>	<b>1,968</b>	<b>6,184</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,298</b>	<b>12,450</b>
May-15	Under 2k	11,167	671	0	0	38,751	22,185	72,774
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	<b>Total</b>	<b>11,167</b>	<b>671</b>	<b>0</b>	<b>0</b>	<b>38,751</b>	<b>22,185</b>	<b>72,774</b>
Jun-15	Under 2k	14,681	22,825	15,185	0	58,830	0	111,521
	Over 2k	15,784	5,489	4,874	0	0	0	26,147
	Over 10k	0	0	0	0	0	0	0
	<b>Total</b>	<b>30,465</b>	<b>28,314</b>	<b>20,059</b>	<b>0</b>	<b>58,830</b>	<b>0</b>	<b>137,668</b>
Quarter 1 Totals		<b>43,600</b>	<b>35,169</b>	<b>20,059</b>	<b>0</b>	<b>97,581</b>	<b>26,483</b>	<b>222,892</b>

**Table 2**  
**COUNT**

Write-offs		Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
<b>Apr-15</b>	Under 2k	86	41	0	0	0	11	138
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	<b>Total</b>	<b>86</b>	<b>41</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>138</b>
<b>May-15</b>	Under 2k	34	5	0	0	189	38	266
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	<b>Total</b>	<b>34</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>189</b>	<b>38</b>	<b>266</b>
<b>Jun-15</b>	Under 2k	13	76	78	0	192	0	359
	Over 2k	0	1	1	0	0	0	2
	Over 10k	0	0	0	0	0	0	0
	<b>Total</b>	<b>13</b>	<b>77</b>	<b>79</b>	<b>0</b>	<b>192</b>	<b>0</b>	<b>361</b>
Quarter 1 Totals		<b>133</b>	<b>123</b>	<b>79</b>	<b>0</b>	<b>381</b>	<b>49</b>	<b>765</b>

Table 3: Debts written off during 2011/12

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

Table 4: Debts written off during 2012/13

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

Table 5: Debts written off during 2013/14

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

Table 6: Debts written off during 2014/15

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
<b>2014-15 Totals</b>	£291,469	£88,675	£1,163,134	£3,166	£205,007	£517,201	£2,268,65 2

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**APPENDIX C**

<b>NAME</b>	<b>AMOUNT</b>	<b>DEPT</b>	<b>REASON</b>
Miss Juliette Modupe-Ojo	£1,859.24	CTAX	<ul style="list-style-type: none"> <li>• The owner of the property was made liable for Council Tax from the 17<sup>th</sup> November 2003 until a tenant moved in on the 27<sup>th</sup> June 2006</li> <li>• The owner failed to make the payments as billed and therefore the liability orders for the debt were obtained on the 10<sup>th</sup> December 2004, 24<sup>th</sup> June 2005 and 30<sup>th</sup> June 2006.</li> <li>• The case was passed to the Enforcement Agents; however they were unable to recover the debt and returned the case back to the Council. Then the debt was referred for Charging Order and it was granted on the 18<sup>th</sup> January 2006. The property was sold on the 27<sup>th</sup> June 2006, but payment was not received from the sale of the property as there was no equity in the property once higher priority debts had been paid.</li> <li>• The debt was passed to the Enforcement Agents again in November 2014 to trace the debtor; however after extensive searches they have failed to locate a forwarding address for the debtor and returned the case.</li> </ul>
Ms Zornitsa Nedkova	£1,342.57	CTAX	<ul style="list-style-type: none"> <li>• The tenant moved into the property and was made liable for Council Tax from the 20<sup>th</sup> September 2011.</li> <li>• The tenant moved out on the 25<sup>th</sup> April 2013, therefore the liability for Council Tax ended on this date. The liability orders for the debt were obtained on the 8<sup>th</sup> June 2012 and 24<sup>th</sup> May 2013.</li> <li>• The debt was passed to the Enforcement Agents; however they were unable to make contact with the debtor and the case was returned back to us. Internal tracing failed to produce a new address so in November 2014, the debt was again passed to the Enforcement Agents for a final trace; however after extensive searches they were unable to trace the debtor.</li> </ul>
Mr Abiola Oduwole	£1,138.46	CTAX	<ul style="list-style-type: none"> <li>• The tenant was made liable for Council Tax for the period from the 27<sup>th</sup> August 2011 to 26<sup>th</sup> May 2012.</li> <li>• No payments on the Council Tax account were received.</li> <li>• The liability orders for the debt were obtained on the 8<sup>th</sup> June 2012, 13<sup>th</sup> July 2012 and 24<sup>th</sup> May 2013.</li> <li>• After the extensive searches were carried out by the Council and the Enforcement Agents until 2015, both unable to locate a forwarding address for the debtor</li> </ul>

Ms Sonia Adams	£1,000.37	CTAX	<ul style="list-style-type: none"> <li>• The tenant moved into the property and was made liable for Council Tax from the 13<sup>th</sup> October 2005.</li> <li>• The tenant moved out on the 20<sup>th</sup> November 2012, therefore the liability for Council Tax ended on this date.</li> <li>• The liability orders for the debt were obtained on the 23<sup>rd</sup> January 2009, 24<sup>th</sup> July 2009, 7<sup>th</sup> January 2011 and 16<sup>th</sup> December 2011.</li> <li>• The attachment of benefit order was issued to the Department for Work and Pensions and deductions were made from the qualifying benefit until customer's circumstances changed and the deductions ceased. Payments were received from February 2012 until October 2012.</li> <li>• In November 2012 the case was passed to the Enforcement Agents; however they were unable to trace the debtor. After this further searches were carried out but no forwarding address was found.</li> </ul>
Mr Luke Phillips	£909.76	CTAX	<ul style="list-style-type: none"> <li>• The tenant was made liable for Council Tax from the 22<sup>nd</sup> September 2008. The tenant was evicted from the property, therefore the liability for Council Tax ended on the 19<sup>th</sup> March 2012.</li> <li>• The liability orders for the debt were obtained on the 29<sup>th</sup> October 2010 and 2<sup>nd</sup> December 2011.</li> <li>• The debt on the Council Tax account was passed to the Enforcement Agents in December 2011; however they were unable to make contact with the debtor. After the extensive searches by the Council and the Enforcement Agents, we were unable to locate a forwarding address for the debtor. The case was returned in October 2012.</li> <li>• Internal tracing failed to produce a new address.</li> </ul>
Mr David Gonzor	£694.67	CTAX	<ul style="list-style-type: none"> <li>• The tenant was made liable for Council Tax for the period from the 1<sup>st</sup> April 2010 to 16<sup>th</sup> August 2010.</li> <li>• We did not receive any payments on the Council Tax account.</li> <li>• The liability orders for the debt were obtained on the 21<sup>st</sup> May 2010 and 25<sup>th</sup> June 2010.</li> <li>• The debt on the Council Tax account was passed to the Enforcement Agents in July 2010; however they were unable to make contact with the debtor.</li> <li>• In November 2014 a final trace was carried out by the Enforcement Agents and after the extensive searches they were unable to locate a forwarding address for the debtor.</li> </ul>
Mr Emmanuel C Osammor	£629.92	CTAX	<ul style="list-style-type: none"> <li>• The tenant was made liable for Council Tax from the 9<sup>th</sup> January 2008.</li> <li>• The tenant moved out on the 2<sup>nd</sup> September 2010, therefore the liability for Council Tax ended on this date.</li> <li>• The liability orders for the debt were obtained on the 9<sup>th</sup> January 2009 and 6<sup>th</sup> August</li> </ul>



			<p>2010.</p> <ul style="list-style-type: none"> <li>• The debt was passed to the Enforcement Agents on 2010 to trace the debtor. However, after the extensive searches were carried out, they were not able to locate a forwarding address for the debtor.</li> <li>• From 2011 internal searches did not produce a new address. The tenant absconded, therefore the debt on the Council Tax account was passed for write off.</li> </ul>
Mr Nutsugah	£617.16	CTAX	<ul style="list-style-type: none"> <li>• The owner of the property was made liable for Council Tax for the period from the 27<sup>th</sup> January 2009 to 29<sup>th</sup> June 2009.</li> <li>• No payments were received on the Council Tax account. The liability order for the debt was obtained on the 4<sup>th</sup> September 2009.</li> <li>• The debt was passed to the Enforcement Agents, but they were unable to make contact with the debtor. After further searches from 2011 by the Council and the Enforcement Agents no forwarding address was obtained.</li> </ul>
Ms Daniela Zerouae	£589.36	CTAX	<ul style="list-style-type: none"> <li>• The tenant was made liable for Council Tax from the 9<sup>th</sup> September 2009.</li> <li>• The tenant moved out on the 22<sup>nd</sup> July 2010, therefore the liability ended on this date.</li> <li>• We did not receive any payments on the Council Tax account. The liability orders for the debt were obtained on the 15<sup>th</sup> October 2010 and for a previously unsummonsed debt on 21<sup>st</sup> May 2015. T</li> <li>• The account was passed to the Enforcement Agents; however they were unable to make contact with the tenant. After the extensive searches by the Council and the Enforcement Agents, both were unable to locate a forwarding address for the debtor. The debtor absconded; therefore the debt was passed for write off.</li> </ul>
Miss Leigh-Anne Smyth	£589.36	CTAX	<ul style="list-style-type: none"> <li>• The tenant was made liable for Council Tax for the period from the 1<sup>st</sup> December 2008 to 30<sup>th</sup> May 2010.</li> <li>• We did not receive any payments on the Council Tax account. The liability orders for the debt were obtained on the 26<sup>th</sup> June 2009 and on 21<sup>st</sup> May 2015 for a previously unsummonsed amount.</li> <li>• The debt was passed to the Enforcement Agents, but they were not able to make contact with the debtor. After the extensive searches by the Council and the Enforcement Agents, both were unable to locate a forwarding address for the debtor therefore the debt was written off.</li> </ul>

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