

LONDON BOROUGH OF BARKING AND DAGENHAM

BUDGET BOOK 2010-11

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1. Foreword

This budget book provides details of both the Council's 2010/11 revenue and 2010/11-13/14 capital budgets.

These budgets have been prepared in accordance with the Council's service and financial planning process which culminated in the production of the Council Plan and the Medium Term Financial Strategy (MTFS). The MTFS outlines a 3 year financial plan and forms the basis of the preparation of the annual revenue and capital budgets.

This budget book is divided into a number of different parts...

Part One

Council Plan and Medium Term Financial Strategy – the Council Plan sets out the Council's vision and priorities and the way in which the Council plans to deliver Members priorities over the next few years. The MTFS enables the Council to plan its finances into the future.

The 2010/11 Council Tax report expresses the costs and funding of the Council Plan priorities and the MTFS for 2010/11. It also sets out the calculation of the Council Tax Bands A – H.

Part Two

This second part contains the divisional revenue budgets of all the Council's services for 2010/11. For the purpose of the budget book these divisional estimates have been grouped into those departments which have managerial responsibility for delivering these services. The detailed budget pages can be summarised as follows:

<u>Department</u>	<u>Pages</u>	<u>Page Colour</u>
Adult & Community Services	95 to 116	Yellow
Children's Services – General Fund	117 to 132	Peach
Children's Services – Dedicated Schools Grant	133 to 136	Blue
Customer Services – General Fund	137 to 150	Orange
Customer Services – Housing Revenue Account	151 to 154	Purple
Finance and Commercial Services	155 to 168	Green
Resources Department	169 to 186	Pink
General Finance	187 to 190	Grey

Foreword

Each divisional budget page contains the following information:

- The Outturn for 2008/09;
- The Original Budget for 2009/10;
- The Revised Budget for 2009/10;
- The Original Budget for 2010/11;
- Description of Service;
- Key Information;
- Details of Head of Service;
- Details of Finance Manager.

The format and structure of the budgets comply with the requirements of CIPFA's Best Value Accounting Code of Practice.

Overall the Council has a net budget of £154.7 million for 2010/11 which represents the Council's net expenditure to be funded from a combination of Council tax and Formula Grant.

Part Three

An annual review of the fees and charges the council imposes for services provided forms a key element of the MTFS. This part of the budget book explains the rationale for the changes to the fees and charges and shows the changes for all fees and charges levied.

Part Four

The final part of the budget book details the investment programme that the Council is implementing for the period 2010/11-2013/14. The programme separately identifies those schemes funded by the Council and those funded from external sources.

Overall the Council has a four-year capital programme totalling £394 million of which £76 million will be funded from corporate and departmental borrowing and £318 million from external sources.

Foreword

Finance Contacts

If you have any queries in relation to the budget book please contact one of the following officers:

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This budget book provides details of both the Council's revenue and capital budgets for the 2010/11 financial year.

2. The Council's Budgetary Process

Budget Process Timetable

- | | |
|-----------|--|
| APRIL/MAY | <ul style="list-style-type: none">• The Corporate Director of Finance & Commercial Services prepares a report outlining the options for the following years' budget including known pressures, future funding levels and confirms the need to identify savings.• Councillors indicate their broad strategy and guidelines for preparing the 2010/11 budget. |
| JUNE | <ul style="list-style-type: none">• Directors are invited to consider any new budgetary proposals (invest to save, pressures and growth) for approval by Members, within strategy guidelines.• Capital Programme Review. |
| JULY | <ul style="list-style-type: none">• Corporate Directors report back on budget proposals including savings and efficiencies. |
| SEPTEMBER | <ul style="list-style-type: none">• Service and Financial Board challenges budget options.• Corporate Director of Finance & Commercial Service starts preparation of the detailed Council Tax forecast and budgets for the forthcoming year.• The Corporate Director of Finance & Commercial Services sets out the preliminary Council Tax for 2009/2010 taking account of the likely consequences of new legislation on council services. Members begin detailed consideration of the Council Tax forecast. |
| OCTOBER | <ul style="list-style-type: none">• Commence review of Council's Medium Term Financial strategy. |
| NOVEMBER | <ul style="list-style-type: none">• Report to Members on 2010/11 budget |
| DECEMBER | <ul style="list-style-type: none">• The Government announces the Financial Settlement for the following financial year.• Calculation of Council Tax Base and Collection Fund Surplus/Deficit.• Consultations are held with public sector stakeholders and businesses. |
| JANUARY | <ul style="list-style-type: none">• Council approves Housing Revenue Account and new rent levels for Council Housing.• Fees and Charges reviewed. |
| FEBRUARY | <ul style="list-style-type: none">• Final Capital Programme presented to the Executive.• Final Council Tax report and Medium Term Financial Strategy presented to the Executive which includes precept and levy details, budget pressures, growth, invest to save and savings options. |
| MARCH | <ul style="list-style-type: none">• Council approves Medium Term Financial strategy.• Council approves Council Tax and Revenue budgets.• Council approves Capital programme.• Council approves Treasury Management Statement.• Council approves Capital Strategy.• Council Tax Bills dispatched.• National Non Domestic Rates (NNDR) bills dispatched. |

3. COUNCIL PLAN & **MEDIUM TERM** **FINANCIAL** **STRATEGY**

THE EXECUTIVE

16 FEBRUARY 2010

REPORT OF THE CORPORATE DIRECTOR OF FINANCE AND COMMERCIAL SERVICES

Title: Council Plan Update 2010/11 incorporating the Medium Term Financial Strategy 2010/11 to 2012/13	For Decision
<p>Summary:</p> <p>This report sets out the draft Council Plan and Medium Term Financial Strategy (MTFS).</p> <p>In the light of the forthcoming election, it was felt that significant changes to the Council Plan would be premature and therefore the existing plan has been extended with a light touch refresh for 2010-11 to reflect progress made. This report contains a textual version of the updated Plan. Once approved, the Council Plan incorporating the MTFS will be available as an interactive web document rather than a text document.</p> <p>The Council Plan articulates the way in which the Council plans to deliver members priorities over the next few years and the MTFS enables the Council to plan its finances into the future. The MTFS presents the financial impact of all the factors that influence the Council's budget over a period of time. The MTFS is informed by current and future policy as stated within the Council Plan and links to other strategies (e.g. Workforce Strategy). The MTFS also models the cost of services, the financial impact of risks we are aware of, investments we need to make and identifies our funding gaps.</p> <p>Wards Affected: All</p>	
<p>Recommendation(s)</p> <p>The Executive is asked to recommend the Assembly to approve:</p> <ul style="list-style-type: none">(i) The Council Plan as set out at Section 1 of Annex 1 to this report;(ii) The MTFS as set out at sections 2 to 13 of Annex 1 to this report which includes:<ul style="list-style-type: none">a. The Capital Strategy as set out in section 8b. The Reserves and Contingency Strategy as set out in section 12c. The budget options for 2010/11 and future years as set out in Appendix A to Annex 1d. The investment decisions and assumptions as set out in Appendix B to Annex 1	
<p>Reason(s)</p> <p>The Council Plan and Medium Term Financial Strategy set out the overarching principles</p>	

by which the organisation plans its services over the medium term.

Implications

Financial

This report is in respect of the Council Plan and Medium Term Financial Strategy, and sets out the principles for the Council's financial strategy. These are included throughout the report.

Legal

Detailed comments appear in the reports on the budget, Treasury Management Strategy, Fees and Charges for 2010-2011 and the capital programme for 2010 – 2011 which bear upon the MTFS. There are no further comments in relation to this report.

Contractual

No specific implications.

Risk Management

The Council Plan and Medium Term Financial Strategy must have regard for risks associated with the delivery of the Council's aims and objectives both in terms of policy and in terms of financial implications. Links to risk management are included in section 10 of this report.

Staffing

There are clear staffing implications of the Council Plan and Medium Term Financial Strategy. Links to the workforce strategy are set out in section 10 of this report.

Customer Impact

One of the key risks around setting the financial strategy and the savings options that underpin this is the impact on customers. A review of the impact of each savings option has been undertaken in respect of customer impact, risks have been identified, and mitigating actions are being put in place by the relevant services.

Safeguarding Children

Implications for safeguarding children only to the extent which specific savings options impact on areas that deliver services supporting the Council's safeguarding agenda. An impact assessment has been carried out on these specific savings.

Crime and Disorder

Implications for crime and disorder only to the extent which specific savings options impact on areas that deliver services supporting this specific agenda. An impact assessment has been carried out on these specific savings.

Property/Assets

Links to the Council's Property Asset Management Plan are set out in section 10.

Options appraisal

Not applicable.

Council Plan & Medium Term Financial Strategy

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Consultees

The following were consulted in the preparation of this report:

Councillor L Smith, Leader of the Council
Councillor Bramley, Cabinet Members for Finance and Human Resources
Rob Whiteman – Chief Executive
Corporate Management Team
Tracie Evans – Corporate Director of Finance
Winston Brown – Legal Partner
Sue Lees – Divisional Director of Asset Management and Capital Delivery
Heather Wills – Head of Community Cohesion and Equalities
Sandy Hamberger – Audit and Risk Controller
Guy Swindle – Head of Strategy and Performance
Jonathan Bunt – Corporate Financial Controller

Background Papers

- Information from Department of Communities and Local Government
- Budget working papers
- Reports to member bodies

1. Council Plan

Introduction

Message from the Leader of the Council Cllr Liam Smith

Having been elected to serve as Leader of the Council, I am pleased to present Barking and Dagenham's Council Plan update for 2010-2011, which sets out our ambition and priorities. It describes the part that the Council will play in making the borough an even better place to live by building on our solid achievements.

Looking back over the past year there is a lot to celebrate, even though it has been one of the toughest years financially the Council and the borough has ever faced.

Despite the recession, the Council has pushed on with its ambitious plans to improve the place we live. A brand new swimming pool and state-of-the-art leisure centre is well underway at Becontree Heath, due to open in 2011. A new library and One Stop Shop – where residents can have their enquiries sorted out face to face with trained staff – will open in the Heathway in 2010.

Wheelie bins have been successfully introduced across the borough, helping to make Barking and Dagenham the cleanest I have ever seen it. And our Eyesore Gardens campaign, where we encourage homeowners to keep their front gardens clean and tidy, has already made a massive impact in south Dagenham, and will be rolled out to other wards soon.

2010 has also been a good year for our young and old, with free swimming being introduced for all under 18s, another successful year of Summer Sorted school-holiday activities, and the introduction of Street Base, an ambitious youth project designed to turn around perceptions of local young people by getting them involved in positive community activities. Meanwhile for pensioners, the Council has campaigned successfully to keep their Active Age Centres open, making sure older people have got the chance to get out, meet people and stay active.

All this has been on top of our decision to freeze Council Tax levels in 2009-2010, giving our residents a much needed financial break during these tough economic times.

But we certainly won't be resting on our previous achievements, and I know that there is still a lot for us to do.

We are making good progress resurfacing the borough's roads and footpaths and are three quarters through our £20m programme, and we will make sure it continues on time and on budget.

Shopping centres and parades still face massive challenges, even as the recession eases. I want to make sure that we strengthen our parades, making sure local businesses are supported to keep jobs locally. We've already run a "Buy B&D Week", encouraging residents to spend their money in local shops.

On the back of that, I want the council to play its own part in creating local jobs, particularly for young people leaving school. Already we have arranged for around 100 young local

Council Plan & Medium Term Financial Strategy

apprentices to take up placements in the Council and other local businesses. In the next year, I want to see the scheme expanded significantly, making sure that our young adults get the start in life they need.

Of course, before they get to that stage, we need to make sure that they have the best schooling we can give them. This is why I am committing huge investments to bring all of our schools up to the same high standard, making the most of £40 million grant to create new primary school places for every local child that needs one, and investing a massive £270 million in the fabric, buildings and equipment of our secondary schools.

These are the key commitments this Council will make to its residents, making sure all our residents, no matter what their age or income, can fulfil their potential.

Local people deserve the best and I have committed to working hard over the coming year to make sure that they get it.

Message from our Chief Executive

Last year I was delighted to announce that we achieved the top four star category for high performance in our annual Comprehensive Performance Assessment (CPA). This year saw the introduction of the Comprehensive Area Assessment (CAA) which is a new way of assessing local public services. We received an encouraging overall score of 3 out of 4 on our organisational assessment, with a particularly impressive 4 out of 4 for Adult Social Services and 3 out of 4 for Children's Services. We have challenges ahead in terms of becoming more efficient and making better use of our resources and in recognition of this we have created a new Finance Department headed by the Corporate Director of Finance & Commercial Services.

No one knows how long the recession will last, but what is certain is that public sector finances will continue to be tight and we need to find new ways of working to achieve more with less. The challenge for the council is not just to manage shrinking budgets, but to make additional savings so that we can invest money in the services that local people need.

We are committed to treating every penny as if it was our own to ensure that as far as possible we spend money on the public and not on the organisation. As finance gets tighter we will protect front line services by reducing the cost of administration and support services. Examples of the radical changes we are implementing to achieve these savings include:

- Sharing services with our partners or other councils
- Making better use of technology
- Reducing accommodation costs
- Getting better value from contracts and the goods and services we buy
- Strategic partnering to ensure we have the skills and capacity to deliver effective and efficient business services

We are proud of our achievements, but recognise the need to remain focused on the needs of residents and local businesses. Our aim is to be regarded as excellent in the eyes of our customers with local people reporting improved satisfaction with the area they live in and the services the council provides.

About this plan

The Council Plan 2008-2011 provides clarity for the Council on where the focus of its business will be over the three year period. This focus ensures that the Council is making the right plans and decisions at the top for the services we provide now and those we design in the future. The Council must demonstrate that it spends the money it receives wisely on making the best decisions for services it provides to the communities in the borough.

This annual update reviews the original priority action plan and measures of success, building on the work started in 2008-09. It reflects changes to the national and local performance frameworks and describes how the Council will help to deliver the Community Plan 2008-2018 and the Local Area Agreement.

Our Priorities and Plans

Vision and Priorities

This section describes how the Council, with its partners, agreed the long term vision and priorities for Barking and Dagenham.

The Council shares its vision for the future of the borough with its partners:

Working together for a better borough

The Barking and Dagenham Partnership (BDP) is our local strategic partnership. It brings together the Council, health services, police, fire service, local businesses, representatives of the voluntary and community sector and members of the local community.

Our Strategic Objective: To raise average household incomes in Barking & Dagenham to the London average by 2020

Council Plan & Medium Term Financial Strategy

During 2008 the BDP, after listening and talking to more than 3,000 local people, agreed six new Community Priorities. These priorities, which will define the work of the Council and its Partners over the coming years, are set out below:

Our Priorities

- **Safe** - a safer borough where the problems of antisocial behaviour have been tackled and all young people have a positive role to play in the community
- **Clean** - a clean, green and sustainable borough, with less pollution, waste, fly-tipping and graffiti., and with much greater use of our parks, green spaces and river frontage
- **Fair and respectful** - a stronger and more cohesive borough, where all people get along and help and look out for each other, and of which residents feel proud.
- **Healthy** - a healthy borough, where health inequalities are reduced with greater knowledge of lifestyle impacts on health.
- **Prosperous** - an ambitious and prosperous borough that supports business, jobs and skills, attracting new business with economic, social and environmental resources harnessed for the good of all.
- **Inspired and successful young people** - a borough of opportunity for all young people so that they can achieve their full potential, be creative and have fun, and ultimately play an active economic role for the good of all.

Community Plan and Local Area Agreement

Community Plan

During 2008 the Barking and Dagenham Partnership, after listening and talking to more than 3,000 local people, produced the Community Plan 2008-2018. The plan sets out the shared vision for the future of the borough and outlines the priorities for action.

Local Area Agreement

To turn the vision into reality, the Council and its partners have agreed a set of targets which we will work together to achieve over the next 3 years. These are set out in a formal agreement known as the Local Area Agreement (LAA) which was negotiated with, and signed off by, central government in June 2008.

Our Values and the Way we Work

This section sets out our organisational vision, values and strategy. It explains how we are shaping Barking & Dagenham Council to best meet our strategic objective and deliver against our priorities, whilst continuing to provide core services, all with less money.

Where we are

- The Council has made **significant improvements** in many services, but some of our services still need to improve cost effectiveness in comparison to other boroughs.
- We have been **proud to provide most services directly** ourselves. This has enabled us to be the largest employer in the borough and, in some services, maintain some of the best terms and conditions in the country.

Council Plan & Medium Term Financial Strategy

- There are increasing examples of **teams from different departments working together** to deliver better.
- Significant amounts of time, money and other resources have been invested in **improving our customers' experience**, with the Barking Learning Centre, one stop shop and call centre making a real difference to how easy it is to access our services. However, we are still dealing with around 14,000 calls a month in our call centre and we need to be able to reduce these numbers.
- We employ some 5,000 staff (excluding schools). We need to increase our **flexibility** to meet new needs and challenges or to match people to areas of peak demand.
- The general **quality of management information** – finance, HR, performance – has improved but needs to improve further and also absorbs considerable staff time in manually updating spreadsheets and related records.

Where we are going

- **Increasingly organised around the whole needs of individuals, families and places.** We will bring together services from across the council and the Partnership to collectively understand the needs of families and the places they live in and to provide joined up solutions that make a bigger difference to the things that matter to people and cost less to the public purse.
- **More (joined up) commissioning.** Commissioning is about finding the best provider, which may be the council but may also be a voluntary organisation, another council or a business.
- **More flexible and effective workforce.** We are reviewing job titles and descriptions to significantly reduce their variation and complexity. With new technology and better use of existing technology we will train and develop staff to do more interesting jobs and add more value.
- **Better tools to do the job.** We are currently investing in new technology to improve the service we provide to our customers. A single customer database will allow a real one stop shop experience for people and make dealing with us much easier, quicker and more satisfactory.
- **Significantly better business intelligence.** Extensive improvements in Oracle systems will deliver big improvements in the timeliness and quality of the business intelligence available for managers.
- **Delivering value for money.** With significant reductions in public sector funding expected over the coming years there is a need to ensure that everything we do is necessary, and is done in the most efficient and economical manner possible.
- **New operating model.** The One B&D Model will deliver new ways of working designed to put the customer at the heart of what we do, whilst making us more efficient, economical and effective. The following section explains this model in more detail.

The 'One B&D Model'

The diagram below depicts the operating model that we are building. The key features of this model are:

Understanding Needs

1. Deep and shared understanding of our customers' needs through effective engagement, joint intelligence and shared analysis

Meeting Needs

2. Decisions based upon a strong evidence base and business case
3. Joined up commissioning of services, with a clearer separation of commissioning (the decision about what services to provide) from the delivery of services (how they are provided)

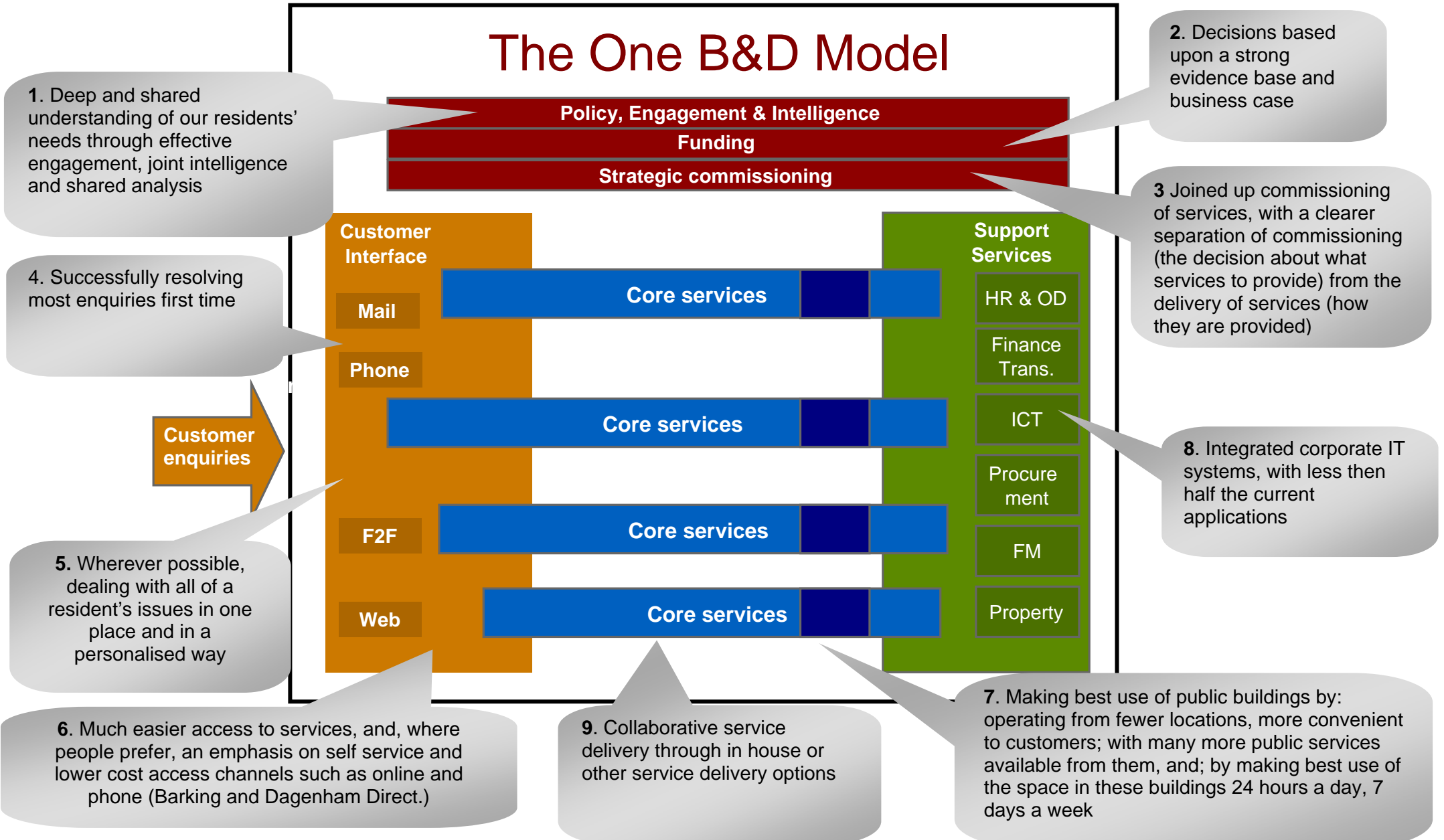
Putting the Customer at the Heart of What We Do

4. Successfully resolving most enquiries first time
5. Wherever possible, dealing with all of a customer's issues in one place and in a personalised way
6. Much easier access to services, and, where people prefer, an emphasis on self service and lower cost access channels such as online and phone (Barking and Dagenham Direct.)

Providing value for money

7. Making best use of public buildings by: operating from fewer locations, more convenient to residents; with many more public services available from them, and; by making best use of the space in these buildings 24 hours a day, 7 days a week
8. Integrated corporate IT systems, with less than half the current applications
9. Collaborative service delivery through in house or other service delivery options

The One B&D Model



1. Deep and shared understanding of our residents' needs through effective engagement, joint intelligence and shared analysis

2. Decisions based upon a strong evidence base and business case

4. Successfully resolving most enquiries first time

3. Joined up commissioning of services, with a clearer separation of commissioning (the decision about what services to provide) from the delivery of services (how they are provided)

Customer enquiries

8. Integrated corporate IT systems, with less than half the current applications

5. Wherever possible, dealing with all of a resident's issues in one place and in a personalised way

6. Much easier access to services, and, where people prefer, an emphasis on self service and lower cost access channels such as online and phone (Barking and Dagenham Direct.)

9. Collaborative service delivery through in house or other service delivery options

7. Making best use of public buildings by: operating from fewer locations, more convenient to customers; with many more public services available from them, and; by making best use of the space in these buildings 24 hours a day, 7 days a week

How we are getting there – transforming Barking & Dagenham

To shape Barking and Dagenham Council into this new organisation we are applying our **values** - *putting the customer first, taking responsibility, treating each other fairly and respectfully, working together, achieving excellence* – to deliver on **five core strands**:



Key Programmes & Activities

Within each of these five strands are a range of key programmes and activities designed to deliver **transformation**:

Our Place

- LSP & LAA
- Economic development & regeneration
- Localities
- Cohesion
- Building Schools for the Future
- Barking Riverside

Our Customers

- Engagement Strategy
- One B&D Programme
- Customer Strategy
- Personalisation
- Think family
- Youth Connect Card

Our People

- Organisational Development
- Workforce planning
- Integrated workforce
- Recruitment

Our Money

- Medium Term Financial Planning
- VFM & Efficiency
- Total Commissioning & Procurement
- Income Maximisation
- Strategic Partnering

Our Infrastructure

- ICT modernisation
- Accommodation
- Assets
- Business Intelligence
- Oracle improvements

The Golden Thread



Council Plan & Medium Term Financial Strategy

Key Projects 2010-11 and how they are funded:

Strategic Projects 2010-11

The Council's key strategic projects for 2010-2011 are organised under the Community Priority headings that mirror those in the Community Plan. In addition a number of Council-specific priority actions to improve the way we deliver services are included under the umbrella of One Barking and Dagenham.

Each of the projects has been identified through consultation with people in the borough, through our own analysis of what needs to improve or through feedback from external inspection or assessment. They were developed in consultation with the relevant portfolio holder(s) as part of the service planning process.

	Actions	Timescale	LAA indicator	Measures of success	Progress to date	Lead Officer	Funding
Safe, Clean							
1.1	Major improvements to roads and footways: third year of a £20m investment plan	2008-2011	NI 5	Increased resident satisfaction in areas affected NI 168/169 maintain London top quartile performance of 4% or better	Areas 1 to 4 completed, areas 7,8 & 10 are currently being worked on.	Corporate Director of Customer Services	Capital programme £20m 07/08 to 10/11
1.2	Deliver integrated services through a locality approach			Reduction in number of children on child protection register and in care.	Detached youth workers in each locality Parent Support Advisors in 31 schools Health Advisors in all secondary schools Common	Corporate Director of Children's Services	Funded by mainstream Children's services funding (investment in 08/09 and 09/10) Also funded through Area Based Grant "think

Council Plan & Medium Term Financial Strategy

	Actions	Timescale	LAA indicator	Measures of success	Progress to date	Lead Officer	Funding
					Assessment Framework embedded within targeted family support services		family project”
Fair & respectful							
3.1	Construction of the Dagenham One Stop Shop & Library	2009-10	NI 9	Delivery of new library and one stop shop offering improved access to Council services	Construction underway. New library on schedule to open autumn 2010	Corporate Director of Adult and Community Services/ Corporate Director of Customer Services	Capital programme 2009/10 and 2010/11
3.2	Construction of New Council Housing	2010-11 onwards		Construction of new Council Houses	Grant from government received to complement internal funding. Works start early 2010	Corporate Director of Customer Services and Corporate Director of Resources	Funding re-directed in capital programme for 2010/11

Council Plan & Medium Term Financial Strategy

	Actions	Timescale	LAA indicator	Measures of success	Progress to date	Lead Officer	Funding
Healthy							
4.1	Start building works to develop the new Becontree Heath Leisure Centre to replace existing facilities at Wood Lane sports centre and Dagenham pool	The centre is scheduled to open to the public in May 2011.	NI57	Delivery of a state of the art Leisure Centre within the Borough	Enabling works completed ahead of schedule. Consultation with service users and sports clubs has been undertaken. Planning permission for the scheme has been secured. Final specification and cost plan for the scheme has been agreed by the Council Executive. A principal contractor has been appointed to build the new leisure centre	Corporate Director of Adult and Community Services	Leisure centre funded through capital programme. Free swimming for under 18s and over 60s funded through ABG
4.2	Support the Putting People First Transformation Programme	2009-2011	NI130	Increase in the number of residents receiving self directed support	Increase in the number of people receiving personal budgets through a targeted approach. We are reviewing our	Corporate Director of Adult and Community Services	Personalisation project funded through government grant and risk assessment of demand

Council Plan & Medium Term Financial Strategy

	Actions	Timescale	LAA indicator	Measures of success	Progress to date	Lead Officer	Funding
					processes, changing our commissioning & contracting and developing the market. We are developing preventative services with our partners to ensure maximum choice and control for our customers. We are leading national response to innovation.		implications included in contingency
Prosperous							
5.1	Establish the Community Development Trust at Barking Riverside	2009-11	NI 2 NI 154 NI 155	Trust established to ensure new community facilities, housing and population growth are managed in a sustainable and safe way	Proposed structure and draft business plan agreed (Note: subject to agreement at Assembly Jan. 2010)	Corporate Director of Resources	Project funded from external grant funding and supported through mainstream Council regeneration budget
5.2	Deliver the apprenticeships programme	2009 onwards		Number of apprenticeships created	104 apprenticeships created since	Corporate Director of Children's	Funded through ABG programme

Council Plan & Medium Term Financial Strategy

	Actions	Timescale	LAA indicator	Measures of success	Progress to date	Lead Officer	Funding
					January 2009, 100 more by March	Services	budgets
5.3	Creation of a Skills Centre	2010-11		Skills centre open and being used to develop skills and economic development	Construction due to commence in early 2010	Corporate Director of Children's Services and Corporate Director of Resources	Funded in 2010/11 capital programme budget and MTFS
Inspired and successful young people							
6.1	Introduce Youth Access Card to increase positive activities on offer for young people	2009-11	NI 110	Young people's participation in positive activities	Joint funding agreed with PCT Card provider selected by competitive tender Two schools selected for pilot phase	Corporate Director of Children's Services	Additional investment factored into MTFS 2010/11
6.2	Support educational transformation through the Building Schools for the Future and Primary Capital Programmes	BSF Preferred Bidder Stage - Mid-May 2010. PCP		Year on year increase in the proportion of schools judged to be good or better by OFSTED	Negotiations with two bidders ongoing but to timescale for main LEP. Projects for PCP Phase 1 in design and proceeding to	Corporate Director of Resources/ Corporate Director of Children's Services	Grant funded for capital works through DCSF. Revenue funding to support programme provided as

Council Plan & Medium Term Financial Strategy

	Actions	Timescale	LAA indicator	Measures of success	Progress to date	Lead Officer	Funding
		currently in delivery			tender. Phase 2 spending programme in discussion.		additional investment through MTFS 2010/11
One Barking and Dagenham							
7.1	Deliver Customer Service Implementation Project Completion of phase 1 Implementation of phase 2	By May 2010 By Dec. 2010		Barking & Dagenham Direct is the contact centre of choice	Staff restructuring underway CRM system purchased	Corporate Director of Customer Services	Funded through ICT infrastructure capital project
7.2	Strategic Partnering programme	2009-10	NI 179	A modernised ICT service that is more effective and efficient	Programme proceeding to schedule. Target date for contract award July 2010	Corporate Director of Resources	Funded through Invest to Save programme

The Medium Term Financial Strategy (MTFS)

2. Introduction

Message from the Corporate Director of Finance & Commercial Services Tracie Evans

- 2.1 We live in unprecedented financial times. We are living through a recession which will begin to have an enormous impact on us all as the government come to terms with the enormity of the national debt situation. For the public sector, this has started to bite but will have a devastating affect on all our finances next year when our grant announcements are made. We will be operating on significantly reduced income streams and that means that we will have to spend significantly less to balance our books. The challenge is so great that the old methods of making savings will not be enough. Using the same thinking to solve our problems as we have done in the past will mean we will end up with the same problems. We have to start thinking very differently about how we continue to deliver excellent services with much less money.
- 2.2 The economic outlook has changed significantly over the past 18 months, creating uncertainty in budget planning across the whole public sector. It is widely accepted that whichever political party is in control after the general election, they will need to make significant cuts to public expenditure, and this poses the greatest challenge to budget planning in the public sector for a generation.
- 2.3 The public sector is not unused to managing tough financial conditions. For a number of years, councils have had to introduce efficiency measures and savings targets to ensure budgets are managed. The traditional “salami slicing” approach (percentage savings targets across all departments) has been used in LBB and has been sufficient to see us through the last few budget cycles and enable us to set balanced budgets as well as putting additional investment into services. Overall, LBB have enjoyed a relative period of growth especially when measured against other Councils. This is largely because LBB receive higher grants to help our relatively deprived population.
- 2.4 This growth environment has stopped and all public sector organisations are operating in an environment where income from all sources will be significantly reduced. It is realistic to assume that the Council’s grant funding will be reduced by 30% between now and 2015, which means that the organisation will need to change dramatically from the one we know. The challenge for LBB and for public services across the local area, is to ensure that the reduction in spend required happens in a way that minimises the impact on outcomes for the local community and ensures that our key services continue to be successful.
- 2.5 The MTFS is a framework to enable the LBB to plan its finances into the future, ensure that resource allocations are led by policy decisions, and

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ensure that the financial challenge is used positively to plan appropriately and re-design better services.

- 2.6 A continuation of “salami slicing” or “slash and burn” approach to balancing the budget will not work because the scale of the reduction will be so great. If we do not plan intelligently now, the pain for the organisation and our residents will be greater.

3. Key Financial Objectives and Scope

3.1 The key financial objectives for the Council are:

- A balanced budget;
- Robust levels of reserves and contingencies;
- Policy led budget allocations based on Council priorities;
- Investments for future services;
- Culture that asks all employees, partners and contractors “treat every penny spent as though it was from your own bank account”;
- Improved efficiency and value for money;
- Income maximisation; and
- Strong financial systems and processes.

3.2 These objectives are addressed in following sections of the medium term financial strategy:

- **Corporate priorities and key policy objectives** with assessment against National Indicators as set out in the Council Plan above;
- A framework for capturing total future investment – understanding the “**total bill**”;
- The **linking of service and financial planning** – using value for money and benchmarking data alongside an assessment of key corporate priorities to ensure that the budget is “policy led”;
- An **Efficiency Programme** including:
 - **Strategic Partnership** contract with the same timeframe as the MTFS;
 - **Procurement Review** realising savings both short and medium term;
 - **Efficiency targets** for each group manager across the organisation;
 - Providing a framework for capturing cash benefits emerging from the **One Barking and Dagenham Programme** and **Total Commissioning Programme**; and
 - **Maximisation of income** and investment for public services in the local area.
- **Capital Strategy** – including:
 - Highways, public realm, schools & new homes;
 - Operational Asset strategy;
 - Investment Asset strategy;
 - Disposals and Acquisitions strategy;
 - Office Accommodation strategy and modern ways of working; and
 - Energy costs/savings and the Green Agenda.

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- **Area Based Grant** – monitoring of spend in line with council priorities;
- **Links to other Strategies** – including the workforce strategy and departmental strategies;
- **Housing Revenue Account** – including Decent Homes and the subsidy system;
- **Council Reserves** – general reserves replenished to £10m and a centrally controlled Invest to Save Fund; and
- Strengthened **budget discipline and forecasting** and **sound governance**

4. Funding Council Priorities and Key Policy Objectives:

- 4.1 The Council invests a significant amount into the local economy each year supporting a whole range of national and local policy objectives. The Council budget is made up of a combination of core service budgets and areas where investment is made to deliver against priorities for the local area.
- 4.2 The Council Plan above sets out the key policy objectives for the organisation and shows the key strategic projects that will deliver the outcomes. The MTFs gives clarity as to how these objectives are being funded and will allow us to measure more accurately the success of outcomes.

5. The Budget Gap 2010-2020 (the “total bill”)

- 5.1 Given the current economic climate, with the expectation of significantly reduced income streams over the next few years, it is important that the Council is prudent in its planning. The Council has undergone a thorough review of its cost base over the past year, engaging with Directors, Heads of Service and managers around the organisation to understand future costs, income and risks.
- 5.2 The MTFs summarises these future costs, income and risks over a ten year period. This is a longer period than we have previously considered as an organisation, but this was considered important given the economic downturn and the significant risks that exist for our budgets over the next ten years.
- 5.3 The budget options to be incorporated into the budget for 2010/11 onwards are included in **Appendix A**.

Budget model

- 5.4 The financial modelling and assumptions that underpin the MTFs are included in **Appendix B** to this report. In summary they are:
- Investment relating to statutory duties and economic risks:
 - Pension fund contributions as stated in 2008 independent valuation report

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- East London Waste Authority Levy
 - Inflationary adjustments to budgets (assumption 3% after 2011)
 - Loss of investment income due to reduction in interest rates
- Investment in key priorities (including member decisions already made):
- Current capital programme financing costs
 - Removal Area Based Grant (support for services funded by ABG)
 - Skills Centre
 - Dagenham Library and One Stop Shop
 - Valence House Museum
 - Becontree Heath Leisure Centre
 - Building Schools for the Future
 - Youth Access Card
 - Current year budget risks as set out in **Appendix A**.
 - A provision for an affordable and sustainable capital programme from 2010/11 onwards
 - Provision for future risks and investment from 2011/12 onwards to protect the Council from severe budget reductions
- Investment to ensure the 2010/11 budget is robust:
- Corporate provision for redundancy costs
 - Contribution to increase general fund balances
 - Provision in contingency to be allocated based on a range of risks identified for 2010/11 for which work is currently ongoing
 - Contribution to a central Invest to Save reserve to support and encourage innovation to improve the cost effectiveness of services
- Future income streams:
- Council Tax – the budget model assumes a 0% Council Tax increase (“Council Tax Freeze”) for 2010/11
 - Government grant for 2010/11 as set out and agreed in the current 3 year grant settlement which ends on 31st March 2011. From that point, it is assumed that government grant will reduce by 20% in cash terms to 2014
 - Fees and charges – the budget for 2010/11 takes into account an increase in fees and charges of 1% in line with inflation and previously agreed income policies

A balanced, robust, budget

5.5 Given the assumptions and work already completed to prepare the draft budget (due to be presented for approval by the Council in February) the budget for 2010/11 will be balanced. As a result of the investment, and assumptions made in the MTFs, the budget gap looking forward for 3 years is as follows:

- £18m for 2011/12
- £14m for 2012/13
- £9m for 2013/14

- 5.6 These figures are indicative and derived from the assumptions made in the budget model at **Appendix B**.

6. Integrating service and financial planning

Policy led budgeting

- 6.1 The purpose of the service planning and financial planning frameworks is to ensure that budget allocations take account of corporate priorities, customer feedback and that that these principles are followed through the budget process into future budgets, and also through the service planning process into team and individual objectives. This is called our “golden thread”, it is illustrated in the Council Plan above and ensures that our budget is policy led.
- 6.2 The budget process begins with Executive members, Directors and Heads of Service detailed plans of investments or savings they can make to the service areas to deliver to support the delivery of the Council’s objectives..
- 6.3 A “Star Chamber” process then takes place to review and challenge budget holders on their options to ensure that they are robust. Information on budget options includes a risk analysis and impact assessment from relevant services.
- 6.4 For 2010/11, the all budget options have been subject to an equalities and diversity impact assessment.

Consultation

- 6.5 The budget process is informed by consultation with residents on what services or issues are important to them and what services they feel are most in need of improving. IPSOS MORI conducts a bi-annual place survey that enables this data to be compiled, compared with previous data, and also compared across London. Data is available from 2003/04, 2006/07, 2008/09. In 2009/10, the Council commissioned an interim place survey to inform decisions in respect of service and financial planning. Details of the results are set out below.

Investing in priorities

- 6.6 For 2009/10, the top issues that local residents felt were most important in making somewhere a good place to live were:
- The level of crime;
 - Clean streets;
 - Health Services;
 - Public transport;
 - Affordable decent housing; and
 - Education provision.

- 6.7 Our residents have consistently identified these areas as important. The Council and its partners have consistently therefore allocated our available resources to these priorities.

The “total place” initiative is a new initiative that looks at how a ‘whole area’ approach to public services can lead to better services at less cost. It seeks to identify and avoid overlap and duplication between organisations and ensure that public services are focusing on what is really important for a local community. Despite not being a pilot for this scheme, the Council undertook an exercise in 2009/10 to determine the total expenditure by the public sector in Barking and Dagenham. The headline figure was that some £1.3billion was spent in 2008/09. This was broken down into these areas:

- Health - £436m
- Social Care - £358m
- Education - £299m
- Economic Affairs - £88m
- Housing - £86m
- Public Order and Safety - £81m
- Environmental services - £22m

This high level analysis demonstrates that most public expenditure in the local area is being spent on areas that are most important to the public. The challenge for the Council and its partners is to work together to make sure that funding is spent as effectively as possible.

Investing in improving services

- 6.8 The survey also asks what things are most in need of improving, and they were as follows:

- The level of crime;
- Activities for teenagers;
- Clean streets;
- Road and pavement repairs;
- Job prospects;
- The level of traffic congestion; and
- Affordable decent housing.

- 6.9 As an organisation, we have ensured that investment has been targeted to these areas, with key examples as follows:

- We have invested in our partnership with the police to increase the number of officers on the streets;
- We have set up the Street Warden Service in the borough to stamp out environmental crime and work with the community to promote pride and respect for our streets and public spaces;
- We have set up the Street base initiative, which has been developed to promote activities for young people in the borough.
- £1m investment in apprenticeships per annum to improve job prospects and activities for young people;

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- A major programme of £20m investment in road and pavement repairs across the 4 years from 2007/08 to 2010/11;
- We are building a Skills Centre in Barking to deliver against our overall aim of raising household incomes; and
- The re-prioritisation of £7m from the capital programme to fund a programme of new Council House building to increase the supply of affordable decent housing.

Tracking our investment

- 6.10 When analysing this data, it is also important to keep track of the investment we are making, and the extent to which it is making a real difference to services that are important to residents. One striking example of this is around education provision. The Council has funded education services over and above local and national benchmark averages for the last 5 to 10 years. The results of the latest place survey show that the % of people who think that education provision needed to improve has fallen steadily over recent years, from 15% in 2003/04 to just 8% in 2009/10, which is significantly lower than the London average.
- 6.11 The Council also operates an “invest to save” fund. This is designed to provide support to service to implement efficiency measures or preventative work which will save costs in future years. This investment is provided on a non-recurring basis, with savings tracked and carried through into future years.
- 6.12 In preparation for the next business planning cycle, a range of activities are being undertaken. The service and financial planning process will be driven by a clear view of policy following local elections. It will also help the council allocate resources, focus on efficiency work and value for money, which will be informed by a range of considerations, in particular:
- **Value for money.** Areas where we need to improve the relative cost and output of services in comparison with other local authorities.
 - **Core vs non-core.** Understanding which discretionary services offer the greatest relative ‘added-value’
 - **Budget pressures.** Some priorities will be adequately funded; other priorities may have significant funding pressures attached to them.

7. Funding the budget gap 2010-2020

- 7.1 The overarching objective which, if met, will help ensure that the organisation can fund the budget gap will be a culture that asks all employees, partners and contractors “treat every penny spent as though it was from your own bank account”. This is achieved by improving value for money, re-directing resources to priorities, and by improving efficiency as set out below.

Providing better “Value for Money”

- 7.1 Achieving Value for Money (VfM) is an integral part of the Council’s approach to delivering the MTFs. The Council has developed a **VFM Strategy** to strengthen our strategic approach to improving VfM.

7.2 To deliver this strategy a **VfM Action Plan** has been developed to provide more detail on the work programme that will be undertaken to achieve better VfM and the key milestones. The key themes of the work programme are:

- **Understanding VfM** - Ensuring a shared understanding of the VfM and developing a culture of cost-consciousness
- **Embedding VfM** - Ensuring that VfM remains a clear and sustained focus for the Council and its key decision making and management processes
- **Delivering VfM** - Transforming the way services are commissioned and delivered to release savings to invest in the agreed priority areas

The 2010/11 budget includes £14m of savings to balance the budget as set out in **Appendix A**. These savings are risk assessed by Departments, and an impact assessment is done to ensure that the affect on frontline services is low. Savings (disinvestment) is targeted at areas where our benchmarked information on value for money suggests that improvements in cost effectiveness can be made. Examples of this are as follows (each of these services were identified as high cost services based on benchmarking data):

- Leisure £0.3m
- Passenger transport £0.25m
- Care placements £0.5m
- Quality and schools improvement £1.2m
- Revenues and benefits service £1.8m
- Human Resources £0.5m
- ICT £0.5m
- Finance £0.3m

Re-directing resources

7.3 In the current economic climate, it is not realistic for significant additional investment to be made into new services or to increase the budget. Instead, it is important that the Council improves the efficiency and effectiveness of existing services, and re-directs funding from existing budgets. In addition to the investment that has been made following the re-direction of savings as set out above, during 2009/10 an exercise of re-prioritisation of capital resources was undertaken. This resulted in £7m being made available to fund a programme of New Council House building. Grant funding from the Homes and Communities Agency was received, so the total programme is over £10m.

7.4 Area Based Grant funding is allocated on a project by project basis, and the effectiveness of this expenditure is monitored through the partnership structure.

Efficiency

7.5 Efficiency is defined as providing the same level of service (or providing more service) for less money. It is also about making sure that whatever processes

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are in place, that they are as effective as possible at the minimum cost. Realising efficiency gains (and therefore releasing resources) is fundamental for the organisation in terms of its longer term financial sustainability and ability to continue to deliver services that are important to residents.

- 7.6 It is important that planned efficiencies are released. An “Efficiency Programme” has been constructed to support officers to realise their stated efficiencies. The Council has over achieved its efficiency targets over recent years in order to balance its budget so we know we have a track record of success. The government set a target of £13.4m of efficiency gains for the Council from the period 2005 to 2008, and the Council exceeded this target by £6.4m, with efficiency gains of £19.8m being realised over the period. For 2008/09, a further £6.3m of gains were realised.
- 7.7 The Medium Term Financial Strategy includes efficiency projects as follows:
- Better Procurement;
 - Asset rationalisation;
 - Strategic Partnership – lean back office and transactional services;
 - Service reviews; and
 - 3% efficiency targets for all service heads for each of the next 5 years.

Indicative savings targets are included in **Appendix B** based on current information.

8. **Capital Strategy**

Affordability and prudence

- 8.1 The MTFs gives clarity about the affordability of the Council’s capital programme into the long term. An analysis of other London Boroughs costs of borrowing against their net budgets has been performed. This ratio typically varies from between 5% and 15% of net budgets, which would equate to between £8m and £20m for LBB. Total levels of borrowing vary significantly across London, from £0 to over £900m.
- 8.2 Looking at figures for costs of borrowing, for LBB, this means that total borrowing costs could increase by no more than between £300k and £1m per annum if the capital programme were to remain affordable in the long term (i.e. over 25 years). This would equate to a capital programme internally funded of between £4m and £10m per annum.
- 8.3 This principle is consistent with the Prudential Code for capital financing which requires the organisation to ensure that its capital programme is prudent, affordable and sustainable.

Objectives of the capital strategy

The overarching objectives for the Capital Strategy are as follows:

- Successfully deliver a capital programme which is consistent with the Council’s key priorities;

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- Maximising external funding to support the delivery of the capital programme consistent with the Councils' key priorities, both from the private sector and through government grant funding; and
- Maximising the utilisation of the Council's assets by:
 - Ensuring that all investment properties are making sufficient returns;
 - Ensuring that non-profitable investment properties and assets surplus to requirements are disposed of as efficiently as possible; and
 - Monitoring the utilisation of assets on a regular basis.

Investing in priorities

8.4 The capital programme is funding key Council priorities as follows:

New projects for inclusion in the 2010/11 capital programme:

- Investment in new Council Housing and upgrading existing Council stock;
- Investment in skills for local people through a Skills Centre;

Existing projects in the capital programme:

- Investment in Schools - the Building Schools for the Future to upgrade and expand the secondary schools in the borough and significant investment to upgrade and expand the primary schools in the borough;
- Investment in a new Library and One Stop Shop in Dagenham Heathway;
- Investment in a new Leisure Centre at Becontree Heath;
- Continued investment in the regeneration of Barking Town Centre; and
- Investment in Highways and footpaths.

8.5 A key plank of the future capital budget and the MTFS is a successful external funding strategy, which maximises the achievement of corporate objectives, while minimising the call on internal resources.

9. Area Based Grant and Specific Grants

9.1 Area Based Grant was introduced in 2008/09 to replace a number of specific grants. The intention was to reduce the ring-fencing of funding from government departments and enable greater discretion and linking of funding to priorities in local areas. Full details of the Council's Area Based Grant allocations will be published on the Council's website.

9.2 The Council also receives a number of specific grants from central government which are ring-fenced for certain priorities and projects. Full details of the Council's specific grant allocations will be published on the Council's website.

10. Links to other strategies

Workforce Strategy

- 10.1 The Medium Term Financial Strategy must link into the workforce strategy, and it does so in a number of ways.
- 10.2 A corporate redundancy provision has been included in the budget model to support the Council's policy on voluntary severance.
- 10.3 The Medium Term Financial Strategy also provides a framework for improved resource planning. Embedding these behaviours into the organisation (improved budget ownership, understanding of value for money) are key elements of the workforce strategy.

Treasury Management Strategy

- 10.4 A strong treasury management strategy and associated practices enables the Council to maximise investment income and cash flow, which underpins the delivery of the Medium Term Financial Strategy.
- 10.5 The Council's target return on investments for 2010/11 is 1.5%, which is a challenging (given current base rates) but achievable target that will be met through a combination of in-house and external fund management.
- 10.6 Security of our assets is also an important consideration. It is the Council's strategy not to invest internal funds in non-UK institutions. External fund managers have the flexibility to invest in non-UK institutions within the restrictions of the Council's policy on credit limits.

Property Assets Strategy

- 10.7 The Council's assets and property strategy is fundamental as it underpins the Medium Term Financial Strategy. Efficient and effective use of asset space enables the Council to reduce costs in this area.
- 10.8 The Council is developing a centralised property holding account for 2010/11 to ensure the efficient running of the corporate estate.

The first Property Asset Strategy and Property Asset Plan was submitted to Executive last year, and will be refreshed on an annual basis.

Highlights of the current plan include:

- Reduction in administrative buildings from 23 to 6, with further savings perhaps possible as a result of the Strategic Partnering programme
- Reduction in operational estate through a number of strategies:
 - Co-location of services both within Council and with partners
 - Transfer of assets to community ownership
 - Withdrawal from surplus assets
- Review of the investment portfolio to identify non-performing properties, and to optimise returns on investment

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- Improvement in property intelligence
- Reduction in energy bills

Procurement Strategy

- 10.9 The Council's approach to procurement and contracting rules are set out in the Council Constitution. The purpose of these rules and regulations is to ensure that regulatory and legal requirements are met, but also that value for money is achieved through contracting activity. This in turn supports the Medium Term Financial Strategy.
- 10.10 Gains realised through the Council's procurement activity will be captured through the Efficiency Programme as set out in section 5 and will enable the Council to balance the budget.

Risk Management Strategy

- 10.11 The Medium Term Financial Strategy has been informed by an analysis of budget risks discussed through engagement with the Corporate Management Team, Heads of Service and through workshops and discussions with key support officers in departmental finance and policy/performance teams.
- 10.12 The Council's risk management strategy and associated processes enables the identification of and prioritisation of key financial risks and the cost of the management of the controls which feed into the Medium Term Financial Strategy.

11. Housing Revenue Account

- 11.1 The future of the Housing Revenue Account is a huge strategic issue for the organisation. It is clear that, due to current subsidy arrangements, the HRA is unlikely to be viable beyond 2010/11. There are a number of options to pursue to enable the organisation to continue to meet its aspirations for local housing beyond that point, which at this stage are still being developed.
- 11.2 The detailed budget for the Housing Revenue Account is included in the HRA Rents report which will be approved with the Council budget.
- 11.3 The Capital Programme for 2010/11 to 2013/14 includes the Decent Homes programme which is funded from a combination of internal resources and Major Repairs Allowance funding from central government.

12. Council Reserves and Contingency

Robust levels of reserves

- 12.1 The MTFFS also sets the strategy around Council reserves and contingencies.
- 12.2 It is the responsibility of the section 151 officer to determine an appropriate and prudent level of reserves for the organisation. The target level of general reserves will be £10m. The current level of reserves is below this level, but

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provision has been made in the budget model to replenish reserves by £2m in 2010/11 to ensure that this level is realised in 2010/11.

- 12.3 The budget model also provides for £1m per annum contribution to a centrally maintained "Invest to Save" fund. This funding will be available on a business case basis and will be used to support and encourage innovation and projects to improve the cost effectiveness of services that the organisation provides to residents.

Contingency and longer term budget planning

- 12.4 The budget also includes a sum for contingency. In previous years, this figure has totalled £1.5m and this continues into 2010/11. However, there are currently significant risks facing the organisation in respect of the recession, the delivery of future savings, and continued increases in demand for the services that the organisation provides.

The key longer term budget planning issues in the Children's services budget include a number of areas:

- Children's placements, where small increases in demand lead to potentially large increases in expenditure; and
- Costs associated with transport for SEN children, where expenditure is based on the demand for the service.

The key longer term budget planning issues in the Adult's services budget include:

- The costs associated with the personalisation agenda. The principle that the Council is working to is that moving clients from one form of support to a personal budget will be cost neutral. However, there is a risk that the publicity around the expansion of personal budgets will lead to an increase in demand.

The key longer term budget planning issues in the Customer services budget include a number of areas:

- Risks around the future of the Housing Revenue Account – the current Housing Subsidy system is such that in 2 to 3 years time, the HRA will be financially unsustainable due to the amount of rent that the Council will have to hand back to the government. Any alternative model of housing provision in the borough could have significant financial implications for the Council;
- Risks around landfill taxes and the need to increase recycling rates; and
- The implementation of improved customer contact services across the organisation offers the Council huge potential savings by enabling residents to access more services on-line or through channels that are cheaper for the Council to run. These transitions need to be well managed to ensure continued high customer satisfaction alongside cost savings for the Council Taxpayer.

The key longer term budget planning issues in the Resources budget include a number of areas:

- The Council needs to ensure that it is reducing its energy consumption, both to deliver against the green/carbon reduction agenda and also to reduce costs for running operational buildings; and

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- Related to this, reductions in carbon emissions are important to mitigate against future costs associated with the government's carbon reduction commitment.

12.5 For 2010/11 a further £3m has been added to the central contingency. A detailed risk analysis has been performed on budgets across the organisation, and this amount has been set aside following this analysis. Given the future reduction in government funding that will come into effect after March 2011, these amounts will not be allocated to base budgets, but will be available on a non-recurring basis to provide transitional support for specific budget areas.

Sensitivity analysis

12.6 This central contingency amount will be used to take account of key risks and sensitivities in the budget. Full details and analysis of sensitivities in the budgets, particularly relating to demand led costs, are detailed in the table below:

	Total budget	Assessment of risk	Possible Implications	Mitigating actions
Adults Services				
- Personalisation	£16m	Risk of 5% increase in demand	£800,000	Personal budgets cost neutral on case by case basis
Children's Services				
- Children's Placements	£13m	Risk of 5% increase in demand	£650,000	Invest to save for adoption and fostering
Customer Services				
- Landfill charging	n/a	Impact currently increasing due to tighter regulation		Increased recycling
Resources/Finance				
- Energy costs	£7m	Risk of 10% increase in prices or demand	£700,000	Energy efficiency programme
- Carbon trading	£nil	Currently low risk in terms of financial implications but increasing in future years		As above
- Changes in interest rates	£1m income	Lower risk given low interest rates	£200,000	Good treasury management

13. Budget Discipline and Forecasting and Sound Governance

Budget discipline:

- 13.1 The MTFS needs to be underpinned by improved budget discipline and forecasting. Budget discipline is critical – the Council has to ensure it balances its budget without taking funding from reserves; otherwise the longer term strategy has to be fundamentally reviewed on an annual basis. Forecasting is also critical; otherwise assumptions around future risks or investment needs have to be updated every year, which defeats the object of longer term planning.
- 13.2 The Council has undertaken a root and branch review of budgets across the organisation in preparation for the 2010/11 financial year. This has covered an assessment of salary budgets (ensuring the establishment is fully funded), supplies budgets (ensuring all contracts are funded) and an assessment of income targets to ensure these are realistic. This is a vital piece of work to ensure that our base budgets are robust and that expenditure can be delivered on budget for 2010/11.

Budgetary control and sound governance

- 13.3 The Council is committed to maintaining a system of sound financial control, specifically to make sure that:
- Adequate budget monitoring arrangements are in place for services and projects;
 - Sound control and reconciliation procedures are in place for all financial systems;
 - Collection and recovery of income due to the Council is maximised;
 - Compliance takes place with relevant EU and national procurement and contracting regulations; and
 - Adequate anti-fraud and corruption arrangements are in place.

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Appendix A

SUMMARY OF INVEST TO SAVE BIDS									
<u>Ref Number</u>	<u>Bid Description</u>		<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14 onwards</u>	<u>Payback Period (Years)</u>		
			<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>			
<u>Adult & Community Services</u>									
I2S/ACS/01	Leisure Centre Management	Investment	150	-			1.60		
		Savings	-	250	-	350			
		Net Investment	150			-		350	
<u>Children's Services</u>									
I2S/CHS/01	Pitstop Project - C Treatment Foster Care Programme - 12 Month Post Pilot Extension	Investment	338	-			2.82		
		Savings			-				
			120	120	120	120			
I2S/CHS/02	Social Workers - Foster Carer Assessments	Investment	61	61			0.85		
		Savings							
		Net Investment		61		-			
			215	215	215	215			

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Appendix A

SUMMARY OF INVEST TO SAVE BIDS									
<u>Ref Number</u>	<u>Bid Description</u>		<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14 onwards</u>	<u>Payback Period (Years)</u>		
			<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>			
Customer Services									
No Bids Submitted									
Resources									
I2S/RES/07	M&E Maintenance - Install Power Perfectors	Investment		116			2.55		
		Savings		116	75	224			
		Net Investment			150	116		-	
I2S/RES/12	Asset Management - Energy Management Capacity	Investment		41	100		2.13		
		Savings		100				224	
		Net Investment				100			
I2S/RES/13	Accommodation - implement and speed up consolidation of assets	Investment		141	98	141	2.90		
		Savings						-	
		Net Investment			-	218		468	

Council Plan & Medium Term Financial Strategy

Appendix A

Pressures and Risks to be factored into the model					
Ref Number	Bid Description	2010/11	2011/12	2012/13	2013/14
		£'000	£'000	£'000	£'000
Adult & Community Services					
BP/ACS/03	Dagenham Library/One Stop Shop		1,200	1,200	
BP/ACS/04	Becontree Heath Leisure Centre	600	600	600	1,200
BP/ACS/05	Valence House Museum Education Programme	400		168	
BP/ACS/06	Domestic Violence Advocacy Services	168	168	100	600
BP/ACS/07	Dementia Services - Residential Care	100	100	250	168
		250		2,318	100
			2,318		250
Children's Services		1,518			2,318
BP/CHS/05	Youth Access Card			278	
	TOTAL		278		
					278
Customer Services			278	278	278
BP/CS/07	Temporary Accommodation	- 1,025			
	TOTAL			1,310	
			1,310	1,310	1,310
Resources		1,025	1,310		1,310
BP/RES/01	Local Elections 2010		20	20	
		220			
	TOTAL ALL PRESSURES	220	20,926	3,926	20
		2,763		20	20
					3,926

TOTAL

SUMMARY OF SAVINGS					
Ref Number	Bid Description	2010/11	2011/12	2012/13	2013/14 onwards
		£'000	£'000	£'000	£'000
Adults & Community Services					
S-ACS-01	Support Services - Non Staffing Supplies & Services Budgets	250	250	250	250
S-ACS-02	Neighbourhood Management	750	750	750	750
S-ACS-03	Parks Police	200	566	566	566
S-ACS-04	Increase in Vacancy Factor	250	250	250	250
S-ACS-05	Contracted/Commissioned Services	1550	1550	1550	1550
S-ACS-06	Community Development & Halls	90	150	200	200
S-ACS-07	Residential & Day Care - Income Charging from Other Local Authorities	110	110	110	110
S-ACS-08	5% Reduction in Staffing	900	900	900	900
S-ACS-09	Passenger Transport	250	250	250	250
S-ACS-10	Leisure & Arts Service Reductions	300	300	300	300
Total Adults & Community Services		4,650	5,076	5,126	5,126
Children's Services					
S-CHS-01	Integrated Family Services - Employee Costs	33	33	33	33
S-CHS-02	Head of Integrated Family Services - Employee Costs	48	48	48	48
S-CHS-03	Head of Integrated Family Services - Parenting Support - Employee Costs	32	32	32	32
S-CHS-04	Head of Integrated Family Services - Portage - Employee Costs, Premises and Supplies	20	20	20	20
S-CHS-05	Head of Integrated Family Services - Community Educational Psychology service - Employee Costs	50	50	50	50
S-CHS-06	Safeguarding & Rights - Care Placements Efficiency review	500	550	600	600
S-CHS-07	Safeguarding & Rights - Educational Psychology - Re-alignment of Children's Centre budgets	50	50	50	50
S-CHS-08	SLE - Trident Work Experience	22	22	22	22
S-CHS-09	SLE - Adult College - External Funding	145	145	145	145
S-CHS-10	SLE - Vacant Admin Post	25	25	25	25
S-CHS-11	SLE - Adult College	80	80	80	80
S-CHS-12	CP&TC - Schools Data Packs	50	50	50	50
S-CHS-13	CP&TC - Joint Commissioning Unit	40	40	40	40

SUMMARY OF SAVINGS					
Ref Number	Bid Description	2010/11	2011/12	2012/13	2013/14 onwards
		£'000	£'000	£'000	£'000
S-CHS-14	CP&TC - Policy & Performance - DSG Contribution to GM & HoS costs	80	80	80	80
S-CHS-15	Increase Income Generation at the Vibe	38	38	38	38
S-CHS-16	Q&SI - Community Music Service & Trewern	300	300	400	400
S-CHS-17	Q&SI - Advisory Teachers	300	300	300	300
S-CHS-18	Q&SI - Reduction in 2 Snr Advisor Posts	150	150	150	150
S-CHS-19	Q&SI - Westbury Centre & Admin - Reduction in Costs	50	50	50	50
S-CHS-20	Q&SI - School Improvement/Education Inclusion	300	300	300	300
S-CHS-21	Q&SI - Attendance - Realignment of under 5 services	30	30	30	30
S-CHS-22	Q&SI - Family Learning - Realignment of Services to support under 5's	50	50	50	50
S-CHS-23	Cross Division Savings - Travel & Accommodation	30	500	500	500
Total Children's Services		2,423	2,943	3,093	3,093
Customer Services					
S-CUS-01	Fleet Department Contract Changes	810	810	810	810
S-CUS-02	Reduction of staff-costs during off-peak season	156	156	156	156
S-CUS-03	Staff restructure to achieve Target Operating Model	781	781	781	781
S-CUS-04	Deletion of managerial posts & reduction in support/admin.	1,053	1,053	1,053	1,053
S-CUS-05	Staff restructure in OSS/Contact Centre to achieve Target Operating Model	200	200	200	200
S-CUS-06	Efficiency savings in general housing	150	250	350	350
Total Customer Services		3,150	3,250	3,350	3,350

Council Plan & Medium Term Financial Strategy

Appendix A

SUMMARY OF SAVINGS					
Ref Number	Bid Description	2010/11	2011/12	2012/13	2013/14 onwards
		£'000	£'000	£'000	£'000
Resources					
S-RES-01	Town Twinning	31	31	31	31
S-RES-02	Civic Reception	8	8	8	8
S-RES-03	Electoral Services - Supplies & Services	6	6	6	6
S-RES-04	Strategy & Performance - Employee Costs	50	50	50	50
S-RES-05	Strategy & Performance - Marketing & Comms	75	75	75	75
S-RES-06	Corporate Finance	250	250	250	250
S-RES-07	Human Resources - Realignment of Supplies & Services Budgets	40	40	40	40
S-RES-08	HR Management Information & Performance Reduction in Posts	35	35	35	35
S-RES-09	Occupational Health - Reduction in Posts	80	80	80	80
S-RES-10	Schools HR	20	20	20	20
S-RES-11	ICT market testing	100	100	100	100
S-RES-12	Health & Safety - Reduction in Posts	40	40	40	40
S-RES-13	Learning & Development - Reduction in Posts	80	80	80	80
S-RES-14	HR Recruitment - Reduction in Posts	50	50	50	50
S-RES-15	Various ICT Savings	400	400	400	400
S-RES-16	Regeneration & Economic Development - Reduction in Posts	200	200	200	200
S-RES-17	Accommodation Strategy	220	275	748	748
S-RES-18	Asset Strategy - Charge Staff to Capital	35	35	-	-
S-RES-19	Skill Mix Capital Delivery	50	50	50	50
S-RES-20	Printer Rationalisation	5	5	5	5
S-RES-21	Reduction in Use of Consultants	25	50	100	100
S-RES-22	Corporate Client Restructure	38	38	38	38

SUMMARY OF SAVINGS					
<u>Ref Number</u>	<u>Bid Description</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14 onwards</u>
		<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
S-RES-23	Rationalisation of Term Contracts	6	6	6	6
S-RES-24	Vehicle Hire - Cleaning Service	3	3	3	3
S-RES-25	Grounds Maintenance	5	5	5	5
S-RES-26	Energy Management Capacity	19	19	19	19
S-RES-27	Water Dispensers	6	6	6	6
S-RES-28	Impact of 2% Vacancy factor Increase	618	618	618	618
S-RES-29	Reduction in Supplies & Services spend	305	305	305	305
Total Resources		2,800	2,880	3,368	3,368
Corporate					
S-CRP-1	Review of PA's across council Directors & HoS	70	70	70	70
S-CRP-2	Review of PPP teams	500	500	500	500
S-CRP-3	Reduction in Consultancy spend	370	370	370	370
S-CRP-4	Reduction in Mobile Phones & Blackberry's	60	60	60	60
Total Corporate		1,000	1,000	1,000	1,000
TOTAL ALL SAVINGS PROPOSALS					
TOTAL SAVINGS		14,023	15,149	15,937	15,937

2010/11 BUDGET SAVINGS**ADULT & COMMUNITY SERVICES DEPARTMENT****S-ACS-01 Support Services – Non staffing supplies & services budget
£250,000 Saving**

A full review of all supplies & services and support budgets has been undertaken. Efficient practices by adopting good housekeeping will enable savings targets to be realised. The saving represents a departmental reduction of 4% and will be realised from 1st April 2010.

**S-ACS-02 Neighbourhood Management
£750,000 Saving**

The Council proposes that the number of Neighbourhood Management staff be reduced to six. The purpose is to reduce expenditure while ensuring that the good community work already planned – including extensive celebrations for St George's Day – can go ahead.

**S-ACS-03 Parks Police
£200,000 Saving**

The Council proposes to use the money saved from a reduction in the Parks Police service to fund five additional Metropolitan Police Officers to serve the borough. The recommendation is being made in light of the Mayor of London's decision to reduce the number of police officers on the beat in Barking and Dagenham.

**S-ACS-04 Increase in Vacancy Factor
£250,000 Saving**

This saving will be realised through an increase of the staff vacancy factor to 3.33% of the department total, which is currently at over £30 million. Divisions will be expected to work to a reduced establishment budget, which in real terms equates to a delay of approx 1.5 weeks in recruitment of replacement employees.

**S-ACS-05 Contracted/Commissioned Services
£1,550,000 Saving**

A reduction of approx 5% of current spend on contracted and commissioned services. Savings will be realised in various areas including review, reduction or cessation of current contracts, a reduction in the inflation charge on contracts and a reduction of supporting people & residential care contracts of approximately 1% of total budget. The intention is to achieve savings by more efficient practices, without having a negative effect on community priorities and outcomes.

**S-ACS-06 Community Development & Halls
£90,000 Saving**

Savings will be realised by the transfer of assets from the council to the community association. The proposal is to phase the transfers over the next 3 years and will enable the halls to continue in their function without the need for closure. The

transfer of community halls to community associations will increase the community capacity and assist towards the delivery of the borough's priority "Stronger Borough".

**S-ACS-07 Residential & Day care – Income charging from other Local authorities
£110,000 Saving**

Additional income will be generated from other local authorities who place their clients in LBBB day centres and residential homes – this amounts to approximately 10 clients at any one time, with an increase in charges of approx 15%. New charges will be levied from April 2010 and will have no negative impact on current service provision.

**S-ACS-08 5% Reduction in Staffing
£900,000 Saving**

A reduction of 1 in 20 posts across teams and services is proposed (excluding those areas under review or subject to large savings proposals). After all exclusions, a proposal of 30 reductions has been planned. A reduction in staff will impact on remaining staff, but with managerial support and motivation, the effects can be mitigated in the long run.

**S-ACS-09 Passenger Transport
£250,000 Saving**

The proposed saving will be achieved through a cross-cutting Value for Money review of the commissioning, provision and supply of vehicles for assisted transport. This saving has direct correlation with savings being earmarked in Children's services and Customer services.

**S-ACS-10 Leisure & Arts Services Reductions
£300,000 Saving**

The proposal to close the Crèche service and Images Salon will contribute towards these savings. This is alongside the increased income generation from the health & fitness suite. The proposed savings will not have a direct impact on the council's priorities or other services within the council's remit.

SUB TOTAL ADULT & COMMUNITY SERVICES SAVINGS £4,650,000

CHILDREN'S SERVICES DEPARTMENT

**S-CHS-01 Integrated Family Services – Employee Costs
£33,000 Saving**

Due to the group manager taking on a wider corporate role in community engagement, 50% of the costs will be met by the Corporate Policy Division thus achieving the targeted savings. A more co-ordinated and streamlined approach can be implemented, however due to the reduced capacity, any engagement activity will need to be prioritised. Savings are expected to be realised as of April 2010.

**S-CHS-02 Head of Integrated Family Services – Employee Costs
£48,000 Saving**

Saving will be achieved by deletion of a post due to early retirement being taken. The roles and responsibilities of the existing post holder will be devolved to other staff within the department. Saving will be realised as of February 2010.

**S-CHS-03 Head of Integrated Family Services – Parenting Support
£32,000 Saving**

This saving comprises of three elements; Employee costs which relates to a Travellers Co-ordinator post, Transport costs in respect of the associated car allowance and Supplies and Services costs which refer to consumables and training. The Travellers co-ordinator is due to retire Oct 2009 and this post will not be filled with any duties being absorbed within Family Support Service.

**S-CHS-04 Head of Integrated Family Services – Portage – Employee Costs,
Premises & Supplies
£20,000 Saving**

The proposed savings are made up of a caretaker post, premises costs and a reduction in supplies and services. The current caretaker post will no longer be required when the service relocates to Mayesbrook Children's centre. The new premises will be more economical to run, hence realising savings on supplies & premises maintenance.

**S-CHS-05 Head of Integrated Family Services – Community Educational
Psychology Service – Employee Costs
£50,000 Saving**

Management of the Acorns early intervention service was transferred to integrated family services in January 2009. It is proposed to further develop the service as an additional resourced provision linked to the governance and management of a school. This will result in savings of at least £50,000 being realised.

**S-CHS-06 Safeguarding & Rights – Care Placements Efficiency Review
£500,000 Saving**

Current placement packages are more expensive than can be achieved in the current market. Packages will either be reduced or purchased elsewhere through improved planning & commissioning approaches. There will be increased joint working with Adult services on Transition planning leading to improved transition packages with less wastage. An increase in direct payments and the use of in-house foster carers will save £400 per placement per week over agency foster carers.

**S-CHS-07 Safeguarding & Rights – Educational Psychology – Realignment
of Children's Centre Budgets
£50,000 Saving**

Educational Psychologists will take on additional work to support children under 5 through the children's centre network. This will be done using the existing

establishment. The extra income will be generated through an increase in commissioned support from children's centres.

**S-CHS-08 SLE – Trident Work Experience
£22,000 Saving**

The savings proposed are to be realised via an efficiency saving by increasing the unit charge made per student, for arranging work placements from £27 to £35. There should be no issue with schools buy back of service as the new rate is market tested and brings the unit charge in line with neighbouring boroughs.

**S-CHS-09 SLE – Adult College – External Funding
£145,000 Saving**

This saving proposal will be achieved by accessing a management fees component of external funding secured through the future jobs fund and the childcare affordability programme, and by absorbing these additional tasks within the existing staffing structure.

**S-CHS-10 SLE – Vacant Admin Post
£25,000 Saving**

This saving is being realised by deleting a vacant admin post from the establishment.

**S-CHS-11 SLE – Adult College
£80,000 Saving**

This saving is being realised by deleting a Group Manager post from the establishment.

**S-CHS-12 CP&TC – Schools Data Pack
£50,000 Saving**

This saving proposal is actually achieved through the income generation from the schools data packs, supplied to the schools through the course of the year. The current data post and an element of management costs will now be charged to schools directly.

**S-CHS-13 CP&TC – Joint Commissioning Unit
£40,000 Saving**

It is proposed that a new joint commissioning unit will be developed with the PCT and as such the PCT will pick up 50% of the Group manager costs. In principle the proposal has been agreed. The post is currently vacant, so recruitment will need to occur jointly across both organisations.

**S-CHS-14 CP&TC – Policy & Performance – DSG Contribution to GM & HoS
Costs
£80,000 Saving**

Group Manager catering post and a percentage of the Head of Service post has been wrongly coded to council budgets when they should have come from within the DSG. This correction has been made and will be reflected post 01/04/10.

**S-CHS-15 Increase Income Generation at the Vibe
£38,000 Saving**

The proposal is actually an increase in income which is realised via the introduction of a charging policy for voluntary organisations using the Vibe Youth Centre.

**S-CHS-16 Q&SI – Community Music Service & Trewern
£300,000 Saving**

This service is currently heavily subsidised by the council by approx £630,000. The schools forum has agreed to raise their contribution in 2010/11 to cover this £300,000. In future year's greater emphasis will be placed on schools funding the services they consume.

**S-CHS-17 Q&SI – Advisory Teachers
£300,000 Saving**

The proposal is that 5 FTE posts will be provided via secondary schools/consortia to provide the non-core subject advisory support to schools.

**S-CHS-18 Q&SI – Reduction in 2 Senior Advisor Posts
£150,000 Saving**

The savings will be realised by not recruiting to two vacant senior advisor ICT posts. The posts will be removed from the establishment.

**S-CHS-19 Q&SI – Westbury Centre & Admin – Reduction in Costs
£50,000 Saving**

The saving proposal includes the removal of one FTE admin post, with the addition of extra income and efficiencies through reduced opening hours.

**S-CHS-20 Q&SI – School Improvement/Education Inclusion
£300,000 Saving**

A review of these services has taken place along with consultation with schools. Indicative savings of £300k have been put forward based on a prudent assessment of the reduction that can be made in this area.

**S-CHS-21 Q&SI – Attendance – Realignment of Under 5 Services
£30,000 Saving**

The attendance services for children under 5 will be developed as part of the Sure Start children's centres, but will be provided within the current establishment.

**S-CHS-22 Q&SI – Family Learning – Realignment of Services to support
under 5's
£50,000 Saving**

The Family Learning team will take on additional work to support children under 5 through the children's centre network. This will be done within the current

establishment and the income will be realised via additional commissioned support from the family learning team.

**S-CHS-23 Cross Division Savings – Travel & Accommodation
£30,000 Saving**

The saving in 10/11 is estimated at £30,000 but will increase to £500,000 over the following year once the whole transport review has been performed. Initial changes have a prudent estimate of current year savings.

SUB TOTAL CHILDREN'S SERVICES SAVINGS £2,423,000

CUSTOMER SERVICES DEPARTMENT

**S-CUS-01 Fleet Department Contract Charges
£810,000 Saving**

The review of the fleet management has enabled a reduction in overhead and utility charges, a reduction in the number of spot hire rentals and a reduction in 10 members of workshop staff. Many of the high maintenance unreliable vehicles will be replaced and the 100+ vehicles on daily rental agreements will be replaced with medium/long term leases from a new supplier. Proposed changes to the fleet department should not impact on the service provided but should strengthen the customer and supplier management through more efficient working.

**S-CUS-02 Reduction of Staff-Costs during Off Peak Season
£156,000 Saving**

The savings proposals in this area will be realised by re-organising the staff establishment on Parks & Green spaces maintenance. In real terms, the savings are equivalent to 12.5 FTE, but no redundancies are proposed. During the winter months when the maintenance on green spaces reduces, staff can be utilised in street cleansing, hence reducing the amount of agency staff in that area. In summer Months, they can be moved back to parks. The efficient utilisation of staff time will enable these savings to be realised without impact to staff or service provision.

**S- CUS-03 B&D Direct Staff Restructure efficiency working practices
£781,000 Saving**

The whole of Barking & Dagenham Direct including the Call Centre & One Stop Shop has undergone a full review. The proposed savings will be achieved through an efficient increase in working practices, by eliminating internal transfers, duplication of work and non-value added tasks. The combined salary budgets for council tax and housing benefit will see a saving of £495k, which equates to a 20% efficiency target. The reduction in 11 Customer service officers will realise £286k saving with the remaining savings coming from efficiencies across the service.

**S-CUS-04 Deletion of Managerial posts & Reduction in Support/Admin
£1,053,000 Saving**

As part of the B&D Direct review, it is expected that 23 FTE posts can be deleted and 6FTE can be added at a lower grade. The restructure of staff grades will

increase the span of control and remove higher graded managers. The service will be re-aligned to facilitate the business process improvement and the introduction of modern ways of working.

**S-CUS-05 Staff restructure in OSS/Contact Centre
£200,000 Saving**

The restructure of management roles will increase the span of control at two levels. In addition to the three senior managers, it is also proposed that a training & development officer and complaints officer will be deleted. There will be an increased workload on other staff to absorb either the work or line management responsibility, but with more efficient practices, this should be mitigated.

**S-CUS-06 Housing General Fund Efficiency review
£150,000 Saving**

The savings will be realised through a range of measures. A £60k reduction will take place in the service and supplies budget. A £25k charge of salaries to external grant will be implemented. A £15k change will be made to support services at Boundary Road Hostel that will replace the homeless out of hours service currently provided on overtime and provide supporting people services to residents thus allowing a £50k reduction in the contribution to supporting people.

SUB TOTAL CUSTOMER SERVICES SAVINGS £3,150,000

RESOURCES DEPARTMENT

**S-RES-01 Staff costs, Suppliers and services cuts
£31,000 Saving**

It is proposed to make a total saving of £31,000 by reducing staff costs along with cutting supplies and services. This saving option is not envisaged to have any measurable impact on the Council's Priorities, as officers will be implementing more efficient ways of working. Savings are expected to be realised from April 2010 onwards.

**S-RES-02 Removal of Civic Reception
£8,000 Saving**

All related costs will be subsidised by private sponsorship. If no private sponsorship can be found then this event will not take place next year. Saving should start from April 2010 onwards. Value for Money demonstrated as the service is trying to be maintained at no extra cost the council.

**S-RES-03 Efficiency savings across the electoral services
£6,000 Saving**

Supplies and services budgets need to be cut by £6000; this can be achieved through efficiency savings through the year without any measure-able impact on services. Saving should start from April 2010 onwards.

**S-RES-04 Performance, Policy and Programmes teams review
£50,000 Saving**

Staff posts will be reviewed as part of the Performance, Policy and Programmes review for 2010 and beyond. Corporate policy/performance functions will be impacted. Some activities may need to be scaled down and ordered by priority indicators to ensure that this saving is met. The service is not currently providing adequate value for money and therefore needs to be re-aligned so that it can provide greater value for money.

**S-RES-05 Salaries, Income and Recharges
£75,000 Saving**

Through the appointment of two new members of the Marketing Team, it is estimated that a significant saving will be generated by reducing cost of commissioning work to external agencies. This would also increase the team's corporate capacity enabling them to deliver a comprehensive service. Savings should be realised before the end of this financial year (2009-2010). Value for Money will also be achieved an improved service will be delivered without any additional cost.

**S-RES-06 Finance review
£250,000 Saving**

This saving will be generated mainly through a reduction in staffing primarily in Accountancy functions. Council priorities should not be impacted as the majority of savings will arise through smarter ways of working particularly through system improvements and efficiencies. The savings realised will go towards meeting the Council's efficiency targets. Reduction in staffing levels may result in an increased workload in division if changes are not implemented effectively. Savings should be realised in April 2010.

**S-RES-07 Realignment of supplies and services budgets (HR)
£40,000 Saving**

Reduction in expenditure on supplies and services, enabled through co-location in open plan offices, as part of Accommodation strategy. Along with more efficient deployment of resources such as printers should help achieve this saving. The saving should be realised between April and July depending on when office moves take place.

**S-RES-08 Reduction of post (HR)
£35,000 Saving**

This saving will be achieved by deletion of a single post in the Management Information & Performance team, investment in Discoverer reporting tool is expected to reduce the volume of work in the team. No serious impact on performance and Council objectives are expected.

**S-RES-09 Reduction of two posts in Occupational Health
£80,000 Saving**

Deletion of two vacant posts will help achieve this savings target. No serious impact is expected on the performance or objectives of the council. Saving to be realised April 2010

**S-RES-10 Income Generation in Schools HR
£20,000 Saving**

This is not a saving but an opportunity to generate additional income, by selling more services to schools.

**S-RES-11 ICT Contract
£100,000 Saving**

A £100k saving will be realised on the letting of the contract for ICT which is expected to take place in July/August. Initial bids suggest that the saving will be significantly more than this,

**S-RES-12 Reduction of single post in Health and Safety
£40,000 Saving**

Redundancy of one post holder will help achieve this saving target. No serious impact is expected on the performance or objectives of the council. Saving should be realised in April 2010.

**S-RES-13 Learning and Development posts reduction
£80,000 Saving**

This saving will be achieved by the deletion of two posts in the department. A zero based review of L&D function is underway to improve efficiency and effectiveness. A significant impact on service is not expected as through tighter prioritisation of activities, performance levels should be maintained. From April 2010, this saving should be realised.

**S-RES-14 Recruitment posts reduction
£50,000 Saving**

Deletion of 1.6 posts being carried out, along with investing in the I-Grasp e-recruitment system to reduce administrative costs. Savings are expected to start in April 2010 without any significant impact on performance levels.

**S-RES-15 Various ICT savings
£400,000 Saving**

This saving will be realised in various areas. £100,000 will be saved from the decommissioning of the old mainframe system that took place in 2009/10. Associated licences and leasing costs can also now be saved as a result of this, and along with changes to IT support, will realise a further £300,000 saving.

**S-RES-16 Deletion of posts in Regeneration and economic development
£200,000 Saving**

Deletion of three vacant posts along with one redundancy/retirement makes up this saving. No significant impacts are expected on the performance of the service however, further loss of posts beyond this level may start to have an impact. Savings can be realised as soon as April 2010 depending on how quickly redundancy procedures are started.

Initial redundancy costs are estimated to be around £100,000.

**S-RES-17 Accommodation strategy
£220,000 Saving**

The underlying drive for this saving is to reduce the number of office properties occupied by the council. Asset base will reduce leading to a possible reduction in the number of support staff required. The target date for realising the saving is yet to be established. But it is envisaged to generate savings of approx £750,000 within three years.

**S-RES-18 Asset strategy, capitalisation of staff costs
£35,000 Saving**

This saving arises from a reduction in staff costs in the asset management budget as a result of staff working on the accommodation project which is funded from the capital programme.

**S-RES-19 Skill mix capital delivery
£50,000 Saving**

This saving arises from better use of professional staff (architects, engineers) to deliver revenue and capital projects, which has enabled a reduction in staffing levels.

**S-RES-20 Printer Rationalisation
£5,000 Saving**

Estimated saving of £5,000 in 2010/11 and £15,000 over three year period, driven by a rationalisation of the printers used in the department and a removal of the more expensive printers. This initiative/saving will contribute towards better ways of working. Savings will be realised as soon as the office moves are completed in line with the Accommodation strategy.

**S-RES-21 Reduction in use of consultants
£25,000 Saving**

Estimated saving of £25,000 in 2010/11 and £175,000 over three year period, this will be achieved by using less consultancy support and negotiating a better unit rate for the support which will be used. The consultant's framework is currently in the process of being re-tendered, with a saving of 10% expected through this process. Performance will be maintained but sourced differently. Savings will be realised from April 2010, once the framework renewal is completed.

**S-RES-22 Reduction of group staff costs as a result of restructure
£38,000 Saving**

This saving will be generated by rationalising the total number of staff within the corporate client. Improved ways of working should be implemented helping to achieve the target. High level of performance will be maintained across the council and its partners. Savings can be realised as of now.

**S-RES-23 Rationalisation of Term Contracts
£6,000 Saving**

By combining contracts, the cost of producing and presenting individual contracts will be reduced. Additional savings can be achieved by cutting out time and effort spent by staff on individual term contracts. If however one of the combined contracts is not successful then the whole process would have to be repeated incurring extra cost.

**S-RES-24 Vehicle hire – cleaning service
£3,000 Saving**

A reduction in non pay budgets for cleaning hired vehicles in asset strategy. Through more efficient operation should generate cash savings of approx £3k. Carbon management plan and greener Council priorities will also be achieved.

**S-RES-25 Grounds Maintenance
£5,000 Saving**

A reduction in non pay budgets for grounds maintenance in asset strategy and through more efficient operation of the service should generate cash savings of approx £5k.

**S-RES-26 Energy Management Capacity
£19,000 Saving**

By being more energy efficient, reducing energy consumption which in turn cuts carbon emissions should generate material savings. Due to the reduction of carbon emissions, the LBBB surplus allocation can be traded with other public bodies to generate income.

**S-RES-27 Water Dispensers
£6,000 Saving**

Savings can be achieved by improved procurement. By replacing the existing units and servicing contracts with LB of Waltham Forest framework for chilled portable water dispensers.

**S-RES-28 Various savings – Resources budgets
£618,000 Saving**

Resources services have reduced their staffing budgets by 2% following a review of vacant posts. This will enable the services to continue to be delivered at the same

level at a lower cost, saving approximately £300,000. The service has also reviewed the contractual arrangements in respect of agency staff to enable a £200,000 saving. A review of the Corporate Management Unit budget has enabled a saving of £100,000.

**S-RES-29 Supplies and services savings – Resources budgets
£305,000 Saving**

A reduction in supplies and services budgets has been made of 5% across the whole department.

SUB TOTAL RESOURCES SAVINGS £2,800,000

CORPORATE

**S-CRP-01 Review of PAs across Council (Directors & HoS)
£70,000 Saving**

A review of Personal Assistants across the organisation was undertaken, resulting in Heads of Service sharing PA support, realising a saving.

**S-CRP-02 Review of Performance, Policy and Programmes (PPP) Teams
£500,000**

A review of PPP teams has been undertaken across the whole organisation, resulting in the centralisation of these resources. As a result, efficiency gains can be made enabling a £500k saving to be realised.

**S-CRP-03 Reduction in Consultancy Spend
£370,000**

A central expenditure panel has been created to review all consultancy arrangements on a regular basis. This tightened control is aimed at reducing usage by at least 10% ensuring that this saving can be made.

**S-CRP-04 Reduction in Mobile Phones and Blackberrys
£60,000**

Tighter control of the usage of mobile phones and Blackberrys will realise a saving of £60k in 2010/11.

SUB TOTAL CORPORATE SAVINGS £1,000,000

OVERALL SAVINGS TOTAL £14,023,000

2010/11 BUDGET INVESTMENTS**ADULT & COMMUNITY SERVICES DEPARTMENT****BP-ACS-03 Dagenham Library/One stop shop
£600,000 Investment**

Additional resources are required to fund the ongoing running costs of the new Dagenham Library & one stop shop. The investment is carried forward from the previously approved budget model from 2009/10.

**BP-ACS-04 Becontree Heath Leisure Centre
£400,000 Investment**

Additional resources are required to fund the borrowing costs of the new Becontree Heath Leisure centre. The investment is carried forward from the previously approved budget model from 2009/10.

**BP-ACS-05 Valence House Museum Education Programme
£168,000 Investment**

This investment is carried forward from a previously agreed budget process and relates to the recurring costs arising from the refurbishment of Valence House Museum.

**BP-ACS-06 Domestic Violence Advocacy Services
£100,000 Investment**

There is a need to enhance current DV advocacy service and contract the service out to the voluntary sector. The extra funding will significantly reduce the risk of DV related homicides, improve safety for victims and achieve LAA indicator NI32.

**BP-ACS-07 Dementia Services – Residential Care
£250,000 Investment**

Responding to dementia and the subsequent care needs represents one of the biggest pressures on both the Adults care and council budgets. A bid for £500k was submitted as part of the 09/10 budget process and was approved on the basis that £250k be granted in 2009/10 and the remaining £250k in 2010/11.

CUSTOMER SERVICES DEPARTMENT**BP-CUS-07 Temporary Accommodation
£700,000 Investment**

In light of the recent financial exercise to properly align budgets, the implications of new housing benefit regulations and the business process re-engineering of the temporary accommodation service, there will be a significant shortfall in the housing advice service budget in 2010/11. Additional funds are requested to meet the shortfall, allow the appointment of an additional member of staff to work on temporary accommodation income recovery and allow adequate provision for void properties.

RESOURCES DEPARTMENT**S-RES-01 Local Elections 2010
£250,000 Investment**

Budget provision is required to meet the anticipated costs of the local elections in May 2010. Ongoing resources are also required to address the full effects of the electoral administration act which imposes additional provisions in relation to registration and election matters.

OVERALL INVESTMENT TOTAL**£2,468,000**

	<u>Recurring or Non recurring</u>	<u>2010/11 £'000</u>	<u>2011/12 £'000</u>	<u>2012/13 £'000</u>	<u>2013/14 £'000</u>
Budget increases:					
<u>Statutory obligations/implications of economic climate:</u>					
Pension Fund revaluation	R	750	750	750	
ELWA Levy	R	320	560	800	
Reduction in interest on balances	R	500			
Provision for inflation	R	0	4,500	4,500	4,500
		1,570	5,810	6,050	4,500
<u>Financial implications of Council approved decisions:</u>					
Capital Programme - capital financing costs	R	2,750	2,250	2,250	
Contribution to support Council Budget from 9/10	R	500			
Skills Centre	R	800			
Dagenham Library and One Stop Shop	R	600	600		
Valence House Museum	R	168			
Becontree Heath Leisure Centre	R	400	200		
Youth Access Card	R	0	278		
Building Schools for the Future	NR	700		(1,200)	
		5,918	3,328	1,050	0
<u>Financial implications of Future Investment:</u>					
Local & National Elections	R	250	(190)		
Domestic Violence	R	100			
Dementia Services	R	250			
Temporary Accommodation	R	700	285		
Provision for future investment and risks	R		1,500	1,250	1,000
Affordable level of internal investment in the capital strategy	R		1,000	1,000	1,000
		1,300	2,595	2,250	2,000
<u>Investment required to ensure budget is robust:</u>					
Corporate provision to cover redundancy costs	NR	2,000			
General reserves	NR	2,000	1,000	500	
Central Invest to Save Fund	NR	1,000	1,000		(2,000)
Contingency to cover budget risks	R	3,290			
		8,290	2,000	500	(2,000)
Total Additional Costs (A)		17,078	13,733	9,850	4,500
<u>Additional Income</u>					
Formula Grant	R	3,578	(6,000)	(6,000)	(6,000)
Council Tax	R	0	1,500	1,500	1,500
Reduction in Collection Fund deficit	R	(500)	190		
Total Additional Income (B)		3,078	(4,310)	(4,500)	(4,500)
Budget Gap (A less B)		14,000	18,043	14,350	9,000

	<u>Recurring or Non recurring</u>	<u>2010/11 £'000</u>	<u>2011/12 £'000</u>	<u>2012/13 £'000</u>	<u>2013/14 £'000</u>
Savings:					
Departmental Savings					
2010/11 departmental savings	R	10,960	0	0	0
Departmental procurement savings identified	R	2,040	978	825	885
Customer Services	NR	0	1,200	0	(1,200)
Average 3% service efficiency requirement for all services from 2011/12 onwards for 5 years (indicative at this stage)	R	0	4,000	4,000	4,000
		13,000	6,178	4,825	3,685
Corporate Savings and Efficiency					
Strategic Partnering Savings (indicative based on current information)	R		3,790	2,125	450
Accommodation Review future savings identified (indicative based on current information)	R		95	403	886
Corporate Savings - including Performance review, Administration review, consultancy costs, mobile phones and blackberry costs	R	1,000			
		1,000	3,885	2,528	1,336
Total Savings		14,000	10,063	7,353	5,021
Budget Gap including savings		0	7,980	6,997	3,979

4. COUNCIL TAX
SETTING
2010-11

THE EXECUTIVE

16 FEBRUARY 2010

REPORT OF THE CORPORATE DIRECTOR OF FINANCE AND COMMERCIAL SERVICES

BUDGET AND COUNCIL TAX 2010/11	For Decision
<p>Summary</p> <p>This report advises on the proposed revenue estimates for 2010/11 and the level of the Council Tax for 2010/11.</p> <p>In putting together the proposed budget, there has been a need to balance the pressures on the budget, the need to replenish reserves and investment in key services in accordance with the Council's priorities against the resources available and set a budget which is both deliverable and sustainable.</p> <p>The budget needs to be seen within the context of a three-year financial plan and the implications of the current proposal for the Council's service planning over the next three financial years. It is clear that the Council will continue to face very difficult choices when setting budgets in future years.</p> <p>To support the decisions that will need to be made a three-year medium term financial strategy covering the years 2010/11 to 2012/13 is included with the Council Plan as a concurrent report on this agenda.</p> <p>Wards Affected: All wards</p>	
<p>Recommendations</p> <p>The Executive is asked to:</p> <ul style="list-style-type: none">(i) Recommend to the Assembly to approve:-<ul style="list-style-type: none">a. A Council Tax increase of 0% for 2010/11, representing a freeze in Council Tax levels for the 2nd year in succession, as set out at Appendices A and B, subject to the final precept announcement for the Greater London Authority.b. The position on reserves as set out in paragraph 2.6.(ii) Note the continuing need to identify relevant efficiency gains throughout the organisation (paragraph 9).(iii) Delegate to the Corporate Director of Finance and Commercial Services the responsibility to allocate initial savings targets across all services for the 2011/2012 budget process to commence in April 2010.	
<p>Reason</p> <p>To assist the Council to achieve all of its Community priorities through the setting of a prudent budget and Council Tax level.</p>	

Council Tax Setting

Implications:

Financial:

The setting of a robust budget and Council Tax for 2010/11 will enable the Council to provide and deliver required Council Services within its overall service and financial planning framework.

Legal:

For each financial year the Secretary of State is required to lay before Parliament a local government report which contains the funding for local authorities in the forthcoming year (s. 78A Local Government Finance Act 1988). That report consists of the total amount of revenue support grant and the proposed basis of distribution and the total amount and proposed distribution of the pooled non-domestic rate (business rates). Details of the formulae and amounts awarded to Barking and Dagenham appear in paragraph 2 of the report.

Budget Setting

Local authorities are required by law to set a balanced budget for each financial year. In particular section 32 Local Government Finance Act 1992 the local authority must calculate the aggregate of—

(a) the expenditure which the authority estimates it will incur in the year in performing its functions and will charge to a revenue account for the year;

(b) such allowance as the authority estimates will be appropriate for contingencies in relation to expenditure to be charged to a revenue account for the year;

(c) the financial reserves which the authority estimates it will be appropriate to raise in the year for meeting its estimated future expenditure;

(d) such financial reserves as are sufficient to meet so much of the amount estimated by the authority to be a revenue account deficit for any earlier financial year as has not already been provided for; and

(e) any amounts which it estimates will be transferred from its general fund to its collection fund pursuant to a direction under subsection (5) of section 98 of the Local Government Finance Act 1988 Act and charged to a revenue account for the year, other than (in the case of an authority in England) any amounts which it estimates will be so transferred pursuant to a direction under that subsection relating to the difference between amounts in respect of community charges credited and charged to a revenue account for any earlier financial year

There are detailed rules in relation to how various headings are calculated.

Members will also wish to note efforts being made to deliver value for money and to realise efficiencies in service delivery as well as the feedback from consultation with relevant stakeholders which informed the budget setting exercise.

Council Tax

The report also sets out proposed council tax for 2010/11. Section 30 Local Government Finance Act 1992 obliges local authorities to set the council tax for the forthcoming year. The amount of council tax is to be calculated by taking the aggregate of:

Council Tax Setting

- (a) the amount which has been calculated for each category of dwelling by the authority as necessary for its own purposes (including any precept by a minor precepting authority) and
- (b) the amount which has been calculated for each category of dwelling by the major precepting authority as necessary for its own purposes, which has been issued to the billing authority

The council tax must be set before 11 March in the year preceding the one it relates to. Details of the council tax calculation are set out in the report.

Members will note that officers are recommending a council tax freeze for 2010/11 subject to the final precept announcement for the Greater London Authority (GLA). The GLA is a major precepting authority entitling it to levy a council tax to be collected by councils in London (s. 82 Greater London Authority Act 1999) in relation to services discharged by its 'functional bodies' namely the Metropolitan Police Authority (MPA), London Fire and Emergency Planning Authority (LFEPA), Transport for London (TFL) and the London Development Agency (LDA). The GLA is required to issue a precept to local authorities before 1st March of the preceding financial year by virtue of section 40 Local Government Finance Act 1992. The GLA goes through an extensive consultation process in first announcing, consulting and then determining its budget including the precept for a given financial year. At paragraph 1.4 officers confirm that the Mayor of London has proposed a freeze in the GLA precept at 2009/10 levels. If this proposal is accepted by the GLA then there will be no required adjustment to the council tax set for Barking and Dagenham council.

If the GLA changes its precept a verbal update and tabled relevant documents will be made at the Executive and Assembly meetings.

Contractual:

There are no direct contractual implications arising from this report. Budget options recommended as part of this report may involve new or amended contracts. Further reports will be submitted to the Executive where changes require their approval.

Risk Management:

In setting the overall budget consideration has been given to all Council services and corporate budgets and reserves. The process of identifying and validating budget options has involved the identification and mitigation of relevant risks.

Staffing:

There are no direct staffing implications arising from this report. Budget options recommended as part of this report may involve staffing changes. The Council will follow the appropriate agreed HR protocols and processes in implementing these changes.

Customer Impact:

The proposed budget and budget options have been considered with customers and residents in mind. The freezing of the council tax at last years level is designed to minimise our financial impact on our residents. All budget options have been subject to an equality and diversity impact assessment to ensure that any adverse impacts on all customers and in particular on equality groups is minimised.

Council Tax Setting

Safeguarding Children:

There are no direct safeguarding children implications arising from this report.

Crime and Disorder:

There are no direct crime and disorder implications arising from this report.

Property/Assets:

There are no direct property/asset implications arising from this report. Implementation of budget options may require changes to asset holdings or use of assets. Where required further reports will be brought to the Executive for approval.

Options Appraisal:

The budget process has considered various options around savings, pressures and invest-to-save and the final proposed options are included within this report.

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1. Introduction and Background

1.1 The purpose of this report is to propose a revenue budget and Council Tax for 2010/11, which will be referred to Assembly for consideration on 24 February 2010. This is a legal requirement.

1.2 The proposed budget has been set against the background of the Council Plan including the Medium Term Financial Strategy, and the Council's Community Priorities as set out in the Barking & Dagenham Community Strategy approved by Executive on 24 March 2009 and Assembly on 1 April 2009. The updated Council Plan and Medium Term Financial Strategy are also on this agenda for approval. The Community Priorities are:

- **Safe** - a safer borough where the problems of antisocial behaviour have been tackled and all young people have a positive role to play in the community;
- **Clean** - a clean, green and sustainable borough with far greater awareness of the actions needed to tackle climate change, with less pollution, waste, fly-tipping and graffiti;
- **Fair and respectful** - a stronger and more cohesive borough so that it is a place where all people get along, and of which residents feel proud;
- **Healthy** - a healthy borough, where health inequalities are reduced with greater knowledge of lifestyle impacts on health;
- **Prosperous** - an ambitious and prosperous borough that supports business, jobs and skills, attracting new business with economic, social and environmental resources harnessed for the good of all;
- **Inspired and successful** - a borough of opportunity for all young people so that they can play an active economic role for the good of all.

Council Tax Setting

- 1.3 In setting the proposed budget, officers have assessed the budget, including the unavoidable pressures facing the Authority and the costs of continuing with existing policies and practices.
- 1.4 The proposal put to the London Assembly by the Mayor was for a freeze in the Greater London Authority precept at 2009/10 levels. The Mayor's proposal is to be considered by the London Assembly on 10 February 2010. A verbal update on the final precept agreed will be made at the meeting.

2. Budget Considerations

2.1 Overall Financial Context

- 2.1.1 The Council is operating in a very tight financial position. Reserves are at a low level, there are significant demand pressures on the councils existing budget and the recession is reducing national resources. Future settlements (2011/12 and onwards) are anticipated to be much tighter than in previous years. Therefore, the Council needs to position itself now to be able to continue to provide and improve its services, and improve value for money in an era of reducing resources. The medium term financial strategy indicates that average savings of approximately £14m p.a. will be required in the next 3 years. This comes on top of savings already included in the 2010/11 budget being proposed.

2.2 National Position and 2010/11 LBBB Settlement

- 2.2.1 Since 2006/07, the local government grant settlement has been allocated using what is known as the "four block model". This was a change in the methodology of grant allocation, replacing the Formula Spending Share (FSS).

The four block model grant allocations comprise the following components:

- A relative **needs** amount (e.g. to reflect differences in deprivation or other factors such as density and commuters) using Relative Needs Formulae (RNF);
- A reduction based on relative **resources** (the relative ability of authorities to raise council tax);
- A **central allocation** (basic amount) based on a per capita amount;
- An allocation to ensure a minimum increase in grant i.e. the damping amount required to fund the floor which is positive for floor authorities and negative for those above the floor. The floor is set at 1.5% for 2009/10 (2.0% for 2008/09).

In November 2009, the Department for Communities and Local Government issued their provisional formula grant allocations for the 2010/11. No indications of 2011/12 onwards have been provided. Nationally the 2010/11 Formula Grant for Local Authorities increased by 2.6% over 2009/10.

Council Tax Setting

2.2.2 The component parts of this calculation for Barking and Dagenham is set out below. These have not changed from those first proposed by DCLG in January 2008 and were in the LBBB 2009/10 MTFS.

	2009/10 £m	2010/11 £m	Change £m	Change %age
Relative Needs Amount	83.05	85.60	2.55	3.1
Relative Resource Amount	(9.99)	(10.36)	(0.37)	(3.7)
Central Allocation	32.03	32.92	0.89	2.8
Floor Damping	(5.89)	(5.38)	0.51	8.7
Total Formula Grant	99.20	102.78	3.58	3.6

2.2.3 Within the formula grant system the Government operates a system of floors to ensure that all authorities receive a minimum increase in funding. LBBB contributes £5.38m in 2010/11 to the cost of the floor grant as its funding is above the floor.

2.2.4 Overall the council will receive a £3.58m increase (3.6% increase) on last years formula grant. For comparison purposes the average Outer London year on year increase in Formula Grant is 2.1% and for Inner London Boroughs 1.6%.

2.2.5 The Government has stated *"...the average band D council tax increase this year (2009/10) was 3.0% - the Government expects to see it fall further next year while authorities protect and improve front line services. We expect the average Band D council tax increase in England to fall to a 16 year low in 2010-11. We remain prepared to take capping action against excessive increases set by individual authorities and requiring them to rebill for a lower council tax if necessary."*

2.2.6 Area Based Grant (ABG) is a pool of previously specific grants which are now non-ring-fenced and available for the Council to direct to its local priorities without condition. However for future years ABG could be reduced as it is not within the formula grant arrangements and so not subject to a floor. The 2010/11 ABG allocation from Central Government is £21.967m – the increase from 2009/10 of £5.9m is mainly due to the inclusion of Supporting People Grant in ABG this year. ABG is currently incorporated within the department's gross expenditure budgets.

2.2.7 Dedicated Schools Grant (DSG) has been included in the gross expenditure and income analysis for the purposes of calculating the Council Tax. The current estimated value of this ring-fenced grant is £195.225m. Subject to later notifications by DCSF/DCLG this may change but will not affect the Council Tax. Executive will be informed of any changes through the monthly budget monitoring process.

Council Tax Setting

2.3 Budget Setting Process

- 2.3.1 This report forms the final stage of the 2010/11 budget setting process. In spring 2009 the indicative financial model was agreed including nil inflation on the 2009/10 base budget, and savings targets allocated to all departments. During the summer 2009 budget options were worked up by departments to identify pressures, invest to save options and savings. These were subject to robust scrutiny through an officer Star Chamber process and by Members. Information on budget options includes a risk analysis and impact assessment from relevant services. For 2010/11, all budget options have been subject to an equalities and diversity impact assessment.
- 2.3.2 The existing capital programme has been subject to review. The proposals for investment are set out in a concurrent report on this agenda. The revenue effects of these investment proposals (borrowing costs, additional and reduced operating costs, etc.) are fully included in the proposed 2010/11 budget, and the 2010/11-12/13 Medium Term Financial Strategy.
- 2.3.3 As a result of changes in financial reporting (International Financial Reporting Standards - IFRS) with effect from 2010/11 there is potential for an impact on the council's budget. Draft regulations issued by Department for Communities and Local Government indicate that these effects may be mitigated resulting in no effect on the Council Tax. However, at this stage it is not possible to confirm or quantify the potential effect. The contingency will be used to manage any effects which do impact on the council's budget.
- 2.3.4 The Council Tax Base was approved by the Executive on 22/12/09. Following the identification of a typographical error the Chief Executive approved an amendment to the Council Tax Base on 27 January 2010 to ensure statutory requirements were met. This urgent action is reported on this agenda.
- 2.3.5 As part of the process of ensuring that the Council's base budget is as robust as possible the Corporate Director of Finance and Commercial Services has begun a more fundamental review of the Council's higher risk budgets. The initial findings of this work are included in the proposals now being recommended. A sum has been included in the Council's contingency to address any further potential issues which may arise from this fundamental review.

2.4 Inflation

- 2.4.1 Given the prevailing price environment at the time of setting the budget strategy no general inflation has been added to the 2009/10 base budget. The 2009/10 base budget included 2.5% inflation for employee costs. The agreed pay award for 2009/10 was 1%. Therefore, in the rolled forward budget for 2010/11 there is a built in provision for an employee pay award of

Council Tax Setting

1.5%. Once the pay award is settled the Corporate Director of Finance and Commercial Services will review this position.

If the fees and charges report on this agenda is approved the additional income is estimated to be £220,000. This additional anticipated income is included in departmental budgeted net expenditure figures.

In addition, as part of the Dedicated Schools Grant of £195.225m for schools the necessary inflation provision is provided within that sum.

2.5 Contingency

2.5.1 In assessing the budget an adequate level of contingency is required as well as appropriate levels of reserves and balances. Each year when assessing the level of contingency the following are examples of the factors that will be considered:-

- Projected pay awards (including London Weighting);
- In year budget pressures of volatile budgets (e.g. children's placements, transport for SEN children, homelessness, care packages,);
- Costs of new responsibilities, where estimates have been prepared with limited experience;
- Potential above inflationary price increases e.g. energy costs
- Unconfirmed grant funding regimes;
- Unexpected events;
- Variable interest rates;
- Budget risks.

2.5.2 The current level of contingency is £1.5m. Given the additional risks which the council is facing in respect of the recession, the delivery of future savings, and continued increases in demand for the services that the organisation provides the level of contingency is proposed to increase by £3.3m to £4.8m

2.5.3 A sensitivity analysis for a range of higher risk areas has been carried out. See paragraph 12.6 of the MTFs for the detail.

2.6 Reserves

2.6.1 The level of working reserves needs to be sufficient to provide financial stability to the Authority's finances, to allow for unforeseen fluctuations in spending and to provide enough flexibility for Members to respond to issues as they arise.

2.6.2 When reviewing the Medium Term Financial plans, Councils need to consider its level of reserves and the reasons for those reserves. There is also a

Council Tax Setting

requirement to undertake a review when the annual budget is set in February/ March each year.

- 2.6.3 The CIPFA guidance on Local Authority Reserves and Balances 2003 does not set any "level", but sets out the factors the Chief Financial Officer should use when assessing the level. The external auditors have been silent of specifying levels, tending to only comment on adequacy.
- 2.6.4 It is the responsibility of the section 151 officer to determine an appropriate and prudent level of reserves for the organisation. The target level of general reserves will be £10m. Provision has been made in the budget model to replenish reserves by an additional £2m in 2010/11 to ensure that this level is realised in 2010/11.
- 2.6.5 The current level of reserves is below the targeted level. This is due in the main to one-off adjustments required to be made during the closure of the 2008/09 accounts. This reduced the level of general reserves to £3.7m. Actions to ensure that such a situation does not recur include improved reconciliation processes and more regular in-year monitoring of balance sheet items.
- 2.6.6 The strict control of spend during 2009/10, a planned review of other earmarked and specific reserves with a view to transfer their balances to the general reserve and the additional £2m referred to in paragraph 2.6.4 is anticipated to replenish the general reserve to the £10m target.
- 2.6.7 In addition to this sum, the Council will as usual also hold earmarked reserves for specific purposes.
- 2.6.8 The advice of the Director of Financial and Commercial Services is that the above figure (£10m) is the recommended level for working (general) reserves. Whilst this does not preclude the use of reserves in the short term for items Members regard as essential growth or vital projects, it is important that an adequate level is held.

2.7 Robustness of Budget

- 2.7.1 Under the provisions of the Local Government Act 2003 the Chief Finance Officer is also expected to state formally whether the budget is a "robust" one. It is the Director of Finance and Commercial Service's view that the Council's process for setting the 2010/11 budget has, so far, been robust. Further advice will be offered to the Council Assembly should this assessment change.

Council Tax Setting

3. Levies

3.1 Levies

3.1.1 Certain bodies have the power to levy on the Council to meet their funding requirements and these levies count as Council spending for the purpose of the Council Tax. The proposed final levies for 2010/11 are as follows:

	2009/10	2010/11	Change	Change
	£000s	£000s	£000s	%age
East London Waste Authority	7,128	7,458	330	4.6
Environment Agency – Flood Defences	104	104	0	0.0
London Pension Fund Authority	254	259	5	2.0
Lee Valley Regional Park Authority	160	163	3	2.0
Total Levies	7,646	7,984	338	4.4

3.1.2 In respect of the East London Waste Authority the increase of £330k which is 4.6%, relates to the apportionment between the four constituent boroughs based on the number of Council properties at Band D and the Council tonnage figures for collected household general refuse. The key reasons for the increase relates to the rising costs of waste disposal including the impact of landfill tax, reduced commercial waste income and increases in tonnage.

3.1.3 The increase in the London Pension Fund Authority and Lee Valley Regional Park levies has been assumed to be 2% and is subject to final confirmation from these bodies. Initial indication from the Environment Agency is that there will be no change in their levy.

4. Executive Budget Proposals

4.1 Appendix A shows the calculation of the 2010/11 Council Tax in total and for a band D property. The first section explains the movements either already agreed as part of the budget process (inflation and changes to payback of Invest to Save sums) or which are required as part of annual reviews e.g. capital charges and support costs. This provides the 2010/11 Base Budget.

4.2 The next section sets out the various budget options which are

- Member approved decisions e.g. corporate additional borrowing costs of capital investment, operating costs of Dagenham Library and One Stop Shop, temporary accommodation, etc. – see appendix A of the Council Plan & Medium Term Financial Strategy report for further details.

Council Tax Setting

- Corporate pressures, e.g. increased employer pension contribution as part of the triennial review of the pension fund, increases in levies, reduction in interest earnings, provision for redundancy costs, replenishment of reserves, etc.
- Savings - departmental and corporate planned savings for 2010/11 – see appendix A of the Council Plan & Medium Term Financial Strategy report for further details.
- Invest to save - £1m contribution to corporate pot to support future invest to save options.

5. Council Tax

5.1 Collection Fund

5.1.1 The Council is required to maintain a separate Collection Fund into which its Council Tax receipts are paid. Each year, any balance on the Collection Fund must be brought into the calculation of the Council Tax for the following year. Any available surplus on the fund must be used to reduce the Council Tax and any deficit must be met by increasing the Council Tax.

5.1.2 The latest estimate for 2009/10 is that a deficit will be made on the Collection Fund and that Barking and Dagenham's share will be £335,000. The main reason for this deficit is a result of increased exemptions. In addition, the final figures for 2008/09 need to be factored into this year's budget and this identified a final deficit of £156,000. Both sums have been accounted for in the proposed budget for 2010/11.

5.2. Greater London Authority Precept

5.2.1 The Greater London Authority precept is set by the Mayor and Assembly for London and covers the budget requirement for the Mayor and Assembly and its four main constituent bodies, the Metropolitan Police Service, the London Fire and Emergency Planning Authority, Transport for London and the London Development Agency.

5.2.2 The Mayor's proposals submitted for consultation to authorities in December 2009 proposed a freeze in the precept at Band D for 2010/11 at the same level as for 2008/09 and 2009/10. This would result in a Band D precept for 2010/11 of £309.82, the same as in 2009/10.

5.2.3 The Mayor's budget can be amended by a two-thirds majority of the London Assembly, which is due to meet on the 10 February 2010. At this meeting the London Assembly will decide upon the Mayor's proposals of a freeze in the

Council Tax Setting

precept for 2010/11. A verbal update on the final decision will be made at the meeting.

5.3. Capping of Council Tax

5.3.1 Each year when setting the Council Tax the Authority needs to have regard to announcements from Government in this area.

5.3.2 The capping criteria applied in 2009/10 were as follows: (as announced by the Local Government Minister, John Healey).

- a budget requirement increase of more than 4 per cent for 2009-10;
- and also a Band D council tax increase of more than 5 per cent.

The capping criteria to be applied in 2010/11 have not been announced yet, and will not be until after authorities set their budgets. However, an indication was given in the settlement documentation which stated “the government expects to see the average council tax increase – which this year was 3.0% - fall to a 16 year low next year while authorities protect and improve front line services. Ministers have confirmed that they are prepared to cap ‘excessive increases’, including requiring rebilling, as happened with two police authorities this year.”

5.3.3 The proposed budget requirement for 2010/11 is £154.8 million. The budget requirement, after adjustment for fundamental changes, shows a 2.4% increase on 2009/10 compared to a proposed freeze in the Council tax.

5.4 Council Tax 2010/11

Appendix A sets out the impact on Council Tax of the budget proposals set out in this report. This reflects the estimated GLA precept to be decided on by the London Assembly.

6 Legal Implications

6.1 The issue of the council's reserve funds has been raised in previous reports to the Executive owing to the reserves being depleted beneath the targeted reserves of £7.5 m set in last year's budget. In these circumstances the Chief Finance Officer is obliged both at the time such projections arise and when the following year's budget is set to explain the reasons and any action considered necessary to prevent a repetition (section 27 Local Government Act 2003). This is covered at paragraph 2.6 of this report.

6.2 It is also the duty of the Chief Finance Officer under section 25 Local Government Act 2003 when (among other things) the budget is being set to report on the 'robustness' of the estimates made for the purposes of the budgetary calculations and the adequacy of the proposed financial reserves. In this regard the Chief Finance Officer confirms at paragraph 2.7 of this report that the budget for the council is indeed robust.

Council Tax Setting

6.3 The Secretary of State has power under the 2003 Act to specify a minimum level of reserves but has not done so. Instead guidance issued by CIPFA ('Local Authority Reserves and Balances 2003) indicates that councils should set a minimum level having regard to risk. Members will note that the Chief Finance Officer has indicated a target level of £10m as appropriate for Barking and Dagenham council.

6.4 The overall budget for 2010/11 is detailed in the report. Further, the budget has been set in the wider context of the Medium Term Financial Strategy and members will wish to read the budget in that context and satisfy themselves that the criteria referred to have been addressed in setting the budget.

7. Medium Term Financial Strategy (MTFS)

7.1 The Council agreed a three-year medium term financial strategy when setting last year's budget and Council Tax. This has now been fully updated to reflect a detailed view up to the financial year 2012/13, and with indicative figures through to 2019/20. To enable a fully linked process to the service planning of the organisation the MTFS proposed has been included within the new Council Plan. The Council Plan and MTFS is also a report on this agenda. The purpose of the three-year and longer strategy is to enable the budget to be set in a more strategic context and to pursue budget options over a longer time frame.

7.2 The decisions proposed in this report will have implications later in the three-year budget cycle and these are fully set out in the MTFS papers. Members should bear in mind the ongoing implications of proposals included in the 2010/11 budget, although these will not finally be approved until later budget years.

7.4 It will also be necessary to consider the use of capital resources, as capital expenditure plans over the next three years now require the Council to fund part of these through borrowing. Pressures to earmark Government funding for specific purposes, particularly in relation to Schools, are likely to be maintained.

7.5 In addition, the ongoing effect of Government changes to the local government finance system and the impact of Census data on grant allocations will have an impact on the Authority which cannot currently be assessed. Budget pressures exist as expected as a result of ongoing increased pension costs arising from the latest triennial valuation of the Pension Fund and additional statutory requirements.

7.6 It is therefore anticipated that pressure on the Authority's budget will remain unabated over the 3 years of the plan, and a further £18 million of potential budget pressures is currently forecast for 2011/12.

Council Tax Setting

7.7 In order to plan for these ongoing pressures, it is important that the budget process for 2011/12, as with the 2010/11 process, starts early in the new financial year, and a strategic approach is adopted so that budget proposals are considered in terms of outcomes linked to priorities. This approach will also enable budget proposals (pressures & savings) with longer lead in times to be considered.

7.8 Reductions at the projected level of around £18 million for 2011/12 will need to be made across all Services apart from the Schools budget, which is funded by the ring fenced dedicated schools grant. Targets are to be set to allow the process for identifying savings to commence in April 2010. It is recommended that the Corporate Director of Finance and Commercial Services should provide the initial targets for savings across all services to enable this to happen.

8. **Community priorities**

8.1 It is vital for the quality of services across the organisation that resources are aligned to key priorities, and that service and financial planning has been undertaken with relevant consideration of key priorities alongside available resources.

8.2 The Council's financial planning process is linked to the Council and service planning process, which enables us to take a high-level view in translating local and national priorities, into deliverable actions and positive outcomes for local people.

8.3 The Council's corporate priorities help to add focus to what we are trying to achieve and enable us to deliver against our wider objectives in the community. The budget process has identified a total of £14 million of savings for 2010/11, of which a substantial sum are efficiency savings, which can be re-directed. Some of these resources are directed to fund current cost pressures and re-establish reserves. Other resources are directed to fund developments in services across the organisation. The Council is also allocating £1 million from reserves to fund invest to save projects.

9. **Efficiency**

9.1 Realising efficiency gains is fundamental for the organisation in terms of its longer term financial sustainability and ability to continue to deliver services that are important to residents. Where efficiency gains are not realised (for example providing the same service for less cost, providing a better service for the same cost), the alternative is to cut back on services. It is therefore important that an efficiency programme delivers as much benefit as possible.

9.2 For 2010/11 and future years an efficiency programme will encompass the following:

- Better procurement;
- Asset rationalisation;
- Strategic Partnership - lean back office and transactional services;
- Service reviews; and

Council Tax Setting

- 3% efficiency targets for all service heads for each of next 5 years.

9.3 The specific budget options at appendix C include a number which demonstrate the implementation of improved efficiencies.

9.4 The council operates a 'invest to save' fund. In 2010/11 an additional £1m is being ear-marked to provide support to services to implement efficiency measures or preventative work which will save costs in future years.

10 Value for Money

10.1 Achieving Value for Money (VFM) is an integral part of the Council's approach to delivering the Medium Term Financial Strategy (MTFS). The Council has developed a **VFM Strategy** to strengthen our strategic approach to improving VfM.

10.2 To deliver this strategy a **VFM Action Plan** has been developed to provide more detail on the work programme that will be undertaken to achieve better VFM and the key milestones. The key themes of the work programme are:

- **Understanding VFM** - Ensuring a shared understanding of the VFM provided by the Council and developing a culture of cost-consciousness
- **Embedding VFM** - Ensuring that Value for Money remains a clear and sustained focus for the Council and its key decision making and management processes
- **Delivering VFM** - Transforming the way services are commissioned and delivered to release savings to invest in the agreed priority areas

10.3 The 2010/11 budget includes £14m of savings to balance the budget. These savings are risk assessed by Departments, and an impact assessment is done to ensure that the effect on frontline services is low. Savings (disinvestment) is targeted at areas where our benchmarked information on value for money suggests that improvements in cost effectiveness can be made. Examples of this are as follows (each of these services were identified as high cost services based on benchmarking data):

- Leisure £0.3m
- Passenger transport £0.25m
- Care placements £0.5m
- Quality and schools improvement £1.2m
- Revenues and benefits service £1.8m
- Human Resources £0.5m
- ICT £0.5m
- Finance £0.3m

11. Consultation

11.1 When considering its budget proposals, the Council is required to take into account the views of the local community about its budget.

Council Tax Setting

- 11.2 The budget process is informed by consultation with residents on what services or issues are important to them and what services they feel are most in need of improving. IPSOS MORI conducts a bi-annual place survey that enables this data to be compiled, compared with previous data, and also compared across London. Data is available from 2003/04, 2006/07 and 2008/09. In 2009/10 the Council commissioned an interim place survey to inform decisions in respect of service and financial planning.

For 2009/10, the top issues that local residents felt were most important in making somewhere a good place to live were as follows:

- The level of crime;
- Clean streets;
- Health Services;
- Public transport;
- Affordable decent housing; and
- Education provision.

Our residents have consistently identified these areas as important. The Council and its partners have consistently therefore allocated our available resources to these priorities.

- 11.3 The survey also asks what things are most in need of improving, and they were as follows:

- The level of crime;
- Activities for teenagers;
- Clean streets;
- Road and pavement repairs;
- Job prospects;
- The level of traffic congestion; and
- Affordable decent housing.

- 11.4 As an organisation, we have ensured that investment has been targeted to these areas, with key examples as follows:

- We have invested in our partnership with the police to increase the number of officers on the streets;
- We have set up the Street Warden Service in the borough to stamp out environmental crime and work with the community to promote pride and respect for our streets and public spaces;
- We have set up the Street base initiative, which has been developed to promote activities for young people in the borough.
- £1m investment in apprenticeships per annum to improve job prospects and activities for young people;
- A major programme of £20m investment in road and pavement repairs across the 4 years from 2007/08 to 2010/11;
- We are building a Skills Centre in Barking to deliver against our overall aim of raising household incomes; and
- The re-prioritisation of £7m from the capital programme to fund a programme of new Council House building to increase the supply of affordable decent housing.

Council Tax Setting

- 11.5 Consultation with the business sector took place on 8 February 2010. A verbal update on the relevant discussions will be available as necessary for this Executive meeting.
- 11.6 Public Accounts and Audit Select Committee (PAASC) met on 12 February 2010 to consider the proposed MTFs and budget options included in this report. A verbal update on the relevant discussions will be available as necessary for this Executive meeting.

12 Consultees

The following have been consulted in the preparation of this report:

All Cabinet Members
Corporate Management Team
Departmental Management Teams
Corporate Financial Controller
Strategic Financial Controller
Group Managers – Corporate Finance

13 Background Papers Used in the Preparation of the Report:

Information from Department of Communities and Local Government
Budget working papers
Reports to Member bodies
2010/11 Medium Term Financial Strategy
Oracle reports
Working Papers
Local Government Act 2003
Benchmarking Information

14 Appendices

Appendix A – Calculation of Proposed Council Tax 2010/11
Appendix B – Statutory budgetary determination 2010/11

Council Tax Setting

Appendix A

		2010/11 Budget £'000	2010/11 Budget £'000	Increase %
Original 2009/10 Budget		151,163		
Removal of ABG		21,534		
Revised 2009/10 Budget			172,697	
Net effect of one-off and recharge/support cost changes		(133)		
Changes in Capital Charges		122		
			(11)	
2010/11 Base Budget			172,686	
	Member Approved Decisions	7,218		
	Corporate Pressures	9,857		
	Savings	(14,023)		
	Invest to Save	1,000		
			4,052	
Less:	Formula Grant	(102,785)		
	ABG	(21,967)		
Add:	Collection Fund Loss	491		
			(124,261)	
Council Tax Requirement			52,477	
Council Tax Base (Equivalent Band D Requirement)			51,630.50	
Overall Council Tax - Band D equivalent				
London Borough of Barking & Dagenham			1,016.40	0.00%
Greater London Authority (subject to confirmation)			309.82	0.00%
			1,326.22	0.00%

STATUTORY BUDGET DETERMINATIONS**SETTING THE AMOUNT OF COUNCIL TAX FOR THE LONDON BOROUGH OF BARKING AND DAGENHAM**

1. That it be noted that at its meeting on 22 December 2009 the Executive calculated the amount of 53,227.4 as its Council Tax Base for the year 2010/2011 in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 made under Section 33(5) of the Local Government Finance Act 1992. This was subsequently amended to 51,630.5 through Urgent Action procedure and reported to Executive on 16 February 2010.

2. That the following amounts be now calculated by the Council for the year 2010/2011 in accordance with Sections 32 to 36 of the Local Government and Finance Act 1992:-

(a)	£584,452,557	being the aggregate of the amounts which the Council estimates for the items set out in Section 32(2) (a) to (e) of the Act					
(b)	£429,681,588	being the aggregate of the amounts which the Council estimates for the items set out in Section 32(3)(a) to (c) of the Act					
(c)	£154,770,969	being the amount by which the aggregate at 2(a) above exceeds the aggregate at 2(b) above, calculated by the Council, in accordance with Section 32(4) of the Act, as its budget requirement for the year					
(d)	£102,293,853	being the aggregate of the sums which the Council estimates will be payable for the year into its General Fund in respect of redistributed non-domestic rates, revenue support grant reduced by the amount of the sums which the Council estimates will be transferred in the year from its General Fund to its Collection Fund in accordance with Section 97(3) of the Local Government Finance Act 1988 and further increased by the amount of any sum which the Council estimates will be transferred from its Collection Fund to its General Fund pursuant to the directions under Section 98(4) of the Local Government Finance Act 1988 made on the 7th February 1994					
(e)	£52,477,116	being the amount at 2(c) above less the amount at 2(d) above, all divided by the amount at 1 above, calculated by the Council, in accordance with Section 33(1) of the Act, as the basic amount of its Council Tax for the year					
(f)	Valuation Bands						
A	B	C	D	E	F	G	H
£677.60	£790.53	£903.47	£1,016.40	£1,242.27	£1,468.13	£1,694.00	£2,032.80

being the amounts given by multiplying the amount at 2(e) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation Band 'D' calculated by the Council, in

Council Tax Setting

Appendix B

accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

3. That it be noted that for the year 2010/2011 the Greater London Authority has stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwellings shown below:-

Precepting Authority: Greater London Authority

Valuation Bands

A	B	C	D	E	F	G	H
£206.55	£240.97	£275.40	£309.82	£378.67	£447.52	£516.37	£619.64

4. That, having calculated the aggregate in each case of the amounts at 2(f) and 3 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2010/2011 for each of the categories of dwellings shown below:-

Valuation Bands

A	B	C	D	E	F	G	H
£884.15	£1,031.50	£1,178.87	£1,326.22	£1,620.94	£1,915.65	£2,210.37	£2,652.44

5. DEPARTMENTAL
REVENUE
BUDGETS 2010-11

Departmental Revenue Budgets 2010-11

	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 BASE BUDGET £'000
Adults & Community Services	70,719	66,975	67,327	69,980
Children's Services	54,293	52,014	52,600	60,284
Customer Services	26,389	24,381	24,753	24,850
Finance & Commercial Services	4,130	3,235	4,073	5,169
Resources	6,799	6,392	7,082	8,332
General Finance	(16,765)	(10,980)	(13,095)	(27,850)
Contingency	0	1,500	777	6,023
Levies & Precepts	7,182	7,646	7,646	7,983
TOTAL	152,747	151,163	151,163	154,771

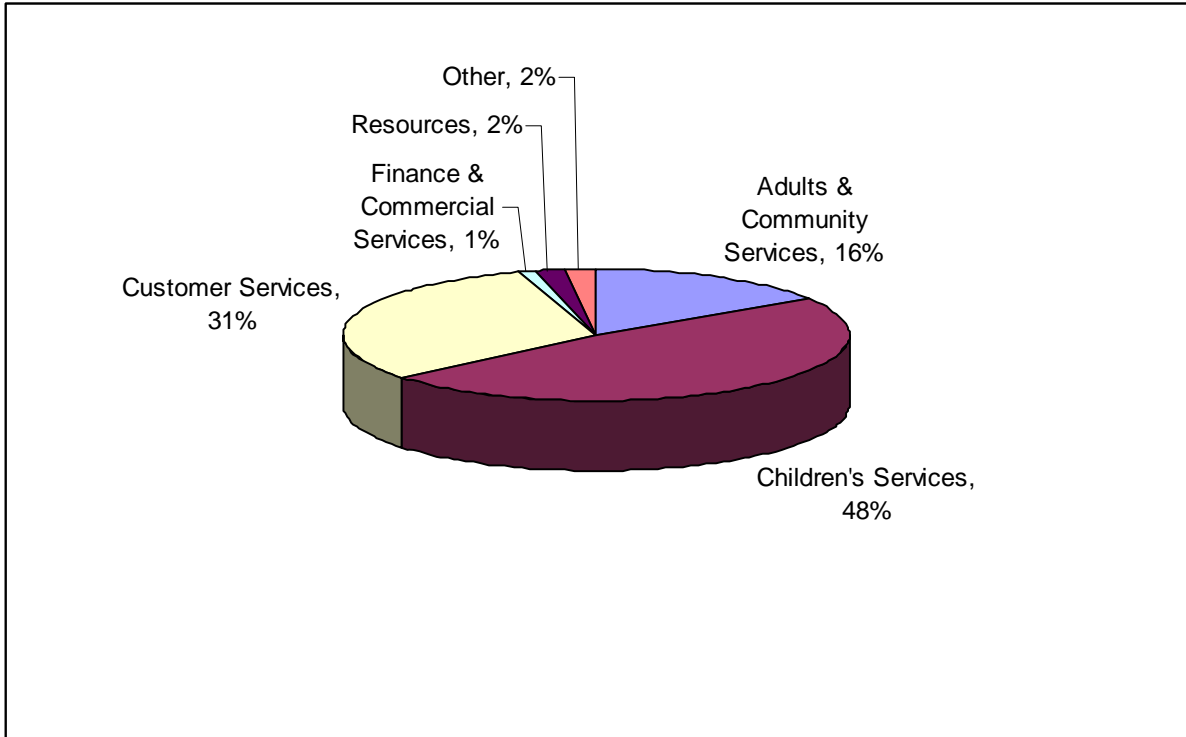
Departmental Revenue Budgets 2010-11

2010-11	GROSS BUDGET £'000	RECHARGES £'000	INCOME £'000	NET BUDGET £'000
Adults & Community Services	109,170	(17,429)	(21,761)	69,980
Children's Services	96,051	(9,381)	(26,386)	60,284
Customer Services	205,985	(25,735)	(155,400)	24,850
Finance & Commercial Services	15,717	(9,150)	(1,398)	5,169
Resources	43,393	(31,131)	(3,930)	8,332
General Finance	(3,159)	0	(24,691)	(27,850)
Contingency	6,023	0	0	6,023
Levies & Precepts	7,983	0	0	7,983
Dedicated Schools Grant	195,225	0	(195,225)	0
TOTAL	676,388	(92,826)	(428,791)	154,771

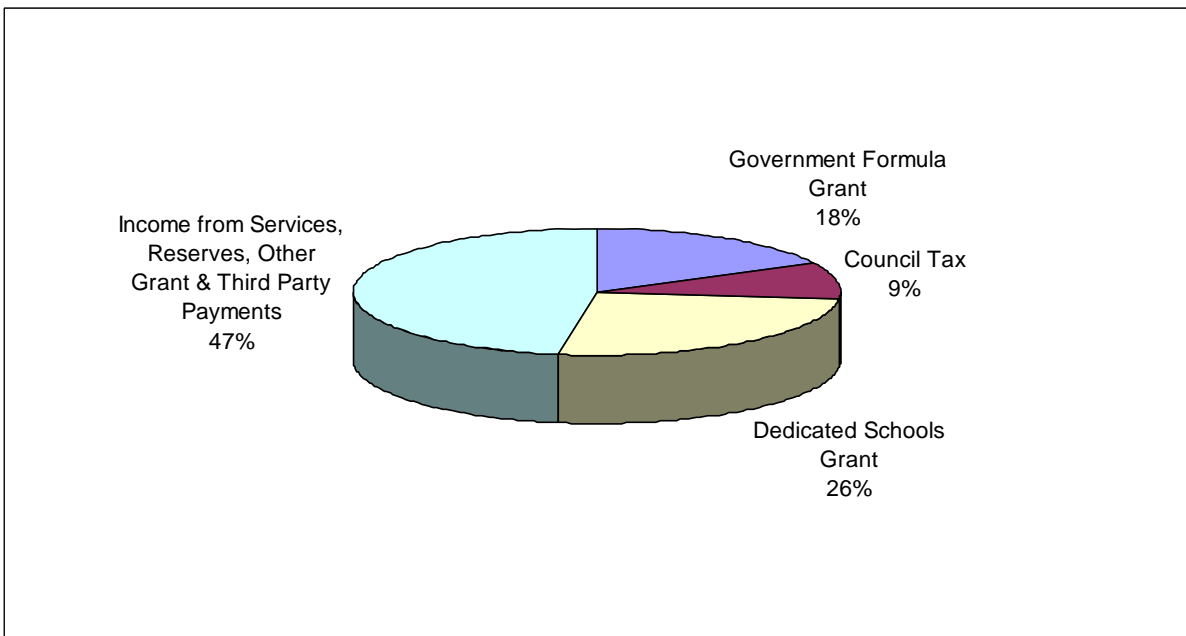
Departmental Revenue Budgets 2010-11

Analysis of Income & Expenditure

ANALYSIS OF EXPENDITURE 2010/11



INCOME 2010/11



Departmental Revenue Budgets 2010-11

Analysis of Income from Services, Reserves, Other Grants and Third Party Payments

Department	Note	<u>Govt Grants</u>	<u>Other Grants</u>	<u>Fees & Charges</u>	<u>Rental Income</u>	<u>Third Party Income</u>	<u>School SLAs</u>	<u>Other</u>	<u>Total Income</u>
		1	2	3	4	5	6	7	
			£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult & Community Services		2,645	0	8,165	541	8,875	28	1,507	21,761
Children's Services - General Fund	£'000	18,452	0	823	1,436	747	2,393	2,535	26,386
Children's Services Dedicated Schools Grant		183,000	0	5,890	0	1,677	0	4,658	195,225
Customer Services - General Fund		131,666	0	8,382	9,506	187	0	5,659	155,400
Finance & Commercial Services		87	0	751	0	0	0	560	1,398
Resources		0	0	413	2,684	0	0	833	3,930
General Finance		21,967	0	0	0	0	0	2,724	24,691
TOTAL INCOME		357,817	0	24,424	14,167	11,486	2,421	18,476	428,791

Notes:

1. Government Grants include Area Based Grant (ABG), Dedicated Schools Grant (DSG), Department for Work and Pensions (DWP) income and other grants from Government bodies.
2. Other Grants include all grants received from non- government bodies, for example Lottery Funding.
3. Fees & Charges income is all income collected from the charges applied by the council for the services it supplies.
4. Rental Income includes Commercial Properties rents.
5. Third Party income includes income received from other organisation such as Thames Gateway London Partnership (TGLP), Learning & Skills Council (LSC), Primary Care Trust (PCT) and East London Waste Authority (ELWA).
6. School Service Level Agreements (SLA's) includes income received from schools services such as payroll administration and finance support which they buy from the council.
7. Other income includes income received from court costs, sponsorships, subscriptions and interest receipts.

ADULT &
COMMUNITY
SERVICES
DEPARTMENT

REVENUE BUDGET

2010-2011

Adults & Community Services
Revenue Budget 2010-11

SUMMARY OF BUDGETS 2009/10 TO 2010/11

<u>DIVISION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Adult Care Services	7,669	5,054	4,915	5,340
Adult Commissioning Services	41,982	40,788	41,007	41,631
Community Cohesion & Equalities	7,719	7,537	7,585	8,130
Community Safety & Neighbourhood Services	3,517	3,653	3,661	4,119
Mental Health Services	2,867	2,889	2,978	4,091
Leisure & Arts	6,561	6,473	6,657	6,053
Support Services	0	0	0	0
Service, Strategy & Regulation	404	581	524	616
TOTAL ADULT & COMMUNITY SERVICES	70,719	66,975	67,327	69,980

Adults & Community Services
Revenue Budget 2010-11

SUMMARY OF BUDGET 2010/11

<u>DIVISION</u>	GROSS BUDGET £'000	RECHARGES £'000	INCOME £'000	NET BUDGET £'000
Adult Care Services	11,213	(4,534)	(1,339)	5,340
Adult Commissioning Services	53,656	(27)	(11,998)	41,631
Community Cohesion & Equalities	9,847	(910)	(807)	8,130
Community Safety & Neighbourhood Services	10,431	(2,098)	(4,214)	4,119
Mental Health Services	4,356	0	(265)	4,091
Leisure & Arts	9,947	(756)	(3,138)	6,053
Support Services	9,077	(9,077)	0	0
Service, Strategy & Regulation	643	(27)	616	616
TOTAL ADULT & COMMUNITY SERVICES	109,170	(17,429)	(21,761)	69,980

Adults & Community Services
Revenue Budget 2010-11

DEPARTMENTAL SUBJECTIVE ANALYSIS

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	34,477	32,269	33,101	30,770
Premises Expenses	4,548	4,155	4,188	4,332
Transport Costs	8,280	6,285	6,221	6,285
Supplies & Services	8,695	6,757	7,298	6,943
Agency & Contracted Services	40,586	33,946	36,537	38,616
Transfer Payments	0	2,715	2,965	3,165
Support Services	16,916	16,997	17,248	17,192
Capital Financing	1,649	1,713	1,713	1,867
GROSS EXPENDITURE	115,151	104,837	109,271	109,170
Recharges to Other Services	(17,788)	(16,652)	(17,090)	(17,429)
Expenditure Less Recharges	97,363	88,185	92,181	91,741
Income	(26,644)	(21,210)	(24,854)	(21,761)
NET EXPENDITURE	70,719	66,975	67,327	69,980

Adults & Community Services
Revenue Budget 2010-11

ADULT CARE SERVICES

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	10,042	8,279	8,288	7,856
Premises Expenses	802	342	363	342
Transport Costs	1,569	1,340	1,335	1,340
Supplies & Services	640	506	465	453
Agency & Contracted Services	450	167	173	173
Transfer Payments	0	0	0	0
Support Services	1,432	1,191	1,191	911
Capital Financing	142	79	79	138
GROSS EXPENDITURE	15,077	11,904	11,894	11,213
Recharges to Other Services	(5,260)	(4,534)	(4,534)	(4,534)
Expenditure Less Recharges	9,817	7,370	7,360	6,679
Income	(2,148)	(2,316)	(2,445)	(1,339)
NET EXPENDITURE	7,669	5,054	4,915	5,340

<u>Head Of Service:</u>	Bruce Morris 020 8227 2749	Head of Adult Care Services bruce.morris@lbbd.gov.uk
<u>Finance Contact:</u>	Steve Whitelock 020 8227 2834	Finance Manager Adult & Community Services steve.whitelock@lbbd.gov.uk

Adults & Community Services
Revenue Budget 2010-11

ADULT CARE SERVICES

Description of Service

Adult Persons – Care Services

This service consists of our Transition Service which supports young people with complex disabilities to achieve their aspirations, as they move into adulthood; the in-house Homecare team provides personal care for those who need it in their own home, enabling individuals to remain independent for as long as possible; and Kallar Lodge a centre of excellence in the provision of residential care for people with dementia.

The Service also manages the Councils Active Age Day service.

Passenger Transport Service

The transport service provides transport for older people, vulnerable adults and children with additional educational needs in the borough.

Housing Support

Sheltered Services provide housing related support for older people. We have extended services to provide lower level support for younger adults with support needs.

Key Information

Adult Persons – Care Services

Through our Transitions service, we oversee planning for all young people in the borough with high support needs from the age of 14. We forecast demand for services and provide information about the type of services young people want and need in their transition to adulthood

Homecare has 70 members of staff and provides a number of different care services such as extra care, Dementia care and Re-ablement services.

Kallar Lodge employs 53 staff offering a range of services such as Respite, Palliative care and Recreational and Entertainment activities for residents.

The Day Care service manages 6 Active Age centres across the borough providing day care for up to 200 people

Passenger Transport Service

The service is based at a depot facility in Creek Road, Barking. The service employs 145 staff, made up of a mixture of drivers and escorts who are supported by a management team. The service operates some 60 routes transporting around 700 clients on a daily basis.

Housing Support

There are 63 members of staff in housing support providing support for older people across a number of sheltered schemes. Housing support is an in-house service.

Adults & Community Services
Revenue Budget 2010-11

ADULT COMMISSIONING SERVICES

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	7,378	8,659	8,457	8,286
Premises Expenses	280	300	300	300
Transport Costs	6,476	4,716	4,694	4,736
Supplies & Services	1,762	1,381	1,554	1,352
Agency & Contracted Services	32,765	28,191	28,499	30,869
Transfer Payments	0	2,650	2,900	3,100
Support Services	4,861	4,775	5,026	4,896
Capital Financing	87	95	95	117
GROSS EXPENDITURE	53,609	50,767	51,525	53,656
Recharges to Other Services	(37)	(27)	(27)	(27)
Expenditure Less Recharges	53,572	50,740	51,498	53,629
Income	(11,590)	(9,952)	(10,491)	(11,998)
NET EXPENDITURE	41,982	40,788	41,007	41,631

<u>Head Of Service:</u>	Karen Ahmed 020 8227 2331	Head of Adult Commissioning karen.ahmed@lbbd.gov.uk
<u>Finance Contact:</u>	Steve Whitelock 020 8227 2834	Finance Manager Adult & Community Services steve.whitelock@lbbd.gov.uk

Adults & Community Services
Revenue Budget 2010-11

ADULT COMMISSIONING SERVICES

Description of Service

This service provides a broad range of social care support; from younger adults with a learning or Physical & Sensory Disability, to older adults over the age of 65, including the older mentally ill. The budget includes the costs of assessment and care management, externally commissioned residential and nursing care, day care, care packages including personal budgets, meals on wheels, equipment & adaptations, and carer support & advocacy services amongst others.

Key Information

General

The Department in line with the social care 'personalisation agenda' has successfully mainstreamed Personal Budgets into its care delivery, and a substantial number of service users are now receiving personal budgets. Personal Budgets allow individuals choice and control over how the care they need is delivered to them.

Older Persons

The Older Persons Commissioning Service spends around £10million supporting around 500 clients in external residential and nursing care homes and spends around £7.5million on care packages to support approximately 1,200 service users living in the community including care within 4 specialist extra care schemes. Approximately 300 service users receive the meals on wheels service.

Physical & Sensory Disabilities

The Physical & Sensory Disabilities Service supports approximately 16 service users in residential and nursing placements and 14 service users in external day Care. The service spends around £2m on care support in the home with over 150 service users in receipt of a Personal Budget. The service also commissions a wide range of specialist services from independent providers.

Learning Disabilities – Care & Commissioned Services

The Learning Disabilities Commissioning Service supports approximately 75 service users in residential and 17 in Day Care placements. It also currently spends approx £1m on care packages including Personal Budgets, as well as supported living placements for service users living in the community.

The Learning Disabilities Care Service operates 2 purpose built day centres providing day care for up to 110 clients. The service also provides in-house residential accommodation for 12 clients in a modern purpose built residential home located in Barking.

The Valuing People Now initiative by the Department of Health from April 2009 has resulted in the transfer of approx £4m of Social Care Funding from Barking & Dagenham PCT to Adult & Community Services along with the transfer of some 30 cases of clients formerly resident in long term stay institutions.

Adults & Community Services
Revenue Budget 2010-11

COMMUNITY COHESION & EQUALITIES

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	3,436	3,699	3,741	3,831
Premises Expenses	1,792	1,617	1,617	1,724
Transport Costs	27	36	33	36
Supplies & Services	2,372	1,524	1,542	1,531
Agency & Contracted Services	336	893	953	824
Transfer Payments	0	0	0	0
Support Services	883	1,137	1,137	1,266
Capital Financing	556	510	510	635
GROSS EXPENDITURE	9,402	9,416	9,533	9,847
Recharges to Other Services	(866)	(908)	(908)	(910)
Expenditure Less Recharges	8,536	8,508	8,625	8,937
Income	(817)	(971)	(1,040)	(807)
NET EXPENDITURE	7,719	7,537	7,585	8,130

<u>Head Of Service:</u>	Heather Wills 020 8227 2786	Head of Community Cohesion & Equalities heather.wills@lbbd.gov.uk
<u>Finance Contact:</u>	Steve Whitelock 020 8227 2834	Finance Manager Adult & Community Services steve.whitelock@lbbd.gov.uk

Adults & Community Services
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COMMUNITY COHESION & EQUALITIES

Description of Service

Barking Learning Centre

The Barking Learning Centre (BLC) is a new, innovative library, learning centre and One Stop Shop, managed by the Council and delivered in partnership between the Council, Barking College and the University of East London. It has been built as part of the extensive regeneration of the town centre, and is designed to increase the skills and employability of local people.

Community Centres

A network of community centres is provided by the Council. The Council has adopted a policy of seeking to move the management of the halls via a lease to local Community Associations, which it will be progressing further during the next 3 years.

Community Cohesion

The Community Cohesion team provides corporate coordination and strategic direction across the Council in support of the Community Plan objective of building a stronger borough. The team does this by providing advice and co-ordination on equalities and diversity issues, managing the voluntary sector capacity building grants and commissioning processes, and managing Council-owned Community Centres.

Heritage & Archives

Heritage Services manage the sites at Valence House Museum (including the Archive & Local Studies Library) and Eastbury Manor House. The service promotes and makes accessible the historical and cultural heritage of the Borough, safeguarding, maintaining and preserving the sites and collections and raising the profile of the Borough's heritage sites locally, regionally and nationally.

Library Services

The Library Services are delivered through one central library (based in Barking Learning Centre), 10 branch libraries and a home library service. A library service for schools is delivered to Primary schools, and Trinity School, through a Service Level Agreement.

Libraries provide a wide range of services including new initiatives for children and families, support for learning and skills, ICT training and public information. They also provide increasing support and information to increase local health and wellbeing.

Key Information

Barking Learning Centre

The BLC opened in June 2007 and is open 7 days a week, including late evenings. It also offers meeting and conference spaces for hire and a café-gallery operated by Tulip.

Community Centres

The service is managed as part of the Community Cohesion service. A small team of hall supervisors visit each hall to check on maintenance issues, carry out routine checks and cover weekend bookings. Weekend bookings in the halls are managed by the Council but on weekdays they are the responsibility of individual community associations.

Community Cohesion

The service undertakes development work on a broad range of discrimination and cohesion issues and promotes community engagement.

In 2010-11, the service will deliver grants to around 50 Voluntary Organisations. These include organisations such as the Citizen's Advice Bureau and the Council for Voluntary Service in Barking and Dagenham.

Heritage & Archives

- **Eastbury Manor House:** is owned by the National Trust and managed by LBBDD. It

Adults & Community Services Revenue Budget 2010-11

normally receives approximately 30,000 visitors each year. Attractions include a thriving events and schools programme and the ever popular civil weddings. Eastbury has been awarded a grant of just under £1million from the Heritage Lottery Fund, coupled with capital funds to carry out vital conservation work to the Grade I listed building and to provide a suite of exhibitions on the history of the building and its inhabitants over the last 500 years. This project will help demonstrate the historical significance of Eastbury within Barking and Dagenham. The full range of exhibitions will be available to the public from March 2010.

- **Valence House:** contains the nationally registered local history museum, the Borough Archives and the Local Studies Library which together ensure the long term care of the Borough's historic collections. These facilities receive approximately 35,000 visitors annually; annual activities include a thriving events, exhibitions and schools programme. Valence House has received Heritage Lottery Funds for £2million which is being added to a significant capital investment by the Council to redevelop the site. The redevelopment includes the refurbishment of the Grade 2* listed building, the installation of a new local history museum, a new visitor centre with Local Studies, Cafe, education and function rooms, professional storage for the Archive and Museum collections and a newly landscaped site including expanding the historic moat. The House will be re-opened to the public in June 2010.

Library Services

The service achieves high levels of customer satisfaction, and mitigates some expenditure through charges for hire of audio-visual materials and fines for late returned items. Planned service developments include a new Library within the Dagenham Heathway regeneration scheme in 2010/11.

Adults & Community Services
Revenue Budget 2010-11

COMMUNITY SAFETY & NEIGHBOURHOOD SERVICES

DESCRIPTION	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	4,726	4,136	4,992	3,804
Premises Expenses	190	217	217	275
Transport Costs	87	82	73	82
Supplies & Services	1,476	1,243	1,565	1,250
Agency & Contracted Services	3,375	1,812	3,822	3,832
Transfer Payments	0	5	5	5
Support Services	812	713	713	1,029
Capital Financing	136	196	196	154
GROSS EXPENDITURE	10,802	8,404	11,583	10,431
Recharges to Other Services	(2,010)	(1,962)	(2,149)	(2,098)
Expenditure Less Recharges	8,792	6,442	9,434	8,333
Income	(5,275)	(2,789)	(5,773)	(4,214)
NET EXPENDITURE	3,517	3,653	3,661	4,119

<u>Head Of Service:</u>	Glynis Rogers 020 8227 3722	Head of Community Safety and Neighbourhood Services glynis.rogers@lbbd.gov.uk
<u>Finance Contact:</u>	Steve Whitelock 020 8227 2834	Finance Manager Adult & Community Services steve.whitelock@lbbd.gov.uk

Adults & Community Services
Revenue Budget 2010-11

COMMUNITY SAFETY & NEIGHBOURHOOD SERVICES

Description of Service

Adult Safeguarding

The Adult Safeguarding Team is a new team that works across the partnership which includes health, mental health, community and voluntary sector and police representatives, to ensure operational and strategic compliance with agreed standards. The team does this through the provision of expert advice, training, quality assurance systems, practical support to practitioners, administrative support to safeguarding conferences, and investigative support for complex cases and fulfils the local authority's protection of property and disposal of the deceased duties.

The team also supports the co-ordination of the Safeguarding Adults Board in undertaking strategic development in line with emerging guidance and practice in the protection of vulnerable adults.

CCTV, Community Safety & Safer Parks

This group of services includes teams working on the partnership response to anti-social behaviour, domestic violence and hate crime, all volume crime reduction and prevention, problem solving activity, CCTV provision and all together these services form the core of the Council's partnership activity around community safety. In addition the team provide the Borough's response to Neighbourhood Crime and Justice Co-ordination. The Safer Parks Team report into this group as well as the management of the CCTV Control Room and system. The team also supports the Safer Borough Board and undertakes the Annual Strategic Assessment of Crime and Disorder.

Neighbourhood Management & Tenants Participation

The Neighbourhood Management service gives local people a say in how they want their local neighbourhood improved, co-ordinates services to ensure those improvements are delivered, and supports local people to get involved in making a difference. Also integrated with the Neighbourhood Management and council's approach to engagement is the Tenants Participation service, which comprises a comprehensive participation/involvement/consultation agenda for tenants and leaseholders.

Substance Misuse

To provide substance misuse and alcohol treatment through commissioning services, as well as preventative programmes.

Youth Offending Service

To reduce and prevent youth offending. The service is divided into prevention, specialist, statutory orders and high risk teams and is a multi agency service with strong links with partners to deliver against its targets. The service also includes the Intensive, Supervision & Surveillance Programme (ISSP) which is wholly financed by the Youth Justice Board and has been successful in reducing the seriousness and frequency of offending in East London.

Key Information

Adult Safeguarding

Performance Indicators are currently being developed and agreed for this new service

CCTV, Community Safety & Safer Parks

The partnership work of the service is heavily reliant on grant funding from the Barking & Dagenham Partnership. CCTV and Parks Police are largely Council-funded.

Neighbourhood Management & Tenants Participation

Neighbourhood Management is a borough-wide service, with intensive teams in place in the 7 most deprived wards and 'lighter touch' co-coordinators throughout the rest of the borough.

Substance Misuse

The Team works closely with Health and enforcement agencies and jointly commissions a number of community based initiatives. These focus on raising awareness around drug misuse, alcohol misuse and tobacco control. In addition the team deliver Care Management to service

Adults & Community Services Revenue Budget 2010-11

users, commissions Tier 1-4 drug and alcohol treatment services and run key thematic and seasonal campaigns to address these issues. The Team also work closely with enforcement agencies, including Probation and Police to breach DTTO and to monitor high risk offenders in the community.

Youth Offending Service

The Team is based at Bridge House in Barking and works closely with Probation, Police, Health and other agencies to reduce offending and to ensure that those young people most at risk do not become involved in the criminal justice system. The Team also co-ordinates Family Intervention Projects (FIP), ensuring that a holistic approach is taken to young offenders and their families.

The ISSP has been devolved to individual boroughs and is the responsibility of the individual Youth Offending Services in the respective boroughs.

Adults & Community Services
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MENTAL HEALTH SERVICES

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	1,761	1,646	1,569	1,503
Premises Expenses	81	158	158	158
Transport Costs	53	29	29	29
Supplies & Services	28	33	33	33
Agency & Contracted Services	2,502	2,142	2,282	2,118
Transfer Payments	0	60	60	60
Support Services	409	397	397	455
Capital Financing	0	0	0	0
GROSS EXPENDITURE	4,834	4,465	4,528	4,356
Recharges to Other Services	0	0	0	0
Expenditure Less Recharges	4,834	4,465	4,528	4,356
Income	(1,967)	(1,576)	(1,550)	(265)
NET EXPENDITURE	2,867	2,889	2,978	4,091

<u>Head Of Service:</u>	Jacquie Mowbray 020 8227 2711	Operational Director for Mental Health Jacquie.Mowbray@nelft.nhs.uk
<u>Finance Contact:</u>	Steve Whitelock 020 8227 2834	Finance Manager Adult & Community Services steve.whitelock@lbbd.gov.uk

Description of Service

This budget includes the costs of assessment and care management for people under the age of 65 with a mental health need. It also includes the costs of Personal Budgets, Home Care, Day Care, Residential and Nursing Care, as well as a wide range of specialist commissioned services for this service user group.

Key Information

The Mental Health service currently supports approximately 25 service users in residential accommodation and commissions a variety of day care and support services for service users. The service has 19 people who have a Personal Budget.

The Service also operates a new vocational service from the new Porters avenue LIFTCO development which is a partnership development with the local Primary Care Trust (PCT).

Adults & Community Services
Revenue Budget 2010-11

LEISURE & ARTS

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	4,568	4,245	4,265	3,846
Premises Expenses	1,402	1,502	1,514	1,514
Transport Costs	52	65	44	45
Supplies & Services	1,744	1,461	1,604	1,898
Agency & Contracted Services	900	566	608	600
Transfer Payments	0	0	0	0
Support Services	2,153	2,603	2,603	1,257
Capital Financing	715	762	762	787
GROSS EXPENDITURE	11,534	11,204	11,400	9,947
Recharges to Other Services	(1,405)	(1,393)	(1,393)	(756)
Expenditure Less Recharges	10,129	9,811	10,007	9,191
Income	(3,568)	(3,338)	(3,350)	(3,138)
NET EXPENDITURE	6,561	6,473	6,657	6,053

<u>Head Of Service:</u>	Paul Hogan 020 8227 3576	Head of Leisure and Arts Paul.Hogan@lbbd.gov.uk
<u>Finance Contact:</u>	Steve Whitelock 020 8227 2834	Finance Manager Adult & Community Services Steve.Whitelock@lbbd.gov.uk

Adults & Community Services
Revenue Budget 2010-11

LEISURE & ARTS

Description of Service

Parks and Commissioning

The Parks & Commissioning Group is responsible for the following services:

- Provision and protection of statutory Allotments plus working to reopen derelict allotment sites to meet waiting lists.
- Provision of plants for civic buildings, parks, cemeteries, roundabouts etc through the Central Park Nursery, which also delivers plant sales to staff and work experience placements to children and adults with learning difficulties and special needs.
- Delivering the Parks & Green Spaces Strategy through the Park Development team, including consultation, fundraising, commissioning and implementation of transformational improvement schemes such as at Abbey Green, Barking Park, Dagenham Washlands, Mayesbrook Park and Scrattons Eco Park. The team also manages the Green Flag Awards process.
- The Ranger Service, which is responsible for *Community*, through events, activities, volunteering opportunities, education, play and opportunities for local people to join parks friends groups, *Countryside*, through the management of 200 hectares of the Dagenham Corridor with the help of volunteers and *Conservation*, through the management of the borough's Local nature reserves through conservation volunteers.
- Play development through the 'Planning for the Future of Play' programme, which involves delivering 20 hours of play sessions per week in parks, play sessions where children and young people congregate, 6 adventurous play construction projects plus via the 'Playbuilder' programme, 22 new or improved play facilities.
- Commissioning parks maintenance services via Service Level Agreements

Leisure Centres Business

The provision and operational management of four leisure centres (Abbey Sports Centre, Dagenham Swimming Pool, Goresbrook Leisure Centre and Wood Lane Sport Centre), and the Borough's Community, Sport and Physical Activity unit.

Free Swimming is provided across the borough for children and young people under 18 and for people over 60. In 2010 young people within the borough will be able to use the access and connect card with in all of the leisure centres which will provide reward points for physical activity.

Other services offered in the Leisure Centres Business include a Learn to swim programme that has the Amateur Swimming Association Aqua Mark accreditation, this provides lessons from beginners up to competent swimmer level.

Other Programmes of activities include;

- after school clubs and holiday activities;
- provision of training opportunities such as Community Sports Leader and Higher Sport Leader awards;
- Sports Coach UK courses such as Child protection to assist the Voluntary Sports Sector to become better qualified and improving quality in the community.
- GP Exercise Referral Scheme

The team also runs the Borough's Healthy Walk Programme and work with community groups to run sessions such as armchair aerobics and sports specific course for a range of service users. 2010 will also see the launch of Buggy Fit, which is an exercise programme for new mothers.

The team works with a range of partners from the PCT, Schools, Community Groups and voluntary sports clubs.

All services in Leisure Centres Business have successfully been awarded the QUEST accreditation which is the industry quality standard.

Arts and Events

The Events team delivers an events programme that offers opportunities for local people and visitors to enjoy a wide range of high quality, diverse, accessible and safe events. This includes

Adults & Community Services Revenue Budget 2010-11

direct-delivered events such as Spooktacular, the Classical Concert, the African Showcase and the annual Dagenham Town Show attracting up to 100,000 visitors over 2 days. The team supports the local community to deliver their own events and also facilitates commercial events such as the East London Mela in Barking Park which attracts 17,000 visitors.

The Arts team works in partnership with a wide range of arts providers, agencies and community groups to provide a high quality, diverse and meaningful arts offer incorporating arts interventions in the public realm and participatory arts activity. In delivering this public art and creative engagement programme, the team contributes to social, physical and economic regeneration, enabling local people to develop skills, raise their aspirations and follow progression routes through education and training and then into employment. Commissioning artists to work on improving the built environment serves to raise the profile of the borough and contributes to placemaking, empowering local people to create a shared sense of heritage, local identity, and a greater sense of community cohesion. The team also works to develop the cultural infrastructure in the borough, growing resources for artists and arts organisations, to improve the quality and range of arts provision and expand arts audiences.

Key Information

Parks and Commissioning

- The Parks & Commissioning Group has secured circa £17m of additional funding in support of the Parks & Green Spaces Strategy since its adoption in 2003.
- The Group has secured Green Flag Awards, the national benchmark standard for parks, on 13 occasions since adoption of the Parks & Green Spaces Strategy, plus one Green Pennant Award for community involvement in parks management.
- Provision of allotments is a statutory service.

Leisure Centres Business

The main corporate priorities that Leisure Centre Services contributes to are: A stronger more cohesive borough. A borough of opportunity for young people. A healthy borough. Across all the centres there is a throughput of about 1 million visitors per year, generally from the immediate surrounding community, about 70%. Visitors enjoy a full variety of facilities and activities, ranging from mother and baby learn to swim classes through to older person activities.

The Community Sport and Physical Activity Unit is responsible for encouraging participation in sporting and physical activity, as well as organising the Borough Teams for inter borough pan London Competitions, such as the London Youth Games.

Arts and Events

The Arts and Events Section consists of 6 full time officers.

Strategic partners include the Broadway Theatre, Arc Theatre, and Studio 3 Arts.

Major achievements include the A13 Artscape, Barking Town Centre Artscape and the newly installed Job Drain monument, as well as the Dagenham Town Show and the Molten Festival.

Adults & Community Services
Revenue Budget 2010-11

SUPPORT SERVICES

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	2,277	1,245	1,471	1,257
Premises Expenses	1	19	19	19
Transport Costs	15	10	10	10
Supplies & Services	595	567	504	406
Agency & Contracted Services	258	175	200	200
Transfer Payments	0	0	0	0
Support Services	6,161	5,982	5,982	7,149
Capital Financing	13	71	71	36
GROSS EXPENDITURE	9,320	8,069	8,257	9,077
Recharges to Other Services	(8,184)	(7,801)	(8,052)	(9,077)
Expenditure Less Recharges	1,136	268	205	0
Income	(1,136)	(268)	(205)	0
NET EXPENDITURE	0	0	0	0

<u>Head Of Service:</u>	Anne Bristow 020 8227 2300	Corporate Director of Adult & Community Services anne.bristow@lbbd.gov.uk
<u>Finance Contact:</u>	Steve Whitelock 020 8227 2834	Finance Manager Adult & Community Services steve.whitelock@lbbd.gov.uk

Description of Service

This Budget includes all support costs relating to Adult Services whether provided centrally by another department of the council, or by staff employed directly within Adult & Community Services.

Key Information

The Department employs in total approximately 40 staff directly in the provision of support services.

Adults & Community Services
Revenue Budget 2010-11

SERVICE STRATEGY & REGULATION

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	289	360	318	387
Premises Expenses	0	0	0	0
Transport Costs	1	7	3	7
Supplies & Services	78	42	31	20
Agency & Contracted Services	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	205	199	199	229
Capital Financing	0	0	0	0
GROSS EXPENDITURE	573	608	551	643
Recharges to Other Services	(26)	(27)	(27)	(27)
Expenditure Less Recharges	547	581	524	616
Income	(143)	0	0	0
NET EXPENDITURE	404	581	524	616

<u>Head Of Service:</u>	Anne Bristow 020 8227 2300	Corporate Director of Adult & Community Services anne.bristow@lbbd.gov.uk
<u>Finance Contact:</u>	Steve Whitelock 020 8227 2834	Finance Manager Adult & Community Services steve.whitelock@lbbd.gov.uk

Description of Service

This budget covers the costs of strategic management within the Adult & Community Services Department such as directorate and Public Health.

Key Information

The Division employs 4 staff.

CHILDREN'S
SERVICES
DEPARTMENT

GENERAL FUND

REVENUE BUDGET

2010-2011

Children's Services Department – General Fund
Revenue Budget 2010-11

SUMMARY OF BUDGETS 2009/10 TO 2010/11

<u>DIVISION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Quality & Schools Improvement	10,284	7,192	7,206	9,197
Safeguarding & Rights	34,077	33,071	33,038	31,545
Integrated Family Services	1,360	770	752	1,694
Children's Policy & Trust Commissioning	1,886	2,199	2,200	6,597
Skills, Learning & Employment	934	1,837	2,410	4,366
Other Services	5,752	6,945	6,994	6,885
TOTAL CHILDREN'S SERVICES	54,293	52,015	52,600	60,284

Children's Services Department – General Fund
Revenue Budget 2010-11

SUMMARY OF BUDGET 2010/11

<u>DIVISION</u>	GROSS BUDGET £'000	RECHARGES £'000	INCOME £'000	NET BUDGET £'000
Quality & Schools Improvement	14,391	(15)	(5,179)	9,197
Safeguarding & Rights	34,024	(21)	(2,458)	31,545
Integrated Family Services	14,009	215	(12,530)	1,694
Children's Policy & Trust Commissioning	7,914	0	(1,317)	6,597
Skills, Learning & Employment	8,654	(302)	(3,986)	4,366
Other Services	17,059	(9,258)	(916)	6,885
<hr/> TOTAL CHILDREN'S SERVICES <hr/>	96,051	(9,381)	(26,386)	60,284 <hr/>

Children's Services Department – General Fund
Revenue Budget 2010-11

DEPARTMENTAL SUBJECTIVE ANALYSIS

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	34,863	31,645	33,574	33,388
Premises Expenses	8,005	2,273	2,226	2,409
Transport Costs	4,515	4,123	4,055	4,133
Supplies & Services	12,645	6,594	8,199	8,261
Agency & Contracted Services	23,173	22,154	22,567	21,271
Transfer Payments	0	888	1,195	1,195
Support Services	13,797	9,193	9,205	18,725
Capital Financing	5,423	5,877	5,877	6,669
GROSS EXPENDITURE	102,957	82,747	86,898	96,051
Recharges to Other Services	(6,232)	195	185	(9,381)
Expenditure Less Recharges	96,725	82,942	87,083	86,670
Income	(42,432)	(30,928)	(34,483)	(26,386)
NET EXPENDITURE	54,923	52,014	52,600	60,284

Children's Services Department – General Fund
Revenue Budget 2010-11

QUALITY & SCHOOL IMPROVEMENT

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	8,771	6,700	6,932	6,411
Premises Expenses	6,936	1,102	1,227	1,227
Transport Costs	3,823	3,486	3,441	3,475
Supplies & Services	2,279	676	1,977	1,587
Agency & Contracted Services	780	317	134	134
Transfer Payments	0	0	0	0
Support Services	404	436	438	1,506
Capital Financing	60	66	66	51
GROSS EXPENDITURE	23,053	12,783	14,215	14,391
Recharges to Other Services	0	0	(15)	(15)
Expenditure Less Recharges	23,053	12,783	14,200	14,376
Income	(12,769)	(5,591)	(6,994)	(5,179)
NET EXPENDITURE	10,284	7,192	7,206	9,197

<u>Head Of Service:</u>	Jane Hargreaves 020 8227 4818	Head of Quality & School Improvement Jane.hargreaves@lbbd.gov.uk
<u>Finance Contact:</u>	Steve Whitelock 020 8227 3497	Interim Finance Manager Children's Services Steve.whitelock@lbbd.gov.uk

Children's Services Department – General Fund
Revenue Budget 2010-11

QUALITY & SCHOOL IMPROVEMENT

Description of Service

Admissions and Attendance

The Admissions and Attendance Service amalgamated following the development of the Children's Services Department in 2006.

Asset Management and Capital

Forecasts need in terms of pupil places and identifies solutions and funding. The service acts as the Council's client in respect of Children's Services investment proposals.

Education Inclusion

The Education Inclusion and Special Education Needs (SEN) teams provide guidance and support to all schools, pupil referral units, Trinity Special School, SEN bases & units and institutions to ensure inclusive policies, systems and practices are maintained and continually improved.

School Improvement

The main service areas are the Community Inspection & Advisory Service, Butler Court teacher accommodation centre, the Westbury Centre training facility, Information Technology Service, the Community Music Service and Trewern Outdoor Centre.

Key Information

Admissions and Attendance

The Admissions Service is dedicated to ensuring that children and young people of statutory school age secure a school place. The attendance service aims to improve the attendance of school-age children and young people, ensuring their entitlement to full-time education is met.

Asset Management and Capital

The team comprises of the Group Manager, Assets Manager, Project Officers and support staff. There are currently around 16,600 primary places and 10,900 secondary places. This is set to rise by 9,700 and 2,600 places respectively over the next 10 years.

Education Inclusion

The service provides specialist support to 8 units within Children's Services. The bases include special provision for profound and multiple learning difficulties, severe learning difficulties, speech and language difficulties, hearing impairment and early years assessment.

School Improvement

These services provide a wide range of direct support to schools and special needs bases. This includes a full commitment to providing the resources and expertise for continuous school improvement and development to benefit all the children and families within the Authority.

Children's Services Department – General Fund
Revenue Budget 2010-11

SAFEGUARDING & RIGHTS

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	12,217	10,502	10,652	10,402
Premises Expenses	281	237	237	237
Transport Costs	569	505	512	545
Supplies & Services	3,343	2,183	2,203	2,148
Agency & Contracted Services	16,479	15,809	15,658	15,163
Transfer Payments	536	888	1,195	1,195
Support Services	4,066	5,488	5,488	4,242
Capital Financing	48	64	64	92
GROSS EXPENDITURE	37,539	35,676	36,009	34,024
Recharges to Other Services	99	0	(21)	(21)
Expenditure Less Recharges	37,638	35,676	35,988	34,003
Income	(3,561)	(2,605)	(2,950)	(2,458)
NET EXPENDITURE	34,077	33,071	33,038	31,545

<u>Head Of Service:</u>	Chris Pelham 020 8227 2233	Head of Safeguarding and Rights Christopher.Pelham@lbbd.gov.uk
<u>Finance Contact:</u>	Steve Whitelock 020 8227 3497	Interim Finance Manager Children's Services Steve.whitelock@lbbd.gov.uk

Children's Services Department – General Fund
Revenue Budget 2010-11

SAFEGUARDING & RIGHTS

Description of Service

Assessment Service - This service is responsible for receiving and screening all referrals/enquiries about children and families. They offer help and advice, and ensure decisions are made about the urgency and level of response needed. The Assessment Service captures both day and out of hours emergency services.

Care Management - Three social work teams work with children and families long-term. Social workers provide help and support for parents and children by offering advice, support and practical help. In addition this service area has a child in care Team for children who will be in the care system long term and a Court Team which is responsible for undertaking independent court directed assessments.

Educational Psychology Services - The Educational Psychology service provides support for 0-19 year olds in the Borough.

Placements - The Placement Service locates and coordinates suitable placements for children who need to be looked after, and includes both the Adoption and Fostering teams. In addition young people reaching Care Leaving Age are provided with a service from the Learn to Live Team who works to prepare children for independence.

Prevention – This service offers specialist interventions to children and families with complex needs, aiming to avoid the child or young person entering the care of the local authority. This enables the families to deal with their situation or crisis and continue to care for their child at home.

Safeguarding Quality and Reviews - Responsible for the statutory review of children in care and those subject to a protection plan, implements the quality assurance strategy across Children's Services, and supports the Local Safeguarding Children Board (LSCB) in safeguarding children across all organisations in the borough.

Key Information

Assessment Service - The Common Assessment Framework (CAF) is a standardized approach to assessing children and young people's needs for services. It aims to help those who work with children and families to identify children with additional needs and intervene much earlier to help them. The CAF is geared towards the practical delivery of support to children and young people and is fundamental to the Every Child Matters agenda of integrated services, with co-located multi-agency teams, Children's Centres and the development of Children's Trusts. Where the child concerned requires a higher level of Social Work Qualified intervention, they will be assessed under the National Assessment Framework and provided with a service via the Safeguarding and Rights Assessment Service.

Care Management - The Care Management teams are accessed through the Assessment Team.

Educational Psychology Services - Based in Seabrook House, this service provides support to schools, children's centres, specialist units and the Child and Adolescent Mental Health Service .

Placements and Life Chances - Most children and young people who are looked after by the authority are cared for by foster carers within foster homes. Adoption is the process by which a child becomes the legal responsibility of another family.

Prevention - Includes the Family Group Conferencing, Crisis Intervention, Restorative Justice teams and is in the process of developing Multi Agency Locality Teams (MALTS)

Safeguarding Quality and Reviews - Made up of the Child Protection and Reviewing Team and responsible for running the LSCB.

Children's Services Department – General Fund
Revenue Budget 2010-11

INTEGRATED FAMILY SERVICES

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	6,546	6,097	6,446	7,388
Premises Expenses	362	394	365	405
Transport Costs	58	67	55	63
Supplies & Services	4,712	1,760	2,222	2,450
Agency & Contracted Services	663	1,371	1,662	1,912
Transfer Payments	0	0	0	0
Support Services	789	683	683	1,493
Capital Financing	218	117	117	298
GROSS EXPENDITURE	13,348	10,489	11,550	14,009
Recharges to Other Services	200	221	221	215
Expenditure Less Recharges	13,548	10,710	11,771	14,224
Income	(12,188)	(9,940)	(11,019)	(12,530)
NET EXPENDITURE	1,360	770	752	1,694

<u>Head Of Service:</u>	Christine Pryor 020 8227 5552	Head of Integrated Family Services Christine.Pryor@lbbd.gov.uk
<u>Finance Contact:</u>	Steve Whitelock 020 8227 3497	Interim Finance Manager Children's Services Steve.whitelock@lbbd.gov.uk

Children's Services Department – General Fund
Revenue Budget 2010-11

INTEGRATED FAMILY SERVICES

Description of Service

Children's Centres

Children's centres aim to improve local service provision to young children and families, delivering early years, childcare and extended schools services in partnership with the local community and the voluntary and private sector. This involves providing childcare, child family health and maternity services, family support and parental outreach services, information and support in finding jobs, information and advice for parents and families, and Welfare Benefits and advice Services.

The centres support, encourage and empower children, young people and families to participate in planning the delivery of services. They ensure the provision of locally accessible, universal services of the highest quality, focused on helping children and young people to meet the five outcomes of every child matters: 1) Be healthy, 2) Stay safe, 3) Enjoy and achieve, 4) Make a positive contribution and 5) Achieve economic well-being.

Early Years and Childcare

Early Years and Childcare is responsible for creating and supporting high quality affordable childcare places. This includes, full day care, pre-schools, out of schools clubs, and child minding. Early childhood is an important time in a child's development and the quality of the early years provision they receive can make a real difference to a child's development and outcomes.

The aims of the service are to support, encourage and empower children, young people and families to participate actively in planning the delivery of services, and to ensure the provision of locally accessible, universal services of the highest quality; focused on helping children and young people to meet the five outcomes of every child matters: 1) Be healthy, 2) Stay safe, 3) Enjoy and achieve, 4) Make a positive contribution and 5) Achieve economic well-being.

Service ensures the provision of targeted services to children and families with additional needs in order to safeguard children and prevent problems through early identification and intervention

Family and Targeted Support

Provides services, advice and guidance to families and individual children within the Authority. This covers support for young parents, addressing inclusion issues and educational behaviour support.

Key Information

Children's Centres

The centres work involves, 1) developing an in-depth knowledge and understanding of the needs and aspirations of children, young people and their families and utilising this to plan services; 2) developing a network of 14 children's centres throughout the Borough as the foundation of excellent, inclusive and integrated services; 3) supporting schools to provide the core extended schools offer; and 4) raising the quality of early years and childcare provision.

Early Years and Childcare

The service develops an in-depth knowledge and understanding of the needs and aspirations of children, young people and their families and utilises this to plan services, is involved with 14 children's centres throughout the Borough as the foundation of excellent, inclusive and integrated services, and supports schools to provide the core extended schools offer. It aims to raise the quality of early years and childcare provision.

Family and Targeted Support

The teams within this section support a number of families and individual children with a range of needs. This includes support through links with other key Council services areas.

Children's Services Department – General Fund
Revenue Budget 2010-11

CHILDREN'S POLICY & TRUST COMMISSIONING

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	2,152	2,806	3,387	2,997
Premises Expenses	212	110	110	110
Transport Costs	19	24	20	24
Supplies & Services	850	703	693	1,023
Agency & Contracted Services	2,219	3,075	3,161	2,812
Transfer Payments	0	0	0	0
Support Services	143	301	301	945
Capital Financing	115	11	11	3
GROSS EXPENDITURE	5,710	7,030	7,683	7,914
Recharges to Other Services	0	0	0	0
Expenditure Less Recharges	5,710	7,030	7,683	7,914
Income	(3,824)	(4,831)	(5,483)	(1,317)
NET EXPENDITURE	1,886	2,199	2,200	6,597

<u>Head Of Service:</u>	Meena Kishinani 020 8227 3507	Head of Children's Policy & Trust Commissioning Meena.Kishinani@lbbd.gov.uk
<u>Finance Contact:</u>	Steve Whitelock 020 8227 3497	Interim Finance Manager Children's Services Steve.whitelock@lbbd.gov.uk

Children's Services Department – General Fund
Revenue Budget 2010-11

CHILDREN'S POLICY & TRUST COMMISSIONING

Description of Service

Support Policy and Commissioning

The Children's Policy and Trust Commissioning Division is largely strategic and is responsible for driving forward developments in the department to support better outcomes for children and young people in the borough.

Youth Development and Support

The Youth Support and Development Service (YSDS) works in conjunction with young people and provides a number of services, programmes and resources including the Duke of Edinburgh Awards, Flair Youth Arts, Raising Achievement, the VIBE, detached work programmes, not in employment, education or training (NEET) and the Barking and Dagenham Youth Forum. The service also leads on the Youth Opportunity Fund and Youth Capital Fund.

Children's Fund

The fund provides services and resources for local projects within the Authority, aimed at children aged between 5 and 13.

Key Information

Support Policy and Commissioning

- Leads on developing Children's Trust arrangements, leading the department's strategy to build effective partner relationships with other agencies and the voluntary sector.
- Leads on the arrangements for the joint planning and commissioning of services.
- Manages the arrangements for the delivery of support services to the Corporate Director of Children's Services and schools.
- Plays a key role in the strategic direction of the Every Child matters agenda.
- Leads on the implementation of a local Integrated and Targeted Youth Service and managing the Youth Support and Development Service.
- Leads and develops the implementation and review of the Children and Young People's Plan.
- Manages the borough's Schools Catering and Hospitality service.
- Maintains strong links with corporate functions and Community Priorities.

Youth Development and Support

The Youth Forum aims to be representative of the age 13-19 (around 15,000 young people) living in Barking and Dagenham and provides young people with the opportunity to influence decisions and feedback information to schools and youth clubs.

Children's Fund

This three year grant is Government funded and provides activities for children with an emphasis on social inclusion.

Children's Services Department – General Fund
Revenue Budget 2010-11

SKILLS, LEARNING & EMPLOYMENT

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	4,030	4,381	4,925	5,020
Premises Expenses	214	430	287	430
Transport Costs	41	37	36	22
Supplies & Services	1,398	1,117	974	898
Agency & Contracted Services	3,022	1,582	1,948	1,250
Transfer Payments	0	0	0	0
Support Services	933	1,311	1,311	972
Capital Financing	51	50	50	62
GROSS EXPENDITURE	9,689	8,908	9,531	8,654
Recharges to Other Services	(26)	(26)	0	(302)
Expenditure Less Recharges	9,663	8,882	9,531	8,352
Income	(8,729)	(7,045)	(7,121)	(3,986)
NET EXPENDITURE	934	1,837	2,410	4,366

<u>Head Of Service:</u>	Alan Lazell 020 8227 8038	Head of Skills, Learning & Employment Alan.Lazell@lbbd.gov.uk
<u>Finance Contact:</u>	Steve Whitelock 020 8227 3497	Interim Finance Manager Children's Services Steve.whitelock@lbbd.gov.uk

Children's Services Department – General Fund
Revenue Budget 2010-11

SKILLS, LEARNING & EMPLOYMENT

Description of Service

Adult Training

The Adult College provides vocational and non-vocational courses for students over 16.

Skills and Learning 14-19

These services include the Entry to Employment programme for young people aged 16-18, and the children's care and construction scheme to over 16's.

Employment and Enterprise Development

This service engages with both strategic and local partners on tackling worklessness and raising skills levels. It works to secure added value to mainstream provision through commissioning services, bidding for external funding and influencing delivery of mainstream provision.

Key Information

Adult Training

With around 4,000 students the college's main site is at Fanshawe Crescent. The college also runs a Family Learning Programme through the Borough's schools.

Skills and Learning 14-19

This includes a number of teams which offer a range of services including 14-16 provision and co-ordination of 14-19 developments.

Employment and Enterprise Development

Service is responsible for the job shops and job brokerage within the borough and works in partnership with Jobcentre Plus. Coordinates the work of strategic agencies (LSC, LDA, JCP) to raise skills levels, tackle worklessness, and raise incomes, as well as engaging with local employers to match people to vacancies.

Children's Services Department – General Fund
Revenue Budget 2010-11

OTHER SERVICES

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	1,147	1,159	1,232	1,170
Premises Expenses	0	0	0	0
Transport Costs	5	4	(9)	4
Supplies & Services	63	155	130	155
Agency & Contracted Services	10	0	4	0
Transfer Payments	0	0	0	0
Support Services	7,462	974	984	9,567
Capital Financing	4,931	5,569	5,569	6,163
GROSS EXPENDITURE	13,618	7,861	7,910	17,059
Recharges to Other Services	(6,505)	0	0	(9,258)
Expenditure Less Recharges	7,113	7,861	7,910	7,801
Income	(1,361)	(916)	(916)	(916)
NET EXPENDITURE	5,752	6,945	6,994	6,885

<u>Head Of Service:</u>	Helen Jenner 020 8227 5800	Corporate Director of Children's Services Helen.Jenner@lbbd.gov.uk
<u>Finance Contact:</u>	Steve Whitelock 020 8227 3497	Interim Finance Manager Children's Services Steve.whitelock@lbbd.gov.uk

Description of Service

Other Management Costs

This represents the cost of the management of the Authority's responsibility in relation to the planning and development of Children's Services.

Capital Charges - Buildings

This represents the cost of depreciation to the fixed assets, including buildings within Children's Services.

Key Information

Other Management Costs

Provides support across a wide range of services, including direct support to schools, special needs bases & units, early years & childcare and safeguarding & rights.

CHILDREN'S
SERVICES
DEPARTMENT

DEDICATED
SCHOOLS GRANT

REVENUE BUDGET

2010-2011

Children's Services Department – Dedicated Schools Grant
Revenue Budget 2010-11

SUMMARY OF BUDGETS 2009/10 TO 2010/11				
<u>DIVISION</u>	2008/09 OUTTURN	2009/10 ORIGINAL BUDGET	2009/10 REVISED BUDGET	2010/11 ORIGINAL BUDGET
	£'000	£'000	£'000	£'000
<u>Schools</u>				
Primary	72,611	75,950	80,436	84,020
Secondary	65,814	68,841	75,007	77,460
Special	4,283	4,480	5,542	5,900
Early Years and Nurseries - DSG	1,377	1,058	1,058	1,300
Standards Fund - Income	(20,966)	(19,145)	(19,149)	(18,700)
Dedicated Schools Grant (DSG)	(132,159)	(141,508)	(157,214)	(164,300)
TOTAL DEVOLVED	(9,040)	(10,324)	(14,320)	(14,320)
<u>Quality and Schools Improvement</u>				
Admissions and Attendance - DSG	474	376	580	580
Education Inclusion - DSG	5,508	5,852	8,131	8,700
School Improvement - DSG	119	1,190	1,261	1,300
Family and Targeted Support - DSG	0	0	74	70
Life Chances - DSG	0	0	131	130
School specific items			172	140
<u>Integrated Family Services</u>				
Extended Schools - DSG	163	333	333	0
Family and Targeted Support - DSG	65	497	0	0
Head of Integrated Family Services - DSG	481	687	1,110	1,110
Community Educational Psychology Service - DSG	0	0	447	450
<u>Safeguarding and Rights</u>				
Community Educational Psychology Service - DSG	458	447	0	0
Life Chances - DSG	220	131	0	0
<u>Skills Learning Enterprise</u>				
Practical Learning Options			770	770
<u>Policy and Trust Commissioning</u>				
Catering Services - DSG	948	586	590	950
Cashless catering			721	120
<u>Other</u>				
Other Management Costs - DSG	0	0	0	0
Central Support Costs	604	225	0	0
TOTAL RETAINED	9,040	10,324	14,320	14,320
TOTAL	0	0	0	0

Note - This is an indicative budget for the 2010/11 Dedicated Schools Grant. The final 2010/11 budget is calculated from DCSF PLASC numbers released in late January.

Children's Services Department – Dedicated Schools Grant
Revenue Budget 2010-11

SUMMARY OF BUDGET 2010/11

<u>DIVISION</u>	GROSS BUDGET £'000	RECHARGES £'000	INCOME £'000	NET BUDGET £'000
Schools				
Primary	84,809	0	(789)	84,020
Secondary	77,460	0	0	77,460
Special	6,788	0	(888)	5,900
Early Years and Nurseries - DSG	1,725	0	(425)	1,300
Standards Fund - Income	0	0	(18,700)	(18,700)
Dedicated Schools Grant (DSG)	0	0	(164,300)	(164,300)
TOTAL DEVOLVED	170,782	0	(185,102)	(14,320)
Quality and Schools Improvement				
Admissions and Attendance - DSG	580	0	0	580
Education Inclusion - DSG	10,535	0	(1,835)	8700
School Improvement - DSG	3,120	0	(1,820)	1300
Family and Targeted Support - DSG	92	0	(22)	70
Life Chances - DSG	130	0	0	130
School specific items	140	0	0	140
Integrated Family Services				
Head of Integrated Family Services - DSG	2,032	0	(922)	1,110
Community Educational Psychology Service - DSG	509	0	(59)	450
Skills Learning Enterprise				
Practical Learning Options	770	0	0	770
Policy and Trust Commissioning				
Catering Services - DSG	6,415	0	(5,465)	950
Cashless catering	120	0	0	120
Other				
Other Management Costs - DSG	0	0	0	0
Central Support Costs	0	0	0	0
TOTAL RETAINED	24,443	0	(10,123)	14,320
TOTAL	195,225	0	(195,225)	0

Note - This is an indicative budget for the 2010/11 Dedicated Schools Grant. The final 2010/11 budget is calculated from DCSF PLASC numbers released in late January.

Children's Services Department – Dedicated Schools Grant
Revenue Budget 2010-11

<u>DEPARTMENTAL SUBJECTIVE ANALYSIS</u>				
<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	87,039	93,196	103,540	108,207
Premises Expenses	7,596	8,134	9,037	9,444
Transport Costs	2,138	2,289	2,543	2,657
Supplies & Services	24,440	26,168	29,073	30,383
Agency & Contracted Services	10,534	11,279	12,531	13,095
Support Services	413	442	490	513
GROSS EXPENDITURE	132,159	141,508	157,214	164,300
Recharges to Other Services	0	0	0	0
Expenditure Less Recharges	132,159	141,508	157,214	164,300
Income	(132,159)	(141,508)	(157,214)	(164,300)
NET EXPENDITURE	0	0	0	0

Description of Service

The Dedicated Schools Grant (DSG) is a ring fenced grant and must be used in support of the Schools Budget as defined in the Schools Finance (England) Regulations 2006. The 2010/11 allocation is the final year of the three year budget settlement 2008/2011. The grants funds expenditure falling within the schools budgets are defined as: Expenditure on the provision and maintenance of maintained schools and on the education of pupils registered at maintained schools.

Expenditure on the education of pupils at independent school, non-maintained and special schools, pupil referral units, at home or in hospital, and any other arrangement for the provision of primary and secondary education for pupils otherwise than at schools maintained by a local authority.

The school budget has two major components – the Individual Schools Budget (ISB) and centrally managed items. The ISB is distributed to schools in the form of delegated budget shares in accordance with the local funding formula. The centrally retained budget comprises provision for schools and pupils that is not delegated. It includes pupil referral units, non-maintained early years provision and out of authority SEN placement.

Key Information

Primary – the Primary Sector consists of 24 Primary Schools, 11 Junior Schools and 11 Infant Schools. The sector also provides nursery facilities for children aged between 3 and 4 years.

Secondary – The Secondary sector consists of 9 Secondary Schools. All schools have a clear commitment to raising the level of achievement for all pupils and students. The quality of education in Barking & Dagenham is recognised nationally and developments in our schools have helped shape national policy.

Special – The special school and linked unit provide education and care support for children and students with a range of complex needs. This includes special provision for profound and multiple learning difficulties, severe learning difficulties, speech and language difficulties, hearing impairment and early years assessment.

CUSTOMER
SERVICES
DEPARTMENT

GENERAL FUND

REVENUE BUDGET

2010-2011

Customer Services – General Fund
Revenue Budgets 2010-11

Customer Services – General Fund
Revenue Budgets 2010-11

SUMMARY OF BUDGETS 2009/10 TO 2010/11

<u>DIVISION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Environment & Enforcement	22,220	21,369	21,838	19,520
Revenues & Benefits	3,337	2,688	2,183	1,214
Barking & Dagenham Direct	174	(518)	(269)	(500)
Housing Services- General Fund	658	842	1,001	4,616
TOTAL CUSTOMER SERVICES	26,389	24,381	24,753	24,850

Customer Services – General Fund
Revenue Budgets 2010-11

SUMMARY OF BUDGET 2010/11

<u>DIVISION</u>	GROSS BUDGET £'000	RECHARGES £'000	INCOME £'000	NET BUDGET £'000
Environment & Enforcement	43,515	(14,851)	(9,144)	19,520
Revenues & Benefits	141,062	(2,806)	(137,042)	1,214
Barking & Dagenham Direct	6,984	(7,147)	(337)	(500)
Housing Services- General Fund	14,424	(931)	(8,877)	4,616
<hr/>				
TOTAL CUSTOMER SERVICES	205,985	(25,735)	(155,400)	24,850
<hr/>				

Customer Services – General Fund
Revenue Budgets 2010-11

DEPARTMENTAL SUBJECTIVE ANALYSIS

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	33,308	29,460	31,051	29,033
Premises Expenses	1,090	1,192	1,138	1,137
Transport Costs	4,455	3,872	3,604	3,514
Supplies & Services	15,634	11,274	13,219	13,652
Agency & Contracted Services	9,982	10,210	11,190	11,095
Transfer Payments	117,734	117,579	131,901	131,901
Support Services	11,319	10,062	13,300	9,222
Capital Financing	4,317	6,047	6,118	6,431
GROSS EXPENDITURE	197,839	189,696	211,521	205,985
Recharges to Other Services	(26,688)	(24,527)	(28,153)	(25,735)
Expenditure Less Recharges	171,151	165,169	183,368	180,250
Income	(144,762)	(140,788)	(158,615)	(155,400)
NET EXPENDITURE	26,389	24,381	24,753	24,850

Customer Services – General Fund
Revenue Budgets 2010-11

ENVIRONMENT & ENFORCEMENT

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	18,358	16,178	17,247	16,440
Premises Expenses	994	1,017	990	989
Transport Costs	4,336	3,725	3,509	3,390
Supplies & Services	2,716	1,808	2,690	2,344
Agency & Contracted Services	7,380	7,645	8,470	8,411
Transfer Payments	0	0	0	0
Support Services	7,823	7,350	7,278	6,602
Capital Financing	3,291	4,342	4,413	5,339
GROSS EXPENDITURE	44,898	42,065	44,597	43,515
Recharges to Other Services	(14,250)	(13,622)	(13,926)	(14,851)
Expenditure Less Recharges	30,648	28,443	30,671	28,664
Income	(8,428)	(7,074)	(8,833)	(9,144)
NET EXPENDITURE	22,220	21,369	21,838	19,520

<u>Head Of Service:</u>	Darren Henaghan 020 8227 5660	Head of Environmental & Enforcement Services Darren.henaghan@lbbd.gov.uk
<u>Finance Contact:</u>	Tony McNamara 020 8227 5713	Interim Finance Manager – Customer Services Finance Tony.McNamara@lbbd.gov.uk

Customer Services – General Fund
Revenue Budgets 2010-11

ENVIRONMENT AND ENFORCEMENT

Description of Service

Environment and Enforcement Services plays a pivotal role in ensuring that the Authority remains consistent and abreast of key community priorities and expectations. These include strategies to be a cleaner, greener and safer Borough. Core services have been engineered and geared up to deliver these strategies. These include, but are not limited to, the following:

Waste and Cleansing Services: Includes responsibility for the collection of waste and recyclable items from domestic households and local businesses. In addition both a free and chargeable fast-tracked bulky waste collection service is available. Responsible for Borough wide street cleansing services including fly tipping and graffiti and fly poster removal.

Highways and Road Safety: Responsible for the management and enforcement of the roads and footpaths of public highways in the Borough, including winter maintenance activities, street lighting and reactive maintenance. Additionally services include Emergency Callout services and Safety and Sustainable Roads services.

Enforcement related Services: Responsible for handling Enviro-crime, Parking Enforcement, Abandoned Vehicles, Street Wardens and Noise Patrol. The service tackles environment crime responsible for illegal parking, abandoned vehicles and noise nuisance.

Parks and Open Spaces: Includes the provision and upkeep of playgrounds, sports grounds, ruins and the provisions of groundskeepers and ranger services. In addition it has been a leader on such initiatives as the recent Eyesore Gardens Project

Environmental Health, Trading Standards and Building Control: Responsible for providing a range of services including Food, Health and Safety, Land Quality, enforcing consumer law, processing applications under the Statutory Building Acts and providing professional advice and guidance regarding Building Control Legislation .

Barking Town Centre Market: operated by LBBD in partnership with a private company, Charfleets limited.

Cemeteries: The service manages three cemetery sites, these being Rippleside Cemetery, Eastbrookend Cemetery and Chadwell Heath Cemetery The main functions of the service are administration of the burial process, carrying out interments and maintenance of the cemetery sites.

Key Information

- Recycling performance continues to improve: Household waste recycling (excluding composting) is projected to meet the local target of 31% for 2010/11.
- Performance is measured against national indicators and locally agreed targets.
- ELWA is responsible for the disposal of 500,000 tonnes of domestic and commercial waster per year. Barking and Dagenham will pay a levy for domestic waste disposal plus a charge for commercial waste in 2009/10.
- The Council has a responsibility to manage the highway network and coordinate activity on the roads and footpaths which includes the coordination of activities of statutory undertakers as well as works carried out by the Council.
- The in-house Highways Engineers service has contractual links with works contractors and specialist consultants to ensure that delivery can be assured on all highways and civil engineering projects.
- Enforcement of parking offences is undertaken by the Parking Enforcement Team who issued approximately 88,000 Penalty Charge Notices in 2009/10
- The Council's Cemeteries Service has been awarded the Institute of Cemetery and Crematorium Management (ICCM) "Charter for the Bereaved" and it hopes to retain this status again this year.
- The Borough has 32 Parks and Open Spaces covering an area of over 418 hectares of land.
- Barking Market funds are ring fenced under the London Local Authorities Act.

Customer Services – General Fund
Revenue Budgets 2010-11

REVENUES & BENEFITS

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	6,858	6,219	6,228	5,721
Premises Expenses	19	0	0	0
Transport Costs	75	111	68	90
Supplies & Services	2,273	864	1,422	1,367
Agency & Contracted Services	271	100	100	100
Transfer Payments	117,734	117,579	131,901	131,901
Support Services	1,763	1,459	4,766	1,217
Capital Financing	722	972	972	666
GROSS EXPENDITURE	129,715	127,304	145,457	141,062
Recharges to Other Services	(3,443)	(2,920)	(6,231)	(2,806)
Expenditure Less Recharges	126,272	124,384	139,226	138,256
Income	(122,935)	(121,696)	(137,043)	(137,042)
NET EXPENDITURE	3,337	2,688	2,183	1,214

<u>Head Of Service:</u>	Ralph Wilkinson	Head of Revenue and Benefits
<u>Finance Contact:</u>	Tony McNamara 020 8227 5713	Interim Finance Manager – Customer Services Finance Tony.McNamara@lbbd.gov.uk

Customer Services – General Fund
Revenue Budgets 2010-11

REVENUES & BENEFITS

Description of Service

The Division manages the core activities of Revenue and Benefit Administration for the Borough through the following services areas:

-Rents Collection- responsible for the rent maintenance and collection of the Council's 22,874 properties (including 2,984 garages).

-Benefits Service -provides the administration service to residents on low income who need financial help towards payment of their Rent and/ or Council Tax. Included in this service is a team of Visiting staff who will assist those who cannot come into the office by visiting them in their homes.

-NNDR Service - responsible for the administration and collection of National Non-Domestic Rates (Business Rates) from over 4,000 business customers within Barking and Dagenham on behalf of Central Government. In addition, since 2008/09, we have also been providing this service to over 6,000 businesses in the London Borough of Havering as one of the first Shared Services in London.

-Council Tax Collection Service- responsible for collecting Council Tax from our residents which is used pay for many of the services that the Council provides and for improvements to be implemented across the Borough. We also collect money which is paid directly to the Greater London Authority.

-General Income Section-The core activities of the team involve the billing, collection, recovery and enforcement, of chargeable services provided by numerous Departments across the Council.

Key Information

- The gross collectable debit for 2009/10 was £85.9m. (Estimated to be £90m for 2010/11).
- The division provides as much debt advice as possible before taking tenants to court.
- On average no more than 7% of our tenants were in rents arrears during 2009/10.
- The financial help provided to residents on low income towards payment of their rent and or council tax are means tested and strictly governed by legislation.
- The division currently administers approximately 25,500 joint claims for Housing Benefit & Council Tax Benefits from residents, with staff dealing with 1,259 new claims on average and 4,480 changes in customer's circumstances each month.
- The service currently administers the awards of up to 10,000 Free School Meals and 3,000 Clothing Allowances for residents each year.
- The division visit approximately 5,000 each year in their homes to help them obtain Benefit.
- The division obtained over £5 million in additional benefit in 2008/09 for elderly residents in the Borough.
- The division expects to have prosecuted or administered penalties for Benefit Fraud to at least 55 people in 2009/10.
- The division administers 2,700 Student Support Allowances on behalf of the Government
- All enforcement action against non-payers is governed by rating legislation e.g., bailiffs, insolvency, committal to prison
- Collection performance is measured against performance indicator BVPI10 (annual collection rate as a percentage) and the NNDR service at Barking and Dagenham collected 96.1% for year 2008/9.
- Over £120 million pounds of Business Rates will be collected by the Shared Service team for 2009/10.
- The gross collectable debit for Council Tax in 2009/10 is approximately £82 million and the net collectable amount after discounts, exemptions and benefits is approximately £51 million.
- The target for 2009/10 collection rate is 94%.
- The Council Tax database is made up of 70,010 domestic properties.
- The database is expected to increase by around 20,000 domestic properties within the next 10 years due to extensive regeneration within the Borough. This will bring LBBDD in line with many other London Boroughs.
- The division issue approximately 70,000 recovery notices per year from reminders through to liability orders.
- The Council's corporate call centre takes around 83,000 calls on behalf of the Council Tax Section each year.

In 2009/10, the division is on target to raise about 45,000 invoices with a total value of £40 million.

Customer Services – General Fund
Revenue Budgets 2010-11

BARKING & DAGENHAM DIRECT

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	5,568	4,969	5,182	4,629
Premises Expenses	64	52	52	52
Transport Costs	24	17	15	15
Supplies & Services	615	374	278	637
Agency & Contracted Services	265	43	198	178
Transfer Payments	0	0	0	0
Support Services	1,119	899	900	1,061
Capital Financing	297	726	726	412
GROSS EXPENDITURE	7,952	7,080	7,351	6,984
Recharges to Other Services	(7,262)	(7,028)	(7,134)	(7,147)
Expenditure Less Recharges	690	52	217	(163)
Income	(516)	(570)	(486)	(337)
NET EXPENDITURE	174	(518)	(269)	(500)

<u>Head Of Service:</u>	Katherine Maddock-Lyon	Head of Barking and Dagenham Direct
<u>Finance Contact:</u>	Tony McNamara 020 8227 5713	Interim Finance Manager – Customer Services Finance Tony.McNamara@lbbd.gov.uk

Customer Services – General Fund
Revenue Budgets 2010-11

BARKING & DAGENHAM DIRECT

Description of Service

Listed below are the key services areas within this division.

Emergency Out of hours and Social Alarms - Careline Warden call equipment is installed in all the Council's sheltered housing and the centre's staff handle calls from tenants where there is no warden available or the warden is off duty. Careline dispersed alarms are also available to Borough residents living independently. The Out-of-Hours service is provided on behalf of different Council Departments. Each department has defined services required outside standard working hours.

Registration Services - The Registration Service fulfils the Council's statutory duty in respect of Births, Deaths, Marriages and Civil Partnership Registration. In addition to these functions, the Registration staffs are responsible for organising and hosting British Citizenship ceremonies on behalf of the Home Office for new citizens based in the Borough. Additional services offered by the Registration Staff include Renewal of Vows and non-religious Baby Naming Ceremonies. We also now offer citizenship application checking service which helps local residents applying for British citizenship.

Corporate Contact Centre - Barking and Dagenham Direct Contact Centre is the first point of telephone contact for a wide range of Council services. Currently over 300 services are delivered to various depths. All Customer Service Officers are multi-skilled, utilizing a combination of a Customer Relationship Management (CRM) and various stand-alone systems, allowing customers to make service requests, bookings and payments or receive status updates for a considerable number of services. They also provide information about all other Council services and signpost customers to specialist teams as well as to external organizations where appropriate.

One Stop Shops - As part of the Customer First Business Plan, the Council agreed to open 2 new One Stop Shops (OSS); one in Barking and one in Dagenham. Both sites will be modern facilities benefiting from innovative design and be focused on delivering customer excellence. The sites will both offer the best in customer services with a full range of services available to the public, including Revenues and Benefits, Housing, Parking, Education, Mobility Services, Environmental, Adult and Children's services.

The OSS works closely with the voluntary sector and partnership groups to '**join up**' service provision. There are currently a number of partnership arrangements in place, including Age Concern, Primary Care Trust (PCT) and Citizen Advice Bureau (CAB).

Customer Strategy - The Customer Strategy service is made up of the following groups:

One Barking and Dagenham (One B&D). The vision of One B&D is that it will deliver excellent services by working together as one seamless team; with our partners; creating a supportive work environment; and where everyone can deliver, with the right tools for our customers.

The Performance, Policy and Programmes (PPP) Team. PPP plays a strategic role at the centre of the department and links in with the corporate drive for improving and sustaining performance. It also leads on strategic customer services on behalf of the council.

The Business Process Re-engineering Team (BPR). The purpose of the team is to respond to the need to introduce changes required to services in a structured and methodological way. The BPR team also includes the Tell Us team. This team deals with the feedback elements of the Done in One and Tell Us programmes. Residents are asked to let us know what we are doing right and what we need to improve.

Key Information

- **Emergency Out of hours and Social Alarms** - The social alarm and building alarm services operate within strict national guidelines. 80% of alarm calls must be answered within 30 seconds and 98.5% within 60 seconds. The combined service handles 110,000 calls a year, of which the average answer time is 5 seconds.

Customer Services – General Fund
Revenue Budgets 2010-11

- **Registration Services** - The tasks undertaken by the registration services are set under statutory obligation via the Registrar General, who has responsibility for engaging the staff and deciding on numbers required. The Registration service serves approximately 1,800 customers per month.
- **Corporate Contact Centre** - Annual Call Volumes are in excess of 570,000 of which 85% are answered and 43% are answered within 20 seconds. The average handling time is 3 minutes 50 seconds. Email Enquiry Volumes are increasing and are now 20,000 per year.
- **One Stop Shops** - Approximately 10,000 customers per month, 120,000 annually

Customer Services – General Fund
Revenue Budgets 2010-11

HOUSING SERVICES

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	2,524	2,094	2,394	2,243
Premises Expenses	13	123	96	96
Transport Costs	20	19	12	19
Supplies & Services	10,030	8,228	8,829	9,304
Agency & Contracted Services	2,066	2,422	2,422	2,406
Transfer Payments	0	0	0	0
Support Services	614	354	356	342
Capital Financing	7	7	7	14
GROSS EXPENDITURE	15,274	13,247	14,116	14,424
Recharges to Other Services	(1,733)	(957)	(862)	(931)
Expenditure Less Recharges	13,541	12,290	13,254	13,493
Income	(12,883)	(11,448)	(12,253)	(8,877)
NET EXPENDITURE	658	842	1,001	4,616

<u>Head Of Service:</u>	Stephen Clarke 020 8227 3738	Divisional Director of Housing Services Stephen.clarke@lbbd.gov.uk
<u>Finance Contact:</u>	Tony McNamara 020 8227 5713	Interim Finance Manager – Customer Services Finance Tony.McNamara@lbbd.gov.uk

Customer Services – General Fund
Revenue Budgets 2010-11

HOUSING SERVICES

Description of Service

The division provides services to over 20,000 residents in the Borough including Homelessness and Housing Advice, Housing Services, community Housing partnership.

The division is split into three services areas, General Housing, Private Sector housing and Housing Strategy.

General Housing- responsible for delivery of the Council's statutory housing duties in relation to Part VI and Part VII Housing Act 1996 (as amended) which relates to Housing Advice, Options, Homeless Prevention and Casework, as well as the provision of Temporary Accommodation and the assessment for and allocation of Social Housing. The provision of essential services to the travelling community i.e. gypsy and travellers sites in relation to Race Relations Act 1976 and Human Rights Act 1998

Private Sector Housing - responsible for the provision of housing aid and advice, assistance with private sector renewal and working towards partnerships with other public and private sector providers. The focus of the aid and advice services is to identify and resolve problems before they become a drain on resources. Both the private sector renewal and partnership areas are looking towards improving the quality of the Borough's housing stock and the diversity of tenure. Both are subject to financial pressures and require schemes to be prioritised.

Housing Strategy - plays a key role in ensuring they identify housing needs, enable new affordable homes to be built and help support the physical regeneration of housing within the Thames Gateway areas of the Borough. Housing Strategy focuses on 3 areas which develop the Borough's housing targets and expectations; enable the building of new high quality affordable homes; regenerate housing in the Borough's areas of renewal and deal with sub-regional housing problems which affects the Borough and its neighbours.

Achieving a balanced housing market with a wide range of good quality homes of mixed tenure and sizes is the prime objective of Housing Strategy. At the heart of our approach is building and working in partnerships with both public and private sector organisations to deliver the very best sustainable outcomes for our local community.

Key Information

Homelessness

- BVPI 183b - Number of weeks in hostels for homeless families
- BVPI 213 Homeless Prevention - Number of households who considered themselves as homeless, who approached the local housing authority's housing advise service(s) , and for whom housing advise casework intervention resolved their situation
- CPA 203 Percentage change of families in Temporary Accommodation
- CPA 214 Repeat Homelessness
- CPA – reduce percentage of private sector housing empty for more than 6 months.
- CPA – The number of homes that cease to have category 1 defects.
- Implement and review private sector housing strategy.
- NI 155 – provision of affordable housing
- NI 187 – fuel poverty and vulnerable households

CUSTOMER
SERVICES
DEPARTMENT

HOUSING REVENUE
ACCOUNT

REVENUE BUDGET

2010-2011

Customer Services Department- Housing Revenue Account
Revenue Budget 2010-11

CUSTOMER SERVICES – HOUSING REVENUE ACCOUNT

Housing Revenue Account (HRA)

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	10,245	8,960	8,960	8,680
Premises Expenses	24,395	26,463	26,463	27,048
Transport Costs	275	178	178	239
Supplies & Services	4,153	4,901	4,901	4,096
Agency & Contracted services	20,273	24,870	24,870	21,768
Transfer Payments	3,217	504	504	0
Support Services	10,050	10,745	10,745	12,178
Capital Financing	13,214	15,573	15,573	16,240
GROSS EXPENDITURE	85,822	92,194	92,194	90,249
Recharges to Other Services	0	0	0	0
Expenditure Less Recharges	85,822	92,194	92,194	90,249
INCOME	(85,053)	(92,194)	(92,194)	(90,249)
NET EXPENDITURE	769	0	0	0

Description of Service

The council has a statutory responsibility to manage the Housing Revenue Account and ensure the ongoing financial viability of the Housing Revenue Account. The account records income and expenditure relating to the provision of the council's housing stock. The housing stock at the 1st April 2010 is estimated to be approximately 19,000.

The Housing Revenue Account budget contains 216 direct full time equivalent staff providing a range of services to the council's tenants and leaseholders (e.g. estate services, tenancy management, etc).

The Executive on 16th February 2010 agreed the above estimate for 2010-11 and agreed an average weekly rent increase of £1.28 (1.76%) in accordance with the Governments rent restructuring framework.

The Local Government and Housing Act 1989 require the Council to maintain a ring fenced HRA and a responsibility to maintain prudent HRA balances. The HRA balances as at the 31/03/11 are forecast to be £4,369k.

Customer Services Department- Housing Revenue Account
Revenue Budget 2010-11

CUSTOMER SERVICES – HOUSING REVENUE ACCOUNT

Housing Revenue Account (HRA)

	2008/09 OUTTURN	2009/10 ORIGINAL BUDGET	2009/10 REVISED BUDGET	2010/11 ORIGINAL BUDGET
	£'000	£'000	£'000	£'000
Dwelling Rent	(73,547)	(74,068)	(71,900)	(72,735)
Non Dwelling Rents	(2,749)	(2,473)	(2,473)	(2,571)
Charges for Services & Facilities	(6,738)	(10,575)	(10,575)	(11,807)
Capitalisation of Revenue Repairs	0	(3,500)	(3,500)	(2,500)
TOTAL INCOME	(83,034)	(90,616)	(88,448)	(89,613)
Negative HRA Subsidy Payable	17,051	22,057	19,889	18,385
Supervision and Management	29,780	27,996	27,996	29,435
Repairs and Maintenance	20,787	23,982	23,982	23,831
Depreciation	12,930	13,689	13,689	14,170
Capital Expenditure Funded by the HRA	255	1,885	1,885	2,071
Rent Rates & Other Charges	709	524	524	577
Bad Debt Provision/Write Offs	300	746	746	800
Corporate & Democratic Core	792	811	811	811
Housing Benefit Limitation	3,217	504	504	0
TOTAL EXPENDITURE	85,821	92,194	90,026	90,080
Interest and Investment Income	(2,018)	(1,364)	(1,364)	(467)
Transfer from Reserves	0	(214)	(214)	0
NET COST OF SERVICE	769	0	0	0

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FINANCE &
COMMERCIAL
SERVICES
DEPARTMENT

REVENUE BUDGET

2010-2011

Finance & Commercial Services
Revenue Budgets 2010-11

SUMMARY OF BUDGETS 2009/10 TO 2010/11

<u>DIVISION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Finance	502	63	695	(144)
Performance Improvement	0	21	21	(164)
Regeneration and Economic Development	3,628	3,151	3,357	5,477
TOTAL FINANCE & COMMERCIAL SERVICES	4,130	3,235	4,073	5,169

Finance & Commercial Services
Revenue Budgets 2010-11

SUMMARY OF BUDGET 2010/11

<u>DIVISION</u>	GROSS BUDGET £'000	RECHARGES £'000	INCOME £'000	NET BUDGET £'000
Finance	6,171	(6,295)	(20)	(144)
Performance Improvement	1,316	(1,480)	0	(164)
Regeneration and Economic Development	8,230	(1,375)	(1,378)	5,477
TOTAL FINANCE & COMMERCIAL SERVICES	15,717	(9,150)	(1,398)	5,169

Finance & Commercial Services
Revenue Budgets 2010-11

DEPARTMENTAL SUBJECTIVE ANALYSIS

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	9,468	10,476	11,113	10,011
Premises Expenses	268	5	4	5
Transport Costs	62	74	59	77
Supplies & Services	1,785	1,249	1,153	1,167
Agency & Contracted Services	2,363	1,508	1,571	1,508
Transfer Payments	0	0	0	0
Support Services	2,797	3,378	3,378	1,794
Capital Financing	30	65	65	1,155
GROSS EXPENDITURE	16,773	16,755	17,343	15,717
Recharges to Other Services	(8,280)	(10,636)	(10,636)	(9,150)
Expenditure Less Recharges	8,493	6,119	6,707	6,567
Income	(4,363)	(2,884)	(2,634)	(1,398)
NET EXPENDITURE	4,130	3,235	4,073	5,169

Finance & Commercial Services
Revenue Budgets 2010-11

FINANCE

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	6,380	5,670	6,312	5,533
Premises Expenses	6	0	0	0
Transport Costs	28	30	20	30
Supplies & Services	206	260	260	236
Agency & Contracted Services	270	294	294	294
Transfer Payments	0	0	0	0
Support Services	986	713	713	45
Capital Financing	30	33	33	33
GROSS EXPENDITURE	7,906	7,000	7,632	6,171
Recharges to Other Services	(7,361)	(6,917)	(6,917)	(6,295)
Expenditure Less Recharges	545	83	715	(124)
Income	(43)	(20)	(20)	(20)
NET EXPENDITURE	502	63	695	(144)

<u>Head Of Service:</u>	Tracie Evans 020 8227 2932	Corporate Director of Finance and Commercial Services Tracie.Evans@lbbd.gov.uk
<u>Finance Contact:</u>	Lee Russell 020 8227 2966	Finance Manager – Resources and Finance & Commercial Services Lee.Russell@lbbd.gov.uk

Finance & Commercial Services Revenue Budgets 2010-11

FINANCE

Description of Service

The Finance and Commercial Services Department has 3 main elements:

- Finance Service
- Policy, Partnership, Performance and Improvement Services
- Regeneration and Economic Development Services

The Finance service covers a diverse range of financial, commercial and advisory support activities to all the departments, Members, members of the public, local businesses and partnership organisations which enable the delivery of the community priorities. Our vision is to provide excellent, timely, accurate services and professional advice. Our mission is to ensure that every penny the council spends on behalf of the residents adds value, in accordance with the council's priorities and sound financial management principles.

We aim to do this by delivering comprehensive and high quality financial, regulatory and non-accounting services and advice through providing an effective support network system that enables the elected council members and service departments to achieve their strategic business objectives.

The key work areas for the 3 divisions in finance are as follows

Financial Services

- Financial support services including budget management support to budget managers and budget monitoring and reporting
- Delivery of the council's statutory requirement for closure of the authority's accounts and ensuring compliance with all accounting standards
- Overseeing the processes around payment of invoices to our suppliers and the provision of payroll and pensions admin services
- Ownership, development and improvement of the council's financial processes

Strategic Finance and Procurement

- Owning and leading the annual budget process
- Development of the council's efficiency and value for money agenda
- Manage the council's Pension Fund and Treasury Management activities
- Provide technical financial support to set the required level of Council Tax and review and maintain the council's rolling three year Medium Term Financial Strategy and longer term financial plans
- Provide advice and support on all matters relating to strategic and departmental procurement policies and contracting procedures and practices

Audit and Risk Management

- Provide an internal audit function in partnership with Deloitte to promote high standards of conduct and financial stewardship, and to help the council minimise waste and inefficiency
- Provide a proactive and reactive investigation function, including a Tenancy Audit service, underpinning the council's zero tolerance to fraud position
- Lead on the developments and implementation of risk management strategies for the identification, evaluation and cost effective control of risks
- Provide a comprehensive insurance, claims handling and advisory service to the council ensuring that the interests and assets of the council are protected to reduce the consequences of financial loss in the event of any incident

Key Information

The council's overall revenue budget requirement for 2010/11 has been set at £151.48 million.

Net spending on our services for 2010/11 is as follows:

- Children's Services (including schools) £60.3million
- Adult and Community Services £69.98million
- Other Services £24.5 million

This is partially funded by £358 million in Government grants and £52 million from Council Tax

Finance & Commercial Services Revenue Budgets 2010-11

payers

The Council Tax for 2010/11 for a Band D Property is £1,326.22 (£1,326.22 in 2009/10) which represents an increase of 0%.

A capital programme of £394 million exists for the four years 2010/11 to 2013/14. This is funded by our own capital resources and from externally funded sources (e.g. Government grants)

BVPI 8 Payment of Invoices within 30 days: the target for 2010/11 is 97%

The department safeguards existing resources. It enables the council to take opportunities, through risk based decision making, for improving services and value for money. It looks across the council strategically to promote the best use of resources and to ensure that potential options for efficiency and funding are identified, evaluated and turned into actions to benefit the council and the people it services. This is achieved in the divisions by:

Financial Services

- Best practice revenue and capital project management
- Best practice in information management

Strategic Finance and Procurement

- Innovative procurement solutions (including e-sourcing and purchasing)
- Attracting and maximising external funding opportunities
- Leading on corporate value for money
- Leading on best practice in procurement

Audit and Risk Management

- Sound internal control and effective risk management
- Provision of expert advice and support to members on scrutiny and standards
- Provision of assurance on the governance of the council, through annual reviews and the production of the Statement on Internal Control

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STRATEGY AND PERFORMANCE

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	0	1,584	1,584	1,520
Premises Expenses	0	0	0	0
Transport Costs	0	9	9	9
Supplies & Services	0	414	414	407
Agency & Contracted Services	0	36	36	36
Transfer Payments	0	0	0	0
Support Services	0	236	236	(665)
Capital Financing	0	9	9	9
GROSS EXPENDITURE	0	2,288	2,288	1,316
Recharges to Other Services	0	(2,267)	(2,267)	(1,480)
Expenditure Less Recharges	0	21	21	(164)
Income	0	0	0	0
NET EXPENDITURE	0	21	21	(164)

<u>Head Of Service:</u>	Cheryl King-McDowall	Interim Head of Strategy and Performance
<u>Finance Contact:</u>	Lee Russell 020 8227 2966	Finance Manager – Resources and Finance & Commercial Services Lee.Russell@lbbd.gov.uk

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STRATEGY AND PERFORMANCE

Description of Service

The Policy, Partnership, Performance and Improvement Service is responsible for:

- Development of the council's corporate policy framework, supporting members and council officers to develop coherent policies to deliver priorities
- Co-ordination of the council's partnership frameworks and key external partnerships (local area, commercial, national, international)
- Development of the council's performance framework and support to services in the collation and analysis of performance data
- Collecting and analysing information about the borough and converting it into easy to understand intelligence that informs decision making and planning
- Co-ordination of the council's horizon scanning activity ensuring that the council is up to date with new legislation, good practice and other changes relevant to driving innovation in the organisation and with our partners
- Supporting the senior management team in monitoring performance and agreeing targets that ensure that we continue to improve as a high performing, customer focused council
- Development and co-ordination of the council's external funding frameworks
- Co-ordination of the council's improvement activity by offering support and advice on tools for innovation

Key Information

The key targets for the service are:

- Improve inspection and assessment rating
 - CAA
 - Use Of Resources 2 → 3
 - Removal Of Red Flags
- Embedding policy and performance frameworks
- Development of robust Service and Financial Planning Processes
- Successful integration of PPP Teams as part of PPP centralisation process
- Improved understanding and application of Value For Money processes and principles

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REGENERATION & ECONOMIC DEVELOPMENT

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	3,088	3,222	3,217	2,958
Premises Expenses	262	5	4	5
Transport Costs	34	35	30	38
Supplies & Services	1,579	575	479	524
Agency & Contracted Services	2,093	1,178	1,241	1,178
Transfer Payments	0	0	0	0
Support Services	1,811	2,429	2,429	2,414
Capital Financing	0	23	23	1,113
GROSS EXPENDITURE	8,867	7,467	7,423	8,230
Recharges to Other Services	(919)	(1,452)	(1,452)	(1,375)
Expenditure Less Recharges	7,948	6,015	5,971	6,855
Income	(4,320)	(2,864)	(2,614)	(1,378)
NET EXPENDITURE	3,628	3,151	3,357	5,477

<u>Head Of Service:</u>	Jeremy Grint 020 8227 2973	Divisional Director of Regeneration and Economic Development Jeremy.Grint@lbbd.gov.uk
<u>Finance Contact:</u>	Lee Russell 020 8227 2966	Finance Manager – Resources and Finance & Commercial Services Lee.Russell@lbbd.gov.uk

Finance & Commercial Services
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REGENERATION & ECONOMIC DEVELOPMENT

Description of Service

The Regeneration and Economic Development Division includes the following Services:

Development Management

The Development Management team is responsible for the determination and monitoring of planning applications, S106, S38 and S278 under the Government Planning Acts. It takes account of the borough policies and briefs, as well as government guidance and the London Plan in order to control development in the Borough in the public interest. The team also ensures that buildings and public spaces interact with each other to create a stimulating and safe environment with attractive landmarks and gateways.

Sustainable Communities-Major projects

This team is concerned with the physical regeneration agenda and concentrates on two key areas Barking Town centre and Barking Riverside/Thames View. Its role is to assist in bringing sites particularly in Barking Town Centre forward for development, assist in the renewal of social and transport infrastructure and improving the public realm. In relation to Barking Riverside they assist the developer and coordinate the Council's input into the development

They are also contributing to increasing the housing supply in the borough particularly in relation to council new build.

Climate Change (mitigation and adaptation)

This team is concerned with reducing the borough's carbon footprint through greening the housing stock, greening businesses and encouraging more sustainable ways of travel. They are also responsible for identifying the potential risks to the Borough from climate change and putting forward strategies for dealing with these risks e.g. sustainable urban drainage systems, green roofs use of trees and water in the public realm, and use of more porous materials in the public realm.

Planning Policy

The group is responsible for ensuring the planning policy documents and for ensuring the community is fully engaged in the development and regeneration process including the Local Development Framework.

The Planning Policy team ensures the new system under the Planning and Compulsory Purchase Act 2004 is carried out. The team prepares a Local Development Framework (LDF) which includes several Development Plan Documents (DPD) and a number of Supplementary Planning Documents (SPD).

The team also includes specialists concerned with conservation of buildings and spaces, biodiversity and tree preservation.

Local Land Charges and Land Data

The Land Data team are responsible for local land charges data collection and street naming and numbering maintaining the property gazetteer and scanning planning applications.

The Local Land Charges Service is a front line public service which is part financed from the fees and charges it receives from members of the public. Some fees are set on the basis of fully recovering the cost of the service and guidelines recently published now stipulate that the levels of income generated must not exceed the costs of providing the service. Government set the other fees.

Transportation Planning & Policy

Responsible for all aspects of transport policy; bidding and funding for transport schemes; representing the Council's interests in respect of major transport infrastructure proposals; liaison with external transport agencies and interests; transport inputs to regeneration/planning/corporate strategies and issues; transport inputs to all external policy and strategy development. They also have responsibility for developing cycling networks and encouraging cycling

Finance & Commercial Services Revenue Budgets 2010-11

Economic Development

The Economic Development programme comprises a wide number of projects which focus on activities to promote enterprise and entrepreneurial activity including enterprise culture, business support, premises and infrastructure, inward investment and procurement. Projects are operated by a range of organisations that agree to provide outcomes of jobs, training and enterprise in return for project funding.

The division will play a major role in the delivering of the new Sustainable Communities Strategy and Regeneration Strategy.

Key Information

The key information, performance and objectives relating to the Services in the Regeneration and Economic Development are:

Local Land Charges

The Local Land Charges (LLC) Service has achieved both Charter Mark and ISO 9001:2000 in 2006/07. Both externally assessed awards recognise quality customer services, and the BVPI still stands at 100%.

Development Management

The Development Management Team remain as one of the top performing services in London following substantial improvements over the last two years in key performance indicator BV 109(a-c) - Planning Applications.

Sustainable Communities-Major Projects

Barking Riverside 3200 homes with detailed planning consent, first homes being built and first neighbourhood centre due to start in April 2010.

Plans being developed for Barking Station Interchange.

London Road / North Street –Skills Centre under construction and partner agreed for Supermarket site.

Creekmouth Environmental Improvement project will undertake to deal with the general appearance of the Long Reach Road and part of River Road by enhancing the existing street lighting, construction of designated on and off street parking space and improvement to the pedestrian areas and the environmental improvements.

Climate Change - As the issues around environmental sustainability increase, global issues such as climate change will need to be addressed through the work of the council and stakeholders. Current projects Low Carbon Zone in Barking Town Centre and London Thames Gateway Heat Main project.

Planning Policy

BV200 - Plan Making - Development Plan covers the delivery of the Local Development Scheme (LDS) and whether it has met the milestones within the LDS. Examination in Public into LDF Core Strategy.

Transportation Planning & Policy

One of the main policy documents for this service is the Local Implementation Plan (LIP) - a statutory document forming in effect the Council's local transport plan. It underpins the core activities of the service as described above.

Economic Development

New arrangements being put in place with establishment of a single programme steered and monitored through the Skills Jobs and Enterprise Board.

RESOURCES
DEPARTMENT

REVENUE BUDGET

2010-2011

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SUMMARY OF BUDGETS 2009/10 TO 2010/11

<u>DIVISION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Chief Executive	55	47	47	60
Corporate Director of Resources & Business Support	472	350	395	412
Legal & Democratic Services	1,271	727	588	1,062
Information & Transformation Services	(689)	(577)	(579)	(414)
Human Resources & Organisation Development	423	(290)	(209)	(181)
Strategic Asset Management & Capital Delivery	552	378	1,410	1,982
Corporate Management	4,715	5,757	5,430	5,411
TOTAL RESOURCES	6,799	6,392	7,082	8,332

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SUMMARY OF BUDGET 2010/11

<u>DIVISION</u>	GROSS BUDGET £'000	RECHARGES £'000	INCOME £'000	NET BUDGET £'000
Chief Executive	741	(681)	0	60
Corporate Director of Resources & Business Support	2,550	(1,321)	(817)	412
Legal & Democratic Services	5,964	(4,855)	(47)	1,062
Information & Transformation Services	6,022	(6,436)	0	(414)
Human Resources & Organisation Development	3,593	(3,770)	(4)	(181)
Strategic Asset Management & Capital Delivery	18,301	(13,257)	(3,062)	1,982
Corporate Management	6,222	(811)	0	5,411
TOTAL RESOURCES	43,393	(31,131)	(3,930)	8,332

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DEPARTMENTAL SUBJECTIVE ANALYSIS

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	24,385	25,909	25,955	24,007
Premises Expenses	2,177	2,022	2,068	1,752
Transport Costs	282	288	229	276
Supplies & Services	5,069	5,179	4,965	5,085
Agency & Contracted Services	2,327	3,155	4,027	4,032
Transfer Payments	0	0	0	0
Support Services	9,177	8,506	8,296	6,945
Capital Financing	838	941	871	1,296
GROSS EXPENDITURE	44,255	46,000	46,411	43,393
Recharges to Other Services	(32,590)	(34,701)	(34,478)	(31,131)
Expenditure Less Recharges	11,665	11,299	11,933	12,262
Income	(4,866)	(4,907)	(4,851)	(3,930)
NET EXPENDITURE	6,799	6,392	7,082	8,332

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CHIEF EXECUTIVE

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	348	440	440	440
Premises Expenses	0	0	0	0
Transport Costs	28	1	1	1
Supplies & Services	52	217	217	217
Agency & Contracted Services	9	17	17	17
Transfer Payments	0	0	0	0
Support Services	38	69	69	66
Capital Financing	0	0	0	0
GROSS EXPENDITURE	475	744	744	741
Recharges to Other Services	(420)	(697)	(697)	(681)
Expenditure Less Recharges	55	47	47	60
Income	0	0	0	0
NET EXPENDITURE	55	47	47	60

<u>Head Of Service:</u>	Rob Whiteman 020 8227 2789	Chief Executive Rob.Whiteman@lbbd.gov.uk
<u>Finance Contact:</u>	Lee Russell 020 8227 2966	Finance Manager – Resources and Finance & Commercial Services Lee.Russell@lbbd.gov.uk

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CHIEF EXECUTIVE

Description of Service

The Chief Executive is the statutory 'Head of the Paid Service' of the Council. He is responsible for the management of the Council's staff, services and operations, as well being the principal policy adviser for elected members in setting the strategic direction for the authority. In that role, Chief Executive ensures that the Council's policy framework constantly adapts to emerging legislation, and that its aims and priorities are aligned with those of partners and central Government (where necessary), and that they are supported by effective performance management, reporting and review frameworks.

Key Information

The Council has adopted six priorities, aligned with those of the Barking & Dagenham Partnership, which shape its work to deliver the Community Plan. The Partnership, with the Council as its accountable body, has committed to work with local residents to deliver on these priorities.

The priorities are:

- **Safe:** A safer borough where the problems of antisocial behaviour have been tackled and all young people have a positive role to play in the community;
- **Clean:** A clean, green and sustainable borough with far greater awareness of the actions needed to tackle climate change, with less pollution, waste, fly tipping and graffiti;
- **Fair & respectful:** A stronger and more cohesive borough so that it is a place where all people get along, and of which all residents feel proud;
- **Prosperous:** An ambitious and prosperous borough that supports business, jobs and skills attracting new business with economic, social and environmental resources harnessed for the good of all;
- **Healthy:** A healthy borough, where health inequalities are reduced with greater knowledge of lifestyle impacts on health.
- **Young people inspired and successful:** A borough of opportunity for all young people so that they can play an active economic role;

These priorities guide the Council's policy and service development for the year ahead, and inform both immediate financial prioritisation and medium-term financial planning.

By the end of 2008 we had achieved the highest possible score under the old Comprehensive Performance Assessment regime: four stars and improving strongly. Under Comprehensive Area Assessment, during 2009, the partnership was assessed by the Audit Commission as having demonstrable innovation and leadership around environmental sustainability (reflected in a green flag) and areas of concern around acquisitive crime and health inequalities (reflected in two red flags). The Partnership has actions in place to address these concerns, and is committed to ensuring that the red flags are removed early in the coming year. As an organisation, our priorities are focused on improving our use of resources – financial, physical, human and environmental – in order to ensure that our Use of Resources assessment rises from a 2 to a 3 (at least). The quality of our services to the public remains reflected in our overall Managing Performance score of 3, with a top rating of 4 for adult social care services.

As part of our drive to improve use of resources, the Council is committed to working with inspection partners but is developing a more risk-based approach to inspection and regulation that prioritises those areas that are of most significance to improving the quality of life for our communities.

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CORPORATE DIRECTOR OF RESOURCES & BUSINESS SUPPORT

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	3,177	2,072	2,409	2,130
Premises Expenses	2	1	1	1
Transport Costs	19	16	11	18
Supplies & Services	975	376	526	528
Agency & Contracted Services	284	1,009	1,024	498
Transfer Payments	0	0	0	0
Support Services	42	(395)	(395)	(625)
Capital Financing	7	53	53	0
GROSS EXPENDITURE	4,506	3,132	3,629	2,550
Recharges to Other Services	(3,267)	(2,273)	(2,325)	(1,321)
Expenditure Less Recharges	1,239	859	1,304	1,229
Income	(767)	(509)	(909)	(817)
NET EXPENDITURE	472	350	395	412

<u>Head Of Service:</u>	Mike Fisher 020 8227 2138	Interim Corporate Director of Resources Bill.Murphy@lbbd.gov.uk
<u>Finance Contact:</u>	Lee Russell 020 8227 2966	Finance Manager – Resources and Finance & Commercial Services Lee.Russell@lbbd.gov.uk

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CORPORATE DIRECTOR OF RESOURCES & BUSINESS SUPPORT

Description of Service

The Corporate Director of Resources has a lead strategic role in driving performance improvement and delivering our community priorities through partnership working and accounts for a significant part of the work of the Resources Department. The Resources Department leads and supports the council in the development of efficient and effective services for our local community. The Business Support Unit provides executive support to senior management within the Resources Department to oversee performance management and forward planning.

Key Information

The Corporate Director of Resources and the Heads of Service have a lead role in ensuring the following services are supported and delivered:

- Managing and learning from customer complaints
- Preparing the council for emergencies and ensuring business continuity planning is embedded
- Corporate responsibility for the democratic processes, the council constitution, support to Members of the council, corporate policy, partnerships, consultation, marketing and communications
- Providing ICT support and solutions for the varied business needs of council departments including the development of e-government
- Co-ordinating the work to increase efficiency throughout the council
- Developing risk management corporately
- Providing a fully comprehensive legal service for the council
- Ensuring that our managers have good human resource support and all our employees have the chance to develop
- Managing the council's assets and capital programme delivery

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LEGAL & DEMOCRATIC SERVICES

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	3,965	4,657	4,524	4,406
Premises Expenses	6	6	6	6
Transport Costs	32	38	26	38
Supplies & Services	511	466	472	661
Agency & Contracted Services	164	130	130	130
Transfer Payments	0	0	0	0
Support Services	941	882	882	694
Capital Financing	28	61	61	29
GROSS EXPENDITURE	5,647	6,240	6,101	5,964
Recharges to Other Services	(4,342)	(5,466)	(5,466)	(4,855)
Expenditure Less Recharges	1,305	774	635	1,109
Income	(34)	(47)	(47)	(47)
NET EXPENDITURE	1,271	727	588	1,062

<u>Head Of Service:</u>	Nina Clark 020 8227 2114	Divisional Director of Legal and Democratic Services Nina.Clark@lbbd.gov.uk
<u>Finance Contact:</u>	Lee Russell 020 8227 2966	Finance Manager – Resources and Finance & Commercial Services Lee.Russell@lbbd.gov.uk

Description of Service

The Division comprises the following services:

- (1) Legal Practice - the provision of legal advice to client departments, ensuring the legality of all that the Council does and that necessary corporate and ethical governance arrangements are in place.
- (2) Democratic Services - responsible for council meetings, support to councillors, elections and electoral registration.
- (3) Complaints in the form of appeals to the Chief Executive and Local Ombudsman cases, together with responsibility for Freedom of Information.

The Service Head is the Council's Monitoring Officer and lead officer for Scrutiny. As Monitoring Officer, a key role is the handling of formal complaints against councillors.

Key Information

The key issue for 2010/11 is to ensure efficiently run local and parliamentary elections, the successful induction of councillors' post 6 May 2010, and effective constitutional and political structure arrangements.

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INFORMATION & TRANSFORMATION SERVICES

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	4,291	3,889	3,903	3,769
Premises Expenses	2	50	50	50
Transport Costs	63	55	47	48
Supplies & Services	1,888	2,477	2,469	2,073
Agency & Contracted Services	51	123	123	117
Transfer Payments	0	0	0	0
Support Services	(663)	(479)	(479)	(786)
Capital Financing	332	416	416	751
GROSS EXPENDITURE	5,964	6,531	6,529	6,022
Recharges to Other Services	(6,654)	(7,108)	(7,108)	(6,436)
Expenditure Less Recharges	(690)	(577)	(579)	(414)
Income	1	0	0	0
NET EXPENDITURE	(689)	(577)	(579)	(414)

<u>Head Of Service:</u>	Katherine Maddock- Lyon 020 8227 5730	Interim Head of ICT Katherine.maddock-lyon@lbbd.gov.uk
<u>Finance Contact:</u>	Lee Russell 020 8227 2966	Finance Manager – Resources and Finance & Commercial Services Lee.Russell@lbbd.gov.uk

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INFORMATION & TRANSFORMATION SERVICES

Description of Service

The Division provides information, communication and technology (ICT) services needed to run a large and complex organisation. The service supports all Departments in the supply and support of Personal Computers (PCs), printers and communication infrastructure, and the service is being developed to ensure a flexible approach to providing ICT solutions to the many varied business needs. ICT is a key tool within the Council and the ICT Division works to ensure all latest developments are exploited to provide access to data and information across the Borough. The ICT Service Objectives are established in the Service Plan to continuously improve our services to all users. Appropriate and stretching targets have been set and agreed. ICT agree in the process of developing Service Level Agreements across the Council to ensure performance is enhanced and improved in line with both business and customer requirements. The Division has a staffing level of 85 full time equivalent posts and comprises of three sections.

The Management of these sections is currently run by two Group Managers, as the systems support & development role is split with the Mainframe and Customer Relationship Management (CRM) lead by the Business Transformation Manager and Application Support and Oracle lead by the Technology Services Manager. It should be noted that the Application Support Team deal with patching, upgrades and local support of Applications, while the user admin and training is dealt with by the individual departments.

1) Technology Services

- IT Support - provides support, advice and guidance to all users throughout the council.
- Infrastructure Support - supports the infrastructure. This includes all servers and software.
- Telecommunications and Network Support - provides the council's communication infrastructure for both voice and data.
- Data Centre - provide information security and integrity, daily backups of data tape movements, large volume printing and electronic transfer of financial data to and from the banks.

2) Systems Support & Development

- Provides support, development and updates of all systems and applications within the Borough.
- Oracle Business - supports staff using the Information Management System (Oracle) through training, advice and guidance.
- Customer Relationship Management (CRM) system is developed to deliver a joined up service to our customers.

3) Business Transformation

- Business Development Managers provide account management for the ICT service, project management of ICT projects, and assist in complex procurement. Provides systems development for ICT projects and strategic development of ICT.
- Business Support provides the ICT Division with all its administration and procurement requirements and monitors performance management.

Key Information

An ambitious, but achievable, strategy has been designed to deliver the technology London Borough of Barking & Dagenham will require to underpin its programme of works to reach an excellent CPA rating and is designed to support our stakeholder's needs. It maintains the current systems to support and enhance the day to day work of the Authority whilst developing new systems that will transform the way we deliver our services and ultimately improve the life of our citizens and communities.

Serving the Public:

ICT supports better access to services as defined by the customer access strategy. This will be achieved by:

- Enhancing & increasing the number of PCs for use by the public.
- Working with the Web team to enhance the customer experience via the internet.
- Supporting the continuing improvement of Information on the internet.

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- Expanding self-service on the internet.
- Introducing SMS (text messaging) as a new customer access mechanism.
- Developing the ability to pay bills on the internet.

Working with Partners:

The strategy will enable the organisation to deliver new ways of working with our partners:

- It provides wide area network facilities to enable our systems to link to partners when the business requirements are defined.
- It recognises that we will need secure information sharing agreements with our partners.
- It enhances our secure email system to work with partners.
- It includes security and encryption mechanisms to prevent unwarranted intrusion.

Deliver New Ways of Working for Staff:

The strategy will deliver smarter ways of working for the Authority.

- It develops technologies to support flexible working & hot desking.
- It continues the development of mobile working technologies.
- It continues and expands our home working capability. This provides access to many of our systems 24/7.
- It develops wireless technology for staff.

Capital Delivery Programme:

There is £13million Capital Delivery Programme which is underpinning the business transformation for One Barking & Dagenham.

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HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	5,177	4,308	4,398	2,898
Premises Expenses	7	0	0	0
Transport Costs	29	26	17	26
Supplies & Services	199	182	182	128
Agency & Contracted Services	160	5	5	5
Transfer Payments	0	0	0	0
Support Services	898	639	639	536
Capital Financing	0	0	0	0
GROSS EXPENDITURE	6,470	5,160	5,241	3,593
Recharges to Other Services	(5,119)	(4,711)	(4,711)	(3,770)
Expenditure Less Recharges	1351	449	530	(177)
Income	(928)	(739)	(739)	(4)
NET EXPENDITURE	423	(290)	(209)	(181)

<u>Head Of Service:</u>	Martin Rayson	Head of Human Resources
<u>Finance Contact:</u>	Lee Russell 020 8227 2966	Finance Manager – Resources and Finance & Commercial Services Lee.Russell@lbbd.gov.uk

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HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT

Description of Service

The Human Resources (HR) Service provides service managers with learning and development, business change, employment relations, recruitment, contract and employment advice and support, HR management information and occupational health and safety services. In providing this support to service departments the HR Service contributes to the Council's key objectives and works with Members, Trade Unions, schools, partners and Council staff towards achieving those objectives.

HR has a key role in promoting equalities and celebrating diversity; the service plays a key role in investing in our staff and promoting the Council as an employer of choice and achieving a representative workforce. Examples include retaining Investors in People (IIP) accreditation in 2008 and the Committed2Equality (C2E), Positive about Disabled People (Two Ticks) accreditation, the Equality Standard for Local Government, conclusion of the single status negotiations and the confidence on equal pay issues that accompanies it and the "Inspiring Leader Improving Lives" (IL2) management training programme.

The service makes a leading contribution to the One Barking & Dagenham Vision, most obviously to the "Focus on Staff" strand but also supporting the development of modern ways of working and flexible working arrangements to better meet the needs of customers for responsive services and the work-life balance needs of staff.

Key Information

This budget relates to general HR Service costs: professional advice and support on employee relations, recruitment and retention, business change, employment strategy, equalities and diversity, contract and employment law, rewards, learning and development and occupational health and safety to service managers, Members, partners, Trade Unions and staff.

The service develops, implements and promotes policies and procedures, provides training for individuals and teams, supports staff groups, promotes good employment relations, develops partnership arrangements with external organisations and represents the Council at external meetings and forums.

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STRATEGIC ASSET MANAGEMENT & CAPITAL DELIVERY

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	7,427	10,543	10,281	10,364
Premises Expenses	2,160	1,965	2,011	1,695
Transport Costs	111	152	127	145
Supplies & Services	652	456	421	473
Agency & Contracted Services	1,295	1,286	2,143	2,780
Transfer Payments	0	0	0	0
Support Services	3,237	2,812	2,602	2,328
Capital Financing	471	411	341	516
GROSS EXPENDITURE	13,533	17,625	17,926	18,301
Recharges to Other Services	(11,663)	(13,635)	(13,360)	(13,257)
Expenditure Less Recharges	3,690	3,990	4,566	5,044
Income	(3,138)	(3,612)	(3,156)	(3,062)
NET EXPENDITURE	552	378	1,410	1,982

<u>Head Of Service:</u>	Sue Lees 020 8227 3300	Divisional Director of Strategic Asset Management and Capital Delivery Sue.Lees@lbbd.gov.uk
<u>Finance Contact:</u>	Lee Russell 020 8227 2966	Finance Manager – Resources and Finance & Commercial Services Lee.Russell@lbbd.gov.uk

Resources Department
Revenue Budget 2010-11

STRATEGIC ASSET MANAGEMENT & CAPITAL DELIVERY

Description of Service

The Division includes Assets and Facilities Management, Property Services, Corporate Client, Capital Delivery, Innovation and Funding, Programme and Project Management and Building Schools for the Future. Overall the service provides a full programme and project management service to the Council covering major corporate programmes, and all capital projects, as well as offering a complete Corporate Landlord Service.

Key Information

1. Assets and Facilities Management:

A complete Corporate Landlord service for all buildings occupied by Council services. Schools receive services where they buy these back under a service level agreement. Services include the provision of both hard and soft maintenance services to all Council buildings, and management of statutory obligations relating to asbestos and water quality management, as well as overall responsibility for the development and delivery of a corporate property asset management plan. Team is also responsible for energy management and performance across the Council.

2. Property Services

Cost of providing the Council's Property Service and other associated costs with the management of the commercial investment portfolio, land disposal, property disposal of Council Buildings and schools, etc. The budget delivers performance associated with the commercial investment portfolio, land valuations, disposal and acquisitions programme, and ratings. It includes the following specific areas:

a. Right to Buy

The Right to Buy Service is a front line public service which is self financing. The section is funded from the fees and charges it receives for the conveyance services it provides in connection with the sale of Council houses, as well as recharges to the Housing Revenue Account.

b. Land Management

Costs associated with the management of land within the Property Services portfolio. This includes, vacant land sites, empty properties awaiting disposal and sites being secured whilst the sale process is completed. An element of this budget is for grounds maintenance and security associated with green-fields sites. Sites maintained under this heading, contribute to the Council's land disposal programme.

c. Commercial and Other Properties

This Budget forms part of the Council's Commercial Investment Portfolio and centres around our responsibilities and liabilities as landlords for Dagenham Heathway; Vicarage Fields; Industrial Properties; Advertising hoardings, GP surgeries, Social Clubs and Shopping Arcades within the Housing Revenue Account (HRA).

3. Capital Programmes

Capital Programmes ensure that schemes are delivered on time, on budget and to the required specification and functionality. This service provides:

Corporate Client technical support and expertise to all Departments of the Council which wish to develop new or refurbished building solutions to meet service needs. This area also runs the Capital Programme Management Office (CPMO) which gate keeps the development of schemes on behalf of the Council.

Capital Delivery Practice for building capital schemes, such as the Decent Homes Programme, primary school developments, highways capital programme, etc.

4. Innovation and Funding

A small team looking after innovative procurement, and developing new models for areas such as housing delivery.

5. Programmes and Projects

A small team charged with assuring the delivery of corporate programmes such as the Living and Working Board programme, the Safe, Healthy, Fair and Respectful programme, and the One Barking and Dagenham programme.

6. Building Schools for the Future (BSF)

The team responsible for the delivery of the Council's BSF programme.

Resources Department
Revenue Budget 2010-11

CORPORATE MANAGEMENT

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	0	0	0	0
Premises Expenses	0	0	0	0
Transport Costs	0	0	0	0
Supplies & Services	792	1,005	678	1,005
Agency & Contracted Services	364	585	585	485
Transfer Payments	0	0	0	0
Support Services	4,684	4,978	4,978	4,732
Capital Financing	0	0	0	0
GROSS EXPENDITURE	5,840	6,568	6,241	6,222
Recharges to Other Services	(1,125)	(811)	(811)	(811)
Expenditure Less Recharges	4,715	5,757	5,430	5,411
Income	0	0	0	0
NET EXPENDITURE	4,715	5,757	5,430	5,411

<u>Head Of Service:</u>	Tracie Evans 020 8227 2932	Corporate Director of Finance and Commercial Services Tracie.Evans@lbbd.gov.uk
<u>Finance Contact:</u>	Lee Russell 020 8227 2966	Finance Manager – Resources and Finance & Commercial Services Lee.Russell@lbbd.gov.uk

Description of Service

Costs charged to Corporate Management reflect the cost of those activities that the Council incurs because it is an elected multi-purpose authority.

These costs include:

- All aspects of members' activities on behalf of the authority
- Officer advice and support to members
- The functions of the Head of the Paid Service
- The costs of treasury management
- The provision of information required for public accountability

Specific costs include incur members' costs, democratic services, external audit, bank charges, subscription to Local Authority associations, internal and external inspections etc.

Key Information

- There are 51 Councillors who service 17 wards
- The Audit Commission are the Authority's external auditors
- The Authority's bank is Barclays Bank Plc

GENERAL
FINANCE

REVENUE BUDGET
2010 - 11

General Finance
Revenue Budget 2010-11

GENERAL FINANCE

<u>DESCRIPTION</u>	2008/09 OUTTURN £'000	2009/10 ORIGINAL BUDGET £'000	2009/10 REVISED BUDGET £'000	2010/11 ORIGINAL BUDGET £'000
Employee Expenses	0	0	0	0
Premises Expenses	0	0	0	0
Transport Costs	0	(300)	0	(300)
Supplies & Services	46,858	6,927	5,440	11,089
Agency & Contracted services	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	0	(16)	(16)	(120)
Capital Financing	(25,929)	(13,367)	(12,880)	(13,828)
GROSS EXPENDITURE	20,929	(6,756)	(7,456)	(3,159)
Recharges to Other Services	0	0	0	0
Expenditure Less Recharges	20,929	(6,756)	(7,456)	(3,159)
INCOME	(37,694)	(4,224)	(5,639)	(24,691)
NET EXPENDITURE	(16,765)	(10,980)	(13,095)	(27,850)

Description of Service

This service includes the following activities:

Interest receipts the authority receives on its external investments.

The credits received for capital charges (under Capital Financing).

The credit received for ABG Income.

The movement between reserves and the general fund.

<u>Head Of Service:</u>	Tracie Evans 020 8227 2932	Corporate Director of Finance and Commercial Services Tracie.Evans@lbbd.gov.uk
<u>Finance Contact:</u>	Lee Russell 020 8227 2966	Finance Manager – Resources and Finance & Commercial Services Lee.Russell@lbbd.gov.uk

6. FEES &
CHARGES 2010-11

THE EXECUTIVE

16 FEBRUARY 2010

REPORT OF THE CORPORATE DIRECTOR OF FINANCE AND COMMERCIAL SERVICES

Title: Fees and Charges 2010/2011	For Decision
<p>Summary:</p> <p>Local Authorities are involved in a wide range of services and the ability to charge for some of these services has always been a key funding source to Councils.</p> <p>This report concerns itself with recommending the appropriate level of fees and charges for 2010/11 for those services where the Council has decided to set fees.</p> <p>In addition to the proposed fees and charges in this report, the Council also has the power under the Local Government Act 2003 to charge for other discretionary services that it may already or may wish to provide for in the future. In keeping with most other Local Authorities, the Council has not taken any significant advantage of these new powers.</p> <p>In preparing the proposed fees and charges for 2010/11, Departments have worked within the framework of the agreed Charging Policy. Given the organisations current financial position, departments were tasked with increasing the level of fees and charges by an aggregate of 1%.</p> <p>In addition to this general 1% uplift, a number of the savings proposals for 2010/11 require increases in fees and charges to go beyond 1%. As a result, the recommended increases in fees and charges for 2010/11 contained within this report reflect the 2010/11 budget strategy, the 2010/11 base budget position and the 2010/11 savings proposals.</p> <p>The proposed charges for 2010/11 are detailed in Appendix A to this report.</p> <p>Wards Affected: All wards.</p>	
<p>Recommendation(s)</p> <p>The Executive is recommended to:</p> <ol style="list-style-type: none">1. approve the proposed fees and charges for 2010/11 as set out in Appendix A to the report, to be effective from the earliest most appropriate date after 1st April 2010;2. delegate authority to the Corporate Director of Children's Services, in consultation with the Corporate Director of Finance and Commercial Services and the Cabinet Member for Education and Children's Wellbeing, to set fees and charges which are applied from September for schools and academic year based activities;3. delegate authority to the Corporate Director of Adult and Community Services, in consultation with the Corporate Director of Finance and Commercial	

Fees & Charges 2010-11

Services and Cabinet Member for Culture and Sport, to further reduce the charges applicable to the Leisure Pass Scheme in the event that additional external funding is secured and that any changes are at neutral cost to the Council;

4. delegate authority to the Corporate Director of Finance and Commercial Services, in consultation with the relevant Cabinet Member, to agree any appropriate amendments to fees and/or to set new fees which may arise during 2010/11.

Reason(s)

To assist the Council in setting a robust budget for 2010/11.

Implications:

Financial:

The ability to charge for some services is a key funding source to the Council. Based on the proposed fees and charges the Council should generate an additional £220,000 in a full year. The proposed fees and charges within this report reflect the 2010/11 budget strategy, the 2010/11 base budget position and the 2010/11 savings proposals, and are necessary in order for the Council to set a robust 2010/11 budget.

Legal:

Local authorities have various powers to charge for services. The power may arise from a mandatory duty, an express discretionary power or an implied or incidental power. With some services the governing legislation will specify the entitlement to charge and may prescribe limits. With other services there is now a wide discretionary power under section 93 Local Government Act 2003 in a council to charge for discretionary services. The charges can only be used to recover costs of provision. The report sets out the proposed charging regime for services in 2010-2011.

Contractual:

There are no direct contractual implications arising from this report.

Risk Management:

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

Staffing:

There are no direct staffing implications arising from this report.

Customer Impact:

Officers have amended fees and charges such that the 1% aggregate increase has the minimal impact on customers during these difficult times while, at the same time, enabling the Council to achieve a balanced budget.

For specific groups the review of fees and charges has attempted to be sensitive to their position, for example, the leisure pass scheme provides a 50% price reduction for the over 60s, people with disabilities and families on low incomes, and in parks

Fees & Charges 2010-11

charges have been kept the same to help maintain bookings from recreational clubs, voluntary organisations and the education sector, who are all facing financial pressures within the current economic climate. A number of Customer Services fees and charges have also had no inflationary increase applied due to the current economic climate such as Graffiti and Deep Cleaning, Pest Control, On Street Parking, Off Street Parking and Cemeteries.

Safeguarding Children:

There are no direct safeguarding implications arising from this report.

Crime and Disorder:

There are no specific crime and disorder implications insofar as this report is concerned.

Property/Assets:

There are no direct property/assets implications arising from this report.

Options Appraisal:

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

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Report Author: Alex Anderson	Title: Group Manager, Systems & Control	Contact Details: Tel: 020 8227 3648 E-mail: alex.anderson@lbbd.gov.uk

1. Introduction and Background

- 1.1 Local Authorities are involved in a wide range of services and the ability to charge for some of these services has always been a key funding source. The types of services provided by the Council where fees and charges are currently levied often fall into a broad category of traditional income services.
- 1.2 These traditional income services contain both statutory and discretionary services. Where fees and charges apply to mandatory services, these are often set nationally, for example, planning fees. The majority of mandatory services are not funded directly from fees and charges but instead from the Council's main income sources being its Government grant and its Council Tax revenue. Examples of services funded in this way are Highway Maintenance, Children's Services, Cleansing and Refuse services,
- 1.3 The remaining traditional income services where the Council levy fees and charges are those of a discretionary nature. These cover a whole range of services such as Care services, Libraries, Licensing, Pest Control, Commercial Waste, Drainage, Markets, Leisure and Recreation facilities, Parking and the Registrar service. This report concerns itself with recommending the appropriate level of fees and charges for 2010/11 for these types of services.

Fees & Charges 2010-11

- 1.4 In addition to those traditional income services, the Council also has the power under the Local Government Act 2003 to charge for other discretionary services that it may already provide or may wish to provide in the future.
- 1.5 There is no definitive list as to which discretionary services are covered by the powers provided in the Act although the Government have provided limited examples of what could be included such as maintenance of older/disabled peoples' gardens, arboricultural work in private gardens, operating consumer protection approved lists, pre-application planning and development advice, highway services to private industrial estates, home energy advice, home security services and use of excess capacity in local authority services.
- 1.6 To date, in keeping with most other local authorities, the Council has not taken any significant advantage of these new powers but will be reviewing their potential in due course.

2. Budget Strategy 2010/11.

- 2.1 The Council's budget strategy for 2010/11 assessed the implication of inflationary pressures on the Council's budget by having regard to a basket of inflation indices. As a result it recommended that the overall inflation uplift for 2010/11 income budget for fees and charges should be nil. Therefore no increase in income base budgets has been assumed in the various departments' base budget for 2010/11. However, given the financial position of the council, departments were tasked with increasing the average level of fees and charges by 1%. There is an acceptance that the application of a standard increase to all fees may not always be practical and in the interests of services. Therefore, when arriving at the proposed fees and charges for 2010/11, Corporate Directors needed to assess those services which warrant higher or lower increases whilst having regard to the achievement of the overall base budget.
- 2.2 In addition to the general 1% uplift of the fees and charges as mentioned in paragraph 2.1, a number of the savings proposals for 2010/11 require further increases in fees and charges. A full list of all these savings proposals are reported elsewhere on this agenda.
- 2.3 The recommended increases in fees and charges for 2010/11, which are detailed in section 4 of this report, therefore reflect the 2010/11 budget strategy, the 2010/11 base budget position and the 2010/11 savings proposals.

3. Charging Policy

- 3.1 The Council has an agreed Charging Policy which requires that all charges are reviewed annually as part of the budget setting process.
- 3.2 The Charging policy has three fundamental principles:
 - Services should raise income wherever there is a power or duty to do so;

Fees & Charges 2010-11

- The income raised should cover the full costs of providing the service including all overheads;
- Any departures from this policy must be justified in a transparent manner with reference to the Council's priorities and policies.

3.3 In preparing the proposed fees and charges for 2010/11 departments have worked within the framework of the Charging Policy.

4. Proposed Fees and Charges for 2010/11

4.1 Attached to this report at Appendix A are the proposed fees and charges for 2010/11 which will be effective on or after the 1st April 2010. As the 1st April is a Thursday followed by Bank Holidays Good Friday and Easter Monday it is proposed that managers apply the proposed rates at the earliest most appropriate date.

4.2 This Appendix details the following information:

- Description of Service provided;
- Current 2009/10 Charge;
- Proposed 2010/11 Charge;
- Proposed Increase in £
- Proposed Increase in percentage terms.

4.3 A summary of the services that Appendix A relate to are listed below along with relevant supporting information:

4.3.1 Adult & Community Services

The majority of fees within the department and its services have been broadly increased in aggregate by 1%, in accordance with issued guidance. It should be noted that for rounding purposes, de-minimis levels, and market conditions it has sometimes been necessary to increase fees slightly above/below this level. Further explanations as necessary are provided below:

Adult Social Care

The vast majority of charges in the Adult Social Care area are means tested, so regardless of the level of charge, if a client is assessed as not having sufficient disposable income they will not pay at all (or will pay a lesser amount) towards their care. Approximately 70% of service users in Adult Care fall into a nil assessed category. Some charges contained within Appendix A reflect decisions made earlier in this agenda as part of the budget setting process such as increased Income through additional fees and charges.

Nationally within Adult Care presently, there is a Green Paper on "Shaping the future of Care", a Personal Care at Home Bill going through Parliamentary processes, and potentially a promised White Paper on Social Care before the spring election – given all the potential changes and uncertainty this may cause, it is not felt appropriate to review the scope of the current charging policy at this time, although the current charges have been modified to take account of the Personalisation Service Agenda .

Fees & Charges 2010-11

Included within Appendix A is confirmation of the councils Residential Care benchmark prices, which confirms the level at which the Council will normally pay for Residential and Nursing Care from independent providers. An increase of 0.86% for Nursing Care and 1.09% for Residential Care is proposed (broadly 1% in aggregate). This increase is felt competitive and reasonable within the current marketplace for Residential Care and the current economic climate.

Culture and Community Services

The Culture and Community Services within the department cover a wide range of services, ranging from Libraries and Museums, the Barking Learning Centre and Community Halls.

- Heritage (Museums etc)

- Eastbury House

Eastbury House has been subject to major capital works over the past 18 months. With new exhibitions and improved visitor experience, fees, and in particular admission fees, have been increased. In many cases fees had not increased since 2004-05 so the increases proposed are in part bringing them up to date.

- Valence House Museum

There has been no fee activity / increase at Valence House for 2 years due to the major capital works at the site. The House is due to re-open to the public in 2010 and the majority of charges have been revised to reflect the additional investment with new exhibitions and improved visitor experience, as well as to bring some fees in line with Eastbury Manor.

- Libraries

Overall increases in charges are in line with the recommended 1% inflation level. Some fees are proposed to rise by more than 1% to compensate for areas where we are not proposing to increase the fees. All the proposed increases have been bench marked with neighbouring authorities.

- Barking Learning Centre (BLC)

A zero% increase is proposed this year as financial pressures internally and externally are affecting the level of business being undertaken. This, combined with a considerable increase last year it is felt could potentially drive business elsewhere. Income levels this year have been good and more than anticipated but this is probably due to the quality of services provided. The charges have been benchmarked against a local provider (Harmony House).

Fees & Charges 2010-11

- Community Halls

In light of there having been increases in the last 2 years, and demand at present being slow in the light of the recession (and the lack of investment in the halls) it is not proposed to make any increase in 2010/11.

Leisure & Arts

Leisure and Arts Services within the department cover a wide range of services, ranging from Leisure Centres, Events, and Allotments amongst others.

Events

The service has been benchmarked against neighbouring authorities and in light of this and the current economic climate no inflationary increase is proposed this year.

- Leisure Activities

The Fees & Charges for leisure activities have been overhauled to make the pricing structure more user friendly and easier to follow. The service also no longer offers Images Health & Beauty services previously available due to lack of demand and low income generation.

To try and encourage more leisure centre participation some prices have not increased, whereas some have been brought in line with benchmarking neighbours.

Within Leisure Centre charges, the leisure pass scheme provides a 50% price reduction for the over 60s, people with disabilities and families on low incomes. Funding is being sought to allow further reductions to the level of subsidy provided but this is not confirmed at this time. Members are asked to agree to delegate authority to the Director of Adult and Community Services, and in consultation with the Director of Finance and Commercial Services and the Cabinet Member for Culture and Sport, to make a decision on whether to vary the subsidy provided on the basis that any changes will be implemented at neutral cost to the council.

- Parks Sports & Ranger Services

In light of benchmarking and previous increases, charges have been kept the same to help maintain bookings from recreational clubs, voluntary organisations and the education sector, who are all facing financial pressures within the current economic climate.

Charges for the pitch and putt course is no longer shown as this service is being provided by Golfwise Ltd, who currently set the prices.

New prices for season hire of rugby pitches and hire of Mayesbrook football ground have also been added to the list.

- Allotments

These have not been amended this year due to the current leasing arrangements which do not permit uplifts on an annual basis. These are reviewed periodically determined by the specific lease details.

4.3.2 Children's Services

It is proposed to increase the fees in the Children's Centre nurseries from £185 per week for a full time place to £190 per week. This represents an increase of 0.10p per hour. It is also proposed to increase the fees for part time places; morning sessions (8.00-1.00) to £21 and afternoon sessions (1.00-6.00) to £19. The difference between morning and afternoon sessions is due to the cost of providing a hot cooked lunch for children attending morning sessions. These proposed price rises are due to increased utility, staff and general resource costs.

4.3.3 Customer Services

Licences Fees

The recent LG Futures benchmarking report indicates that the net cost of the licensing service operated is one of the highest among our near neighbour boroughs. Steps are being taken to reduce this cost by examining those matters which are controlled by the council, salaries, supplies and services and the income that is gained from fees. In order to make the service economically comparable but at the same time to keep the same level of service to the customer a greater than normal increase is required. Benchmarking indicates that the fees already charged by the borough are among the higher in outer London.

Trade Refuse Collection and Clinical Waste

The East London Waste Authority (ELWA) makes charges to Boroughs for commercial and industrial waste disposed based upon the tonnage disposed of. In 2009/10 ELWA increased its commercial waste charges to Boroughs by 10% from £80 to £88 per tonne. Therefore, to reflect the increased cost of landfill tax by £8 per tonne in 2010/11 and the yearly increase of commercial waste charges by ELWA which is yet to be set, it is prudent that the council increase its trade waste charges by 10% for 2010/11.

Barking Market Fees

For the year 2010/11 the trade waste levy is being increased by 10% to account for the increased in commercial waste charges and the increased cost of maintaining the new carriage ways to reasonable standard following the completion of East London Transit. These two items together mean that it is necessary to raise the fees for market traders to meet additional costs incurred.

Fees & Charges 2010-11

Registrars

An increase in current fees and charges is appropriate and in line with existing market prices of other London boroughs. Consideration has been given to ensure Barking and Dagenham remain competitive in the local market, but at the same time value for money. The economic climate has been taken into account, but this needs to be balanced with a need to increase revenue sufficiently to cover the cost of proposed service improvements. Proposed changes to the fees and charges have been kept to a minimum with many remaining the same. Barking and Dagenham remains extremely competitive and in most instances still charge less than most authorities in London. At the weekend in particular other authorities charge considerably more for weddings and civil partnerships therefore we need to measure this when reviewing our charges and also be aware of our overall costs when providing this premium service outside normal hours.

Other

In addition to the services above that have been inflated for 2010/2011 there are a number of fees and charges that have not been indexed and will remain at 2009/2010 pricing levels. The services fall under the following categories:

Graffiti and Deep Cleaning
Pest Control
On Street Parking
Off Street Parking
Cemeteries

These services have a discretionary pricing structure and it was deemed appropriate given current economic conditions not to inflate.

4.3.4 Resources

The proposed increase in planning fees is recommended at 2% which is broadly in line with the current rate of inflation and is also aimed at encouraging residential and commercial development.

In terms of the Local Land Charges (LLC) income there is currently an ongoing challenge relating to the charging of property searches and environmental information regulations. As a result, and in line with LGA advice, it is recommended that we continue with the current LLC regime and charging levels until there is a definitive legal position on charging.

Licences for Garden Land - the current rate of £125 is well below neighbouring Boroughs levels of RTB Fees and Charges. It is officer advice that this can increase to £200.

5 Links to Corporate and other Plans and Strategies

- 5.1 The proposals in this report link to the Council Plan/Medium Term Financial Strategy. The setting of the 2010/11 Budget and Council Tax include the effects of these proposed fees and charges. Significant changes to the proposals in this report may require a review of the councils proposed budget for 2010/11.

6 Consultees

6.1 The following were consulted in the preparation of this report:

Councillor Bramley, Cabinet Member for Finance and Human Resources
Relevant Portfolio Holders
Corporate Management Team
Relevant Service Departments
Group Managers - Finance

7 Background Papers Used in the Preparation of the Report:

- 2010/11 Medium Term Financial Strategy
- Oracle reports
- Working Papers
- Local Government Act 2003
- Benchmarking Information

8 Appendices

Appendix A - Schedule of Proposed Fees and Charges

Fees & Charges 2010-11

Appendix A

Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
<u>Adults & Community Services</u>					£	%
	-					
<u>Social Care</u>						
1	Home Care Services - Up to 2 hours per week of service or £0-£22 personal Budget	*	18.50	18.75	0.25	1.35
2	Home Care Services - Between 2 and 10 hours of service or £22- £120 personal budget per week	*	21.25	21.50	0.25	1.18
3	Home Care Services - Over 10 hours of service or £120+ personal budget per week	*	23.75	24.00	0.25	1.05
4	Home Care Services - Full cost payers (i.e. , clients with in excess of £23,000 savings) - Charge per hour	*	11.00	11.25	0.25	2.27
5	Residential -Elderly Residential Homes (Charge to Other Local Authorities and full cost payers) per week	*	590.00	596.00	6.00	1.02
6	Residential -Respite Rate per week - standard charge determined by benefit rates.	*	73.35	75.35	2.00	2.73
7	Residential -Learning Disability Residential Home (Charge to Other Local Authorities & full cost payers) per week	*	840.00	849.00	9.00	1.07
8	Day Centres -Mental Health Resource Centre (Charge to Other Local Authorities) Per Day	*	34.00	34.35	0.35	1.03
9	Day Centres - Learning Disability Day Centres (Charge to Other Local Authorities) Per Day	*	59.25	59.85	0.60	1.01
10	Day centres - Heathlands Day Centres (Charge to Other Local Authorities) * Up to 3 sessions Per Day	*	139.70	141.10	1.40	1.00
11	Supporting People -Housing related Support Schemes for Vulnerable People - (Minimal number, charges included above lines 1-10)	*	£2 to £48	£2 to £48	0.00	0.00
12	Meals on Wheels - Welfare Meal Charge (Current meal cost = £4.30 to Council)	*	3.40	3.45	0.05	1.47
13	Residential - Externally purchased (Benchmark price i.e. maximum normally payable)	*	458.00	463.00	5.00	1.09

Fees & Charges 2010-11

Appendix A

Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
14	Nursing Care - Externally purchased (Benchmark price i.e. maximum normally payable)	*	580.00	585.00	5.00	0.86
<u>Community services</u>						
15	Eastbury Manor House - Commercial - Standard Room hire	***	18.00	18.00	0.00	0.00
16	Eastbury Manor House - Commercial - Hire of East Chamber	***	36.00	36.00	0.00	0.00
17	Eastbury Manor House - Commercial - Hire of whole house	***	54.00	54.00	0.00	0.00
18	Eastbury Manor House - Commercial - Hire of equipment (Flip chart)	***	11.20	11.35	0.15	1.34
19	Eastbury Manor House - Commercial - Hire of PowerPoint	***	16.80	17.05	0.25	1.49
20	Eastbury Manor House - Commercial - Catering tea/coffee	***	0.80	1.00	0.20	25.00
21	Eastbury Manor House - Commercial - Catering tea/coffee/biscuits	***	1.10	1.25	0.15	13.64
22	Eastbury Manor House - Sale of bottled water	***	-	1.00	1.00	
23	Eastbury Manor House - Commercial - Catering menu A	***	5.00	5.00	0.00	0.00
24	Eastbury Manor House - Commercial - Catering menu B	***	6.90	7.00	0.10	1.45
25	Eastbury Manor House - Commercial - Catering menu C,D,E	***	7.90	8.00	0.10	1.27
26	Eastbury Manor House - Commercial - Catering menu F	***	13.70	13.70	0.00	0.00
27	Eastbury Manor House - Non Commercial - Room hire	*	13.50	13.50	0.00	0.00
28	Eastbury Manor House - LBBB Internal - Standard Room Hire	*	18.00	18.00	0.00	0.00
29	Eastbury Manor House - LBBB Internal - Hire of East Chamber	*	36.00	36.00	0.00	0.00

Fees & Charges 2010-11

Appendix A

Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
30	Eastbury Manor House - LBBB Internal - Hire of Whole House	*	54.00	54.00	0.00	0.00
31	Eastbury Manor House - LBBB Internal - Hire of Equipment	*	11.20	11.35	0.15	1.34
32	Eastbury Manor House - LBBB Internal - Hire of Power Point	*	16.80	17.10	0.30	1.79
33	Eastbury Manor House - LBBB Internal - Catering Teas & Coffees	*	0.80	1.00	0.20	25.00
34	Eastbury Manor House - LBBB Internal - Catering Teas/ Coffees/biscuits	*	1.10	1.25	0.15	13.64
35	Eastbury Manor House - Education LBBB Half day school hire with facilitators up to 35 children	*	-	110.00	110.00	
36	Eastbury Manor House - Education LBBB Half day school hire with facilitators up to 70 children	*	-	150.00	150.00	
37	Eastbury Manor House - Education LBBB school hire with facilitators up to 35 children	*	180.00	180.00	0.00	0.00
38	Eastbury Manor House - Education LBBB school hire with facilitators up to 75 children	*	240.00	240.00	0.00	0.00
39	Eastbury Manor House - Non LBBB half day school hire with facilitators up to 35 children	*	-	150.00	150.00	
40	Eastbury Manor House - Non LBBB half day school hire with facilitators up to 70children	*	-	190.00	190.00	
41	Eastbury Manor House - Education Non LBBB whole day school hire with facilitators up to 35 children	*	240.00	240.00	0.00	0.00
42	Eastbury Manor House - Education Non LBBB school hire with facilitators up to 70 children	*	300.00	300.00	0.00	0.00
43	Eastbury Manor House - Public tea room - sale of tea	**	0.70	0.80	0.10	14.29
44	Eastbury Manor House - Public tea room - sale of coffee	**	0.90	1.10	0.20	22.22
45	Eastbury Manor House - Civil marriage and partnership ceremony Fridays	*	180.00	180.00	0.00	0.00

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Appendix A

Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
46	Eastbury Manor House - Civil marriage and partnership ceremony Saturdays Oct- April	*	210.00	210.00	0.00	0.00
47	Eastbury Manor House - Civil marriage and partnership ceremony Saturdays May- Sept	*	265.00	265.00	0.00	0.00
48	Eastbury Manor House - Civil marriage and partnership ceremony Fridays additional hour for drinks reception (INCLUSIVE)	***	360.00	-	-	-100.00
49	Eastbury Manor House - Civil marriage and partnership ceremony Fridays additional hour for drinks reception only	***	-	180.00	180.00	
50	Eastbury Manor House - Civil marriage and partnership ceremony Saturdays Oct- Apr additional hour for drinks reception (INCLUSIVE)	***	420.00	-	-	-100.00
51	Eastbury Manor House - Civil marriage and partnership ceremony Saturdays Oct- Apr additional hour for drinks reception only	***	-	210.00	210.00	
52	Eastbury Manor House - Civil marriage and partnership ceremony Saturdays May- Sept additional hour for drinks reception (INCLUSIVE)	***	475.00	-	-	-100.00
53	Eastbury Manor House - Civil marriage and partnership ceremony Saturdays May- Sept additional hour for drinks reception only	***	-	210.00	210.00	
54	Eastbury Manor House - Admission charges Adult - Saturday	**	2.50	3.00	0.50	20.00
55	Eastbury Manor House - Admission charges Adult - Monday/Tuesday	**	1.25	3.00	1.75	140.00
56	Eastbury Manor House - Admission charges concessions	**	1.25	1.50	0.25	20.00
57	Eastbury Manor House - Admission charges Child aged 5-15	**	0.65	1.00	0.35	53.85
58	Eastbury Manor House - Admission charges family (2 adults with up to 4 children)	**	5.00	6.00	1.00	20.00
59	Eastbury Manor House - Admission charges special events - minimum	**	3.25	3.00	-0.25	-7.69
60	Eastbury Manor House - Admission charges special events - maximum	**	20.00	20.00	0.00	0.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
<u>Heritage Services - Valence House- 08/09 prices fixed as closed to public until February 2010</u>						
61	Valence House - Commercial - Activities Room hire	*	16.75	-	-16.75	-100.00
62	Valence House - Commercial - River Room hire	*	16.75	-	-16.75	-100.00
63	Valence House - Commercial - Industry Room hire	*	16.75	-	-16.75	-100.00
64	Valence House - Commercial - Education Room (half room) per hour	***	-	18.00	18.00	
65	Valence House - Commercial - Education Room (whole room) per hour	***	-	36.00	36.00	
66	Valence House - Commercial - Function Room per hour	***	-	13.50	13.50	
67	Valence House - Commercial - Equipment hire (Audio/Visual)	***	14.20	17.05	2.85	20.07
68	Valence House - Commercial - Equipment hire (flip-chart)	***	-	11.35	11.35	
69	Valence House - Commercial - Catering tea/coffee	***	1.00	0.68	-0.32	-32.00
70	Valence House - Commercial - Bottled water	***	-	0.94	0.94	
71	Valence House - Commercial - Catering plate of biscuits	***	1.55	1.75	0.20	12.90
72	Valence House - LBBB Internal - Education Room (half room)	*	-	18.00	18.00	
73	Valence House - LBBB Internal - Education Room (whole room)	*	-	36.00	36.00	
74	Valence House - LBBB Internal - Function Room	*	-	13.50	13.50	
75	Valence House - LBBB Internal - Hire of Equipment	*	-	11.35	11.35	
76	Valence House - LBBB Internal - Hire of Power Point	*	-	17.10	17.10	

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
77	Valence House - LBBB Internal - Catering tea/coffee	*	-	1.00	1.00	
78	Valence House - LBBB Internal - plate of biscuits	*	-	1.75	1.75	
79	Valence House - Education LBBB School hire half day with facilitators up to 35 children	*	80.00	110.00	30.00	37.50
80	Valence House - Education LBBB School hire half day with facilitators up to 70 children	*	105.00	150.00	45.00	42.86
81	Valence House - Education LBBB School hire full day with facilitators up to 35 children	*	-	180.00	180.00	
82	Valence House - Education LBBB School hire full day with facilitators up to 70 children	*	210.00	240.00	30.00	14.29
83	Valence House - Education Non LBBB School hire half day with facilitators up to 35 children	*	128.00	150.00	22.00	17.19
84	Valence House - Education Non LBBB School hire half day with facilitators up to 70 children	*	153.75	190.00	36.25	23.58
85	Valence House - Education Non LBBB School hire full day with facilitators up to 35 children	*	265.00	240.00		-9.43
86	Valence House - Education Non LBBB School hire full day with facilitators up to 70 children	*	-	300.00	300.00	
87	Valence House - Education Heritage Officer session /talk per hour(min charge 2 hours)	*	27.00	27.00	0.00	0.00
88	Valence House - Education loan box per week	*	10.50	15.00	4.50	42.86
89	Valence House - Public tea room - Sale of tea	**	-	0.80	0.80	
90	Valence House - Public tea room - Sale of coffee	**	-	1.10	1.10	
91	Valence House - Workshops Children's half -day	**	2.50	3.00	0.50	20.00
92	Valence House - Workshops Adults full -day (minimum)	**	5.00	6.00	1.00	20.00
93	Valence House - Workshops Adults full -day (maximum)	**	-	12.00	12.00	
94	Valence House - Workshops Talks (minimum)	**	2.50	3.00	0.50	20.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
95	Valence House - Workshops Talks (maximum)	**	-	5.00	5.00	
96	Valence House Reprographics - A4 b/w	***	3.65	4.04	0.39	10.65
97	Valence House Reprographics- A3 b/w	***	10.13	10.13	0.00	0.02
98	Valence House Reprographics - A4 colour	**	9.25	9.25	0.00	0.00
99	Valence House Reprographics - A3 colour	**	21.00	21.00	0.00	0.00
100	Valence House Reprographics- Digital scan for e-mail	**	3.70	3.70	0.00	0.00
101	Valence House Reprographics- Cutting to CD	**	1.50	1.50	0.00	0.00
102	Valence House Reprographics- Recorded post and packing	***	2.00	2.34	0.34	17.00
103	Valence House Reprographics - Photocopies A4	**	0.09	0.20	0.11	122.22
104	Valence House Reprographics - Photocopies A3	**	0.20	0.40	0.20	100.00
105	Valence House Reprographics - Microfilm printout A4	**	0.35	0.80	0.45	128.57
106	Valence House Reprographics - Minimum cost for non-visitor inc time charge	**	1.50	2.50	1.00	66.67
107	Valence House Reproduction fees for publications- books/ periodicals one country one language b/w	*	50.00	50.00	0.00	0.00
108	Valence House Reproduction fees for publications- books/ periodicals one country one language in colour	*	75.00	75.00	0.00	0.00
109	Valence House Reproduction fees for publications- books/ periodicals world one language b/w	*	80.00	80.00	0.00	0.00
110	Valence House Reproduction fees for publications- books/ periodicals world one language in colour	*	95.00	95.00	0.00	0.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
111	Valence House Reproduction fees for publications- books/ periodicals world multi language b/w	*	100.00	100.00	0.00	0.00
112	Valence House Reproduction fees for publications- books/ periodicals world multi language in colour	*	120.00	120.00	0.00	0.00
113	Valence House Reproduction fees for publications- book jackets, CD video cases one country one language b/w	*	85.00	85.00	0.00	0.00
114	Valence House Reproduction fees for publications- book jackets, CD video cases world one language b/w	*	120.00	120.00	0.00	0.00
115	Valence House Reproduction fees for publications- book jackets, CD video cases world multi language colour	*	150.00	150.00	0.00	0.00
116	Valence House Reproduction fees for stills for TV/films and exhibitions - One programme, one transmission one country	*	75.00	75.00	0.00	0.00
117	Valence House Reproduction fees for stills for TV/films and exhibitions - One programme, one transmission one country with one repeat	*	105.00	105.00	0.00	0.00
118	Valence House Reproduction fees for stills for TV/films and exhibitions - One programme, one transmission world	*	100.00	100.00	0.00	0.00
119	Valence House Reproduction fees for stills for TV/films and exhibitions - One programme, one transmission world with one repeat	*	140.00	140.00	0.00	0.00
120	Valence House Reproduction fees for stills for TV/films and exhibitions - One programme, 5 year unlimited licence	*	300.00	300.00	0.00	0.00
121	Valence House Reproduction fees for stills for TV/films and exhibitions - Postcards, greeting cards, posters and other advertising material	*	150.00	150.00	0.00	0.00
122	Valence House Reproduction fees for stills for TV/films and exhibitions - CD rooms, Photo CD and commercial web pages	*	75.00	75.00	0.00	0.00
123	Valence House Reproduction fees for stills for TV/films and exhibitions - Personal web pages	*	35.00	35.00	0.00	0.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
Library Service						
124	Libraries - Adult Fines per day	*	0.17	0.18	0.01	5.88
125	Libraries - Maximum fine per item	*	6.00	6.00	0.00	0.00
126	Libraries- Hire of video/DVD children's/NF- per week	*	1.00	1.00	0.00	0.00
127	Libraries- Hire of video/DVD adults- per week	*	2.00	2.00	0.00	0.00
128	Libraries - Hire of video/DVD adults blockbuster titles - per week	*	-	3.00	3.00	
129	Libraries- Hire of video/DVD fines per day	*	0.60	0.65	0.05	8.33
130	Libraries - Language courses - 3 weeks	*	1.10	1.15	0.05	4.55
131	Libraries - Language courses - fines per day	*	0.17	0.18	0.01	5.88
132	Libraries - Hire of CD singles	*	1.00	1.00	0.00	0.00
133	Libraries - Hire of CD box sets	*	1.50	1.55	0.05	3.33
134	Libraries - Hire of CD fines per day	*	0.17	0.18	0.01	5.88
135	Libraries - AV annual subscription	*	32.00	33.00	1.00	3.13
136	Libraries - AV 6 month subscription	*	17.00	17.50	0.50	2.94
137	Libraries - AV 3 month subscription	*	12.00	12.50	0.50	4.17
138	Libraries - Reservations-non stock items	*	1.25	1.50	0.25	20.00
139	Libraries - Photocopying A4 black and white	**	0.10	0.20	0.10	100.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
140	Libraries - Photocopying A4 colour	**	-	0.50	0.50	
141	Libraries - Photocopying A3 black and white	**	0.20	0.40	0.20	100.00
142	Libraries - Photocopying A3 colour (where available)	**	-	1.00	1.00	
143	Libraries - Printing A4 black and white	**	-	0.20	0.20	
144	Libraries - Printing A4 colour	**	-	0.50	0.50	
145	Libraries - Printing A3 black and white (where available)	**	-	1.00	1.00	
146	Libraries - Printing A3 colour (where available)	**	-	1.50	1.50	
147	Libraries- Managed room hire per hour- minimum charge	*	5.00	5.00	0.00	0.00
148	Libraries- Managed room hire per hour- maximum charge	*	22.50	22.50	0.00	0.00
149	Libraries- Annual subscription, books on tape	*	32.00	-	-32.00	-100.00
150	Libraries- 6 month subscription, books on tape	*	17.00	-	-17.00	-100.00
151	Libraries- 3 month subscription, books on tape	*	12.00	-	-12.00	-100.00
152	Libraries- Hire of books on tape/CD's/Box sets*	*	1.00	-	-1.00	-100.00
153	Libraries- Hire of books on tape fines per day	*	0.17	0.18	0.01	5.88
	*concessions FREE for disabled people and visually impaired users					
	Stationery purchased at cost with min of 20% on cost charged to generate income					
154	Laminating A3 1hr service	**	-	1.50	1.50	
155	Laminating A4 1hr service	**	-	1.00	1.00	

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
156	Fax per sheet (where available)	**	-	1.00	1.00	
157	Fax per sheet (where available) incoming	**	-	0.50	0.50	
<u>Barking Learning Centre</u>						
158	Small meeting room (2-15 people)- hourly hire rate- Council/ public/ voluntary and community sector	*	26.00	26.00	0.00	0.00
159	Small meeting room (2-15 people) - full day hire rate - Council/public/voluntary and community sector	*	-	130.00	130.00	
160	Small meeting room (2-15 people) - half day hire rate - Council/public/voluntary and community sector	*	-	78.00	78.00	
161	Small meeting room (2-15 people)- hourly hire rate- Commercial	***	52.00	52.00	0.00	0.00
162	Small meeting room (2-15 people) - full day hire rate - Commercial	***	-	260.00	260.00	
163	Small meeting room (2-15 people_ - half day hire rate - Commercial	***	-	156.00	156.00	
164	Large meeting room (16-28 people)- hourly hire rate- Council/ public/ voluntary and community sector	*	36.00	36.00	0.00	0.00
165	Large meeting room (16-28 people) - full day hire rate - Council/public/voluntary and community sector	*	-	180.00	180.00	
166	Large meeting room (16-28 people - half day rate - Council/public/voluntary and community sector	*	-	108.00	108.00	
167	Large meeting room (16-28 people)- hourly hire rate- Commercial	***	72.00	72.00	0.00	0.00
168	Large meeting room (16-28 people) - full day hire rate - Commercial	***	-	360.00	360.00	
169	Large meeting room (16-28 people) - half day hire rate - Commercial	***	-	216.00	216.00	

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
170	Conference centre (28-120 people)-hourly hire rate- Council/ public/ voluntary and community sector	*	46.00	46.00	0.00	0.00
171	Conference centre (28-120 people)-full day hire rate- Council/ public/ voluntary and community sector	*	-	230.00	230.00	
172	Conference centre (28-120 people)-half day hire rate- Council/ public/ voluntary and community sector	*	-	138.00	138.00	
173	Conference centre (28-120 people)-hourly hire rate- Commercial	***	92.00	92.00	0.00	0.00
174	Conference centre (28-120 people)-full day hire rate- Commercial	***	-	460.00	460.00	
175	Conference centre (28-120 people)-hourly hire rate- Commercial	***	-	276.00	276.00	
176	Small meeting room projector per day- Council/ public/ voluntary and community sector	*	15.50	15.50	0.00	0.00
177	Small meeting room projector per day- Commercial	***	31.00	31.00	0.00	0.00
178	Small meeting room PC/laptop per day- Council/ public/ voluntary and community sector	*	21.00	21.00	0.00	0.00
179	Small meeting room PC/laptop per day- Commercial	***	42.00	42.00	0.00	0.00
180	Use of china/ glass for refreshments per person per session- Council/ public/ voluntary and community sector	*	1.00	1.00	0.00	0.00
Community Halls						
181	Category A Hall - Saturday Let - First four hours	*	211.00	211.00	0.00	0.00
182	Category A Hall - Saturday Let - Each additional hour	*	42.20	42.20	0.00	0.00
183	Category A Hall - Saturday Let - Premium charge 2300hrs to midnight	*	63.30	63.30	0.00	0.00
184	Category A Hall - Sunday Let - First four hours	*	267.50	267.50	0.00	0.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
185	Category A Hall - Sunday Let - Each additional hour	*	53.50	53.50	0.00	0.00
186	Category B Hall - First four hours	*	156.50	156.50	0.00	0.00
187	Category B Hall - Each additional hour	*	31.30	31.30	0.00	0.00
188	Category B Hall - Premium charge 2300hrs to midnight	*	46.95	46.95	0.00	0.00
Events						
189	Park use - non commercial (Fun Days)	*	112.00	112.00	0.00	0.00
190	Park use - non commercial (small event - less than 200 people attending (fundraising sponsored events))	*	55.00	55.00	0.00	0.00
191	Park use - non-commercial fundraising event - walks and bike rides up to 50 people	*	15.50	15.50	0.00	0.00
192	Park use - non-commercial up to 500 people (no entry fee)	*	110.00	110.00	0.00	0.00
193	Park use - non-commercial up to 2,500 people (no entry fee)	*	310.00	310.00	0.00	0.00
194	Park use - non-commercial up to 5,000 people (no entry fee)	*	550.00	550.00	0.00	0.00
195	Park use - non-commercial over 5,000 people (no entry fee)	*	Price on application	POA		
196	Additional Fee per six hours of consultation	*	57.00	57.00	0.00	0.00
197	Public liability cover for non commercial park use - up to £2 million	*	17.50	17.50	0.00	0.00
198	Park use commercial - category 1	*	565.00	565.00	0.00	0.00
199	Park use commercial - category 2	*	735.00	735.00	0.00	0.00
200	Park use commercial - category 3	*	910.00	910.00	0.00	0.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
201	Park use commercial - category 4	*	1,100.00	1,100.00	0.00	0.00
202	Park use commercial - per additional six hours of event time	*	175.00	175.00	0.00	0.00
203	Use of Premises Licence (Commercial) where applicable up to 5,000	*	520.00	520.00	0.00	0.00
204	Use of Premises Licence (Commercial) where applicable up to 10,000	*	1,650.00	1,650.00	0.00	0.00
205	Use of Premises Licence (Commercial) where applicable up to 15,000	*	3,300.00	3,300.00	0.00	0.00
206	Use of Premises Licence (Commercial) where applicable up to 19,999	*	5,500.00	5,500.00	0.00	0.00
207	Bandstand hire - Barking Town Centre	*	32.00	-	-32.00	-100.00
208	Park use (Non-animal Circus) - Small - up to 500 seats per performance day	*	190.00	190.00	0.00	0.00
209	Park use (Non-animal Circus) - Medium - up to 750 seats per performance day	*	345.00	345.00	0.00	0.00
210	Park use (Non-animal Circus) - Large - up to 1000 seats per performance day	*	365.00	365.00	0.00	0.00
211	Park use (Non-animal Circus) - Extra Large - up to 2000 seats per performance day	*	550.00	550.00	0.00	0.00
212	Park use (Non-animal Circus) - Non performance day	*	61.50	61.50	0.00	0.00
213	Park use by Fairs - Small Fair	*	320.00	320.00	0.00	0.00
214	Park use by Fairs - Large Fair	*	415.00	415.00	0.00	0.00
215	Park use by Fairs - Event Fair - 2 days at Dagenham Town Show	*	675.00	675.00	0.00	0.00
216	Park use by Fairs - Non Operational Days	*	61.50	61.50	0.00	0.00
217	Car Park at Dagenham Town Show	*	4.00	4.00	0.00	0.00
Leisure Activities						

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
218	Leisure - LeisureSmart card - adult - pa	**	31.00	31.00	0.00	0.00
219	Leisure - LeisureSmart card - junior - pa	**	15.50	15.50	0.00	0.00
220	Leisure - LeisureSmart card - family - pa	**	78.00	78.00	0.00	0.00
221	Leisure - LeisureSmart card - staff - pa	**	8.25	-	-8.25	-100.00
222	Leisure - LeisureSmart card - joining fee	**	8.25	-	-8.25	-100.00
223	Leisure - LeisureSmart card - replacement card	**	4.25	4.50	0.25	5.91
224	Leisure - LeisurePass - off peak - pa	**	4.25	-	-4.25	-100.00
225	Leisure - Leisure Pass - Non Residents - Off peak - pa	**	4.25	-	-4.25	-100.00
226	Leisure - fitness gym - STD card holder	**	5.25	5.30	0.05	0.95
227	Leisure - fitness gym - adult off peak	**	4.25	-	-4.25	-100.00
228	Leisure - fitness gym - concession card holder	**	2.00	2.65	0.65	32.50
229	Leisure - fitness gym - fit for life	**	2.80	-	-2.80	-100.00
230	Leisure - fitness gym - STD card holder induction	*	12.00	12.00	0.00	0.00
231	Leisure - fitness gym - Concession card holder induction	*	6.00	6.00	0.00	0.00
232	Leisure - badminton - adult peak 30 mins	**	5.70	-	-5.70	-100.00
233	Leisure - badminton - adult off peak 30 mins	**	4.70	-	-4.70	-100.00
234	Leisure - badminton - junior peak 30 mins	**	4.80	-	-4.80	-100.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
235	Leisure - badminton - junior off peak 30 mins	**	2.75	-	-2.75	-100.00
236	Leisure - badminton - leisure pass 30 mins	**	2.35	-	-2.35	-100.00
237	Leisure - badminton - STD non card holder peak 1 hour	**	10.25	10.25	0.00	0.00
238	Leisure - badminton - STD non card holder off peak 1 hour	**	8.50	8.50	0.00	0.00
239	Leisure - badminton - junior peak 60 mins	**	8.50	-	-8.50	-100.00
240	Leisure - badminton - junior off peak 60 mins	**	4.00	4.25	0.25	6.25
241	Leisure - badminton - Concession card holder 60 mins	**	4.00	-	-4.00	-100.00
242	Leisure - squash court STD non card holder peak	**	7.75	7.75	0.00	0.00
243	Leisure - squash court STD non card holder off peak	**	5.75	5.75	0.00	0.00
244	Leisure - squash court junior peak	**	6.50	-	-6.50	-100.00
245	Leisure - squash court concession off peak	**	3.40	2.90	-0.50	-14.71
246	Leisure - squash court - Concession card holder	**	3.35	-	-3.35	-100.00
247	Leisure - table tennis STD non card holder peak	**	3.60	3.60	0.00	0.00
248	Leisure - table tennis STD non card holder off peak	**	3.10	3.10	0.00	0.00
249	Leisure - table tennis junior peak	**	2.90	-	-2.90	-100.00
250	Leisure - table tennis junior off peak	**	2.10	-	-2.10	-100.00
251	Leisure - table tennis - Concession card holder	**	2.10	1.50	-0.60	-28.57
252	Leisure - creche per child per hour	**			0.80	36.36

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
			2.20	3.00		
253	Creche room hire	**	51.50	51.50	0.00	0.00
254	Leisure - five a side pitch outdoor synthetic STD non card holder peak	**	31.00	41.00	10.00	32.26
255	Leisure - five a side pitch outdoor synthetic STD non card holder off peak	**	26.00	36.00	10.00	38.46
256	Leisure - five a side pitch outdoor synthetic concession card holder peak	**	21.00	21.00	0.00	0.00
257	Leisure - five a side pitch outdoor synthetic concession card holder off peak	**	15.50	15.50	0.00	0.00
258	Leisure - five a side pitch outdoor tarmac STD non card holder peak	**	21.00	20.00	-1.00	-4.76
259	Leisure - five a side pitch outdoor tarmac STD non card holder off peak	**	15.50	14.50	-1.00	-6.45
260	Leisure - five a side pitch outdoor tarmac concession card holder peak	**	10.50	10.50	0.00	0.00
261	Leisure - five a side pitch outdoor tarmac concession off peak	**	8.00	8.00	0.00	0.00
262	Leisure - hall hire Goresbrook full peak -ph	**	105.00	82.00	-23.00	-21.90
263	Leisure - hall hire Goresbrook full off peak - ph	**	77.50	65.60	-11.90	-15.35
264	Leisure - hall hire Goresbrook half peak - ph	**	62.00	41.00	-21.00	-33.87
265	Leisure - half hall hire Goresbrook- off peak - ph	**	41.50	32.80	-8.70	-20.96
266	Leisure - hall hire Goresbrook quarter peak	**	26.00	10.25	-15.75	-60.58
267	Leisure - hall hire Goresbrook quarter off peak	**	21.00	8.50	-12.50	-59.52
268	Leisure - Dance Studio	**	70.00	52.00	-18.00	-25.71
269	Leisure - hall hire Wood Lane/Abbey full peak	**	46.50	41.00	-5.50	-11.83

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
270	Leisure - hall hire Wood Lane/Abbey full off peak	**	36.00	32.80	-3.20	-8.89
271	Leisure - hall hire Wood Lane/Abbey half peak	**	23.25	20.50	-2.75	-11.83
272	Leisure - hall hire Wood Lane/Abbey half off peak	**	18.00	16.40	-1.60	-8.89
273	Leisure - hall hire Wood Lane/Abbey quarter peak	**	11.50	10.25	-1.25	-10.87
274	Leisure - hall hire Wood Lane/Abbey quarter off peak	**	9.00	8.50	-0.50	-5.56
275	Leisure - Dance Studio - Abbey	**	27.00	27.00	0.00	0.00
276	Leisure - Dance Studio - WLSC	**	27.00	27.00	0.00	0.00
277	Leisure - rifle range per hour (Authorised Clubs) - WLSC	**	18.50	18.50	0.00	0.00
278	Leisure - meeting room users with public liability insurance	**	27.00	-	-27.00	-100.00
279	Leisure - meeting room users without public liability insurance	**	31.00	-	-31.00	-100.00
280	Leisure - meeting room hire - Licence Extension (Temporary Event Notice)	**	120.00	-	120.00	-100.00
281	Bar	**	57.00	57.00	0.00	0.00
282	Leisure - swimming Dagenham/Abbey STD non card holder	**	3.20	3.30	0.10	3.12
283	Leisure - swimming Goresbrook STD non card holder	**	4.00	4.00	0.00	0.00
284	Leisure - swimming Dagenham/Abbey concession	**	2.10	2.20	0.10	4.76
285	Leisure - swimming Goresbrook concession	**	2.30	2.20	-0.10	-4.35
286	Leisure - swimming Dagenham/Abbey family	**	10.50	10.50	0.00	0.00
287	Leisure - swimming Goresbrook family	**			0.00	0.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
			12.50	12.50		
288	Leisure swimming Dagenham/Abbey family (single parent)	**	7.25	7.25	0.00	0.00
289	Leisure swimming Goresbrook family (single parent)	**	8.50	8.50	0.00	0.00
290	Leisure - Swim for a Quid	**	1.00	-	-1.00	-100.00
291	Funsplash - ASC	**	2.20	-	-2.20	-100.00
292	Funsplash - DSP	**	2.20	-	-2.20	-100.00
293	Parent & Baby - DSP	**	3.20	3.20	0.00	0.00
294	Parent & Baby - GLC	**	4.00	4.00	0.00	0.00
295	Leisure - swimming lessons STD non card holder 10 lessons	*	51.50	51.50	0.00	0.00
296	Leisure - swimming lessons STd card holder 10 lessons	*	41.50	41.50	0.00	0.00
297	Leisure - swimming lessons concession non card holder 10 lessons	*	41.50	41.50	0.00	0.00
298	Leisure - swimming lessons concession card holder 10 lessons	*	31.00	36.50	5.50	17.74
299	One to One Swimming lessons - All sites	**	15.50	15.50	0.00	0.00
300	One to One Swimming lessons - GLC	**	15.50	-	-15.50	-100.00
301	Education School Swimming	*	1.90	1.90	0.00	0.00
302	Leisure - swimming pool hire - Galas - Dagenham 3 hours	*	290.00	290.00	0.00	0.00
303	Leisure - swimming pool hire - Galas - Dagenham hourly over run charge	*	115.00	115.00	0.00	0.00
304	Leisure - swimming pool hire - clubs per hour Abbey main pool	*	46.50	46.50	0.00	0.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
305	Leisure - swimming pool hire - clubs per hour Dagenham main pool	*	51.50	51.50	0.00	0.00
306	Leisure - swimming pool hire - clubs per hour Dagenham learner pool	*	32.75	32.75	0.00	0.00
307	Leisure - swimming pool hire - clubs per hour Dagenham diving pool	*	39.00	39.00	0.00	0.00
308	50+ Aquarobics	*	3.10	-	-3.10	-100.00
309	Aquarobics	*	4.40	-	-4.40	-100.00
310	All Aerobics/workout sessions - STD card holder	*	4.40	4.50	0.10	2.27
311	Legs, Bums & Tums	*	4.40	-	-4.40	-100.00
312	Staff Aerobics	*	3.40	3.50	0.10	2.94
313	Body Training Systems	*	5.00	-	-5.00	-100.00
314	Circuit Training	*	4.50	-	-4.50	-100.00
315	Aerobic Circuit	*	4.50	-	-4.50	-100.00
316	Yoga 1hr	*	4.50	-	-4.50	-100.00
317	Pilates	*	4.50	-	-4.50	-100.00
318	50+ Aerobics	*	3.10	-	-3.10	-100.00
319	Fit Ball	*	4.50	-	-4.50	-100.00
320	Elderberries - include 50+ sessions	*	3.20	3.20	0.00	0.00
	<u>Memberships</u>					
321	Joining Fee	**	36.00	20.00	-16.00	-44.44

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
	<u>Active Fitness</u>					
322	Active Fitness – Adult	**	36.00	36.00	0.00	0.00
323	Active Fitness - Couple	**	62.00	62.00	0.00	0.00
324	Active Fitness - Family	**	82.50	-	-82.50	-100.00
325	Active Fitness - Staff	**	23.25	23.50	0.25	1.08
326	Active Fitness - Concession (Student/Elders/Graduate)	**	23.25	23.50	0.25	1.08
327	Active Fitness - Elders	**	23.25	-	-23.25	-100.00
328	Active Fitness - Student	**	23.25	-	-23.25	-100.00
	<u>Active Rackets</u>					
329	Active Rackets - Adult	**	36.00	-	-36.00	-100.00
330	Active Rackets - Couple	**	62.00	-	-62.00	-100.00
331	Active Rackets - Family	**	82.50	-	-82.50	-100.00
332	Active Rackets - Staff	**	23.25	-	-23.25	-100.00
333	Active Rackets - Graduate	**	23.25	-	-23.25	-100.00
334	Active Rackets - Elders	**	23.25	-	-23.25	-100.00
335	Active Rackets - Student	**	23.25	-	-23.25	-100.00
336	Active Rackets - Kids	**	18.00	-	-18.00	-100.00
	<u>Active Aqua</u>					

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
337	Active Aqua - Adults	**	25.75	26.00	0.25	0.97
338	Active Aqua - Couple	**	41.25	41.50	0.25	0.61
339	Active Aqua - Family	**	62.00	-	-62.00	-100.00
340	Active Aqua - Staff	**	23.25	23.50	0.25	1.08
341	Active Aqua - Concession (Students/Elders/Graduate)	**	23.25	23.50	0.25	1.08
342	Active Aqua - Elders	**	23.25	-	-23.25	-100.00
343	Active Aqua - Student	**	23.25	-	-23.25	-100.00
344	Active Aqua – Kids	**	12.75	-	-12.75	-100.00
	<u>Active Health</u>					
345	Active Health - Adult	**	25.75	-	-25.75	-100.00
346	Active Health - Couple	**	47.50	-	-47.50	-100.00
347	Active Health - Staff	**	23.25	-	-23.25	-100.00
348	Active Health - Graduate	**	23.25	-	-23.25	-100.00
349	Active Health - Elders	**	23.25	-	-23.25	-100.00
350	Active Health - Student	**	23.25	-	-23.25	-100.00
	<u>Premier Active</u>					
351	Premier Active - Adult	**	41.50	-	-41.50	-100.00
352	Premier Active - Couple	**	68.00	-	-68.00	-100.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
353	Premier Active - Family	**	84.50	-	-84.50	-100.00
354	Premier Active - Staff	**	23.50	-	-23.50	-100.00
355	Premier Active - Graduate	**	23.50	-	-23.50	-100.00
356	Premier Active - Elders	**	23.50	-	-23.50	-100.00
357	Premier Active - Student	**	23.50	-	-23.50	-100.00
358	Premier Active - Kids	**	20.50	-	-20.50	-100.00
	<u>Fitness Gym</u>					
359	Junior Gym - Concession card holder	**	3.30	3.30	0.00	0.00
360	Junior Gym Induction - Concession card holder	**	3.60	3.60	0.00	0.00
361	Personal Programme	**	20.50	-	-20.50	-100.00
362	Fitness Assessment	**	20.50	-	-20.50	-100.00
363	Fit for Life Assessment	**	6.90	-	-6.90	-100.00
364	Personal Training	**	26.00	26.00	0.00	0.00
365	Health Checks	**	26.00	26.00	0.00	0.00
366	Health Check - Leisure Pass	**	13.00	-	-13.00	-100.00
	<u>Holiday Activities</u>					
367	Half Day	**	5.15	5.15	0.00	0.00
368	Full Day	**	8.75	8.75	0.00	0.00
369	Week	**			0.00	0.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
			41.20	41.20		
370	Half Day - WLSC	**	5.15	-	-5.15	-100.00
371	Full Day - WLSC	**	8.75	-	-8.75	-100.00
372	Week - WLSC	**	41.20	-	-41.20	-100.00
	<u>Courses</u>					
373	NPLQ	**	220.00	225.00	5.00	2.27
374	NPLQ Renewal	**	75.00	78.00	3.00	4.00
375	First Aid at Work	**	220.00	225.00	5.00	2.27
376	First Aid at Work - Renewal	**	75.00	78.00	3.00	4.00
	<u>Images</u>					
377	Essentials Facial	**	26.95	-	-26.95	-100.00
378	Les Aromatics	**	32.95	-	-32.95	-100.00
379	Hydradermie	**	43.50	-	-43.50	-100.00
380	Hydradermie Plus	**	63.95	-	-63.95	-100.00
381	Liftosome single	**	40.50	-	-40.50	-100.00
382	Liftosome Treatment (Course of 2)	**	79.50	-	-79.50	-100.00
383	Beaute Neuve	**	36.00	-	-36.00	-100.00
384	Beaute Neuve - Course of 3	**	99.00	-	-99.00	-100.00
385	Hydradermie Lift	**			-49.50	-100.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
			49.50	-		
386	Hydradermie Lift First Treatment	**	27.95	-	-27.95	-100.00
387	Hydradermie Lift Deluxe	**	59.50	-	-59.50	-100.00
388	Extra Lift	**	67.00	-	-67.00	-100.00
389	Hydradermie Lift & Facial	**	67.00	-	-67.00	-100.00
390	Eyelash Tint	**	15.50	-	-15.50	-100.00
391	Eyebrow Tint	**	8.50	-	-8.50	-100.00
392	Eyelash/Brow Tint	**	22.00	-	-22.00	-100.00
393	Eyebrow Shape	**	8.25	-	-8.25	-100.00
394	Basic Manicure	**	18.50	-	-18.50	-100.00
395	Basic Manicure & Polish	**	22.95	-	-22.95	-100.00
396	Luxury Manicure	**	26.95	-	-26.95	-100.00
397	Mens Hand Grooming Treatment	**	16.00	-	-16.00	-100.00
398	Mens Luxury Hand Treatment	**	21.00	-	-21.00	-100.00
399	Basic Pedicure	**	26.50	-	-26.50	-100.00
400	Luxury Pedicure	**	30.50	-	-30.50	-100.00
401	Mens Luxury Foot Treatment	**	27.00	-	-27.00	-100.00
402	Tired Feet Treatment	**	20.95	-	-20.95	-100.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
403	Cracked Heels/Foot Treatment	**	27.95	-	-27.95	-100.00
404	Cracked Heels - Course of 3	**	75.50	-	-75.50	-100.00
	Swedish					
405	Full Body	**	32.95	-	-32.95	-100.00
406	Half Body	**	24.95	-	-24.95	-100.00
407	Full Body (+Scalp, Face & Neck)	**	43.50	-	-43.50	-100.00
408	Tranquility Massage	**	44.95	-	-44.95	-100.00
409	Vitality Massage	**	41.50	-	-41.50	-100.00
410	Images Sports Massage	**	29.50	-	-29.50	-100.00
411	Body Bein Atre (by Guimo)	**	52.95	-	-52.95	-100.00
412	Aromatic Body Treatment	**	53.50	-	-53.50	-100.00
413	Full Body Exfoliation	**	31.50	-	-31.50	-100.00
414	Universal Contour Wrap	**	65.00	-	-65.00	-100.00
415	Universal Contour Wrap (Course of 3)	**	165.00	-	165.00	-100.00
416	Eurowave Inch Lose Treatment	**	18.00	-	-18.00	-100.00
417	Eurowave Trial Session	**	9.50	-	-9.50	-100.00
418	Eurowave Inch Lose (Course of 10)	**	150.00	-	150.00	-100.00
419	Anesi Cellulite/Skin Firming	**	28.50	-	-28.50	-100.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
420	Anesi Cellulite/Skin Firming (Course of 6)	**	150.00	-	-	-100.00
421	Anesi Cellulite/Skin Firming (Course of 10)	**	245.00	-	-	-100.00
	Waxing					
422	Full Leg	**	30.95	-	-30.95	-100.00
423	Full Leg, Bikini, Under Arm	**	38.95	-	-38.95	-100.00
424	Half Leg	**	15.50	-	-15.50	-100.00
425	3/4 Leg	**	23.50	-	-23.50	-100.00
426	Bikini Line	**	9.50	-	-9.50	-100.00
427	Half Leg and Bikini	**	24.50	-	-24.50	-100.00
428	Extended Bikini Line	**	13.50	-	-13.50	-100.00
429	Under Arm	**	9.50	-	-9.50	-100.00
430	Upper Lip	**	8.50	-	-8.50	-100.00
431	Chin	**	8.50	-	-8.50	-100.00
432	Upper Lip & Chin	**	13.50	-	-13.50	-100.00
433	Eyebrow Shape	**	8.50	-	-8.50	-100.00
434	Forearm or half arm	**	16.50	-	-16.50	-100.00
435	Full Arm	**	22.00	-	-22.00	-100.00
436	Full Back	**	31.50	-	-31.50	-100.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
437	Upper Back	**	22.50	-	-22.50	-100.00
438	Brazilian	**	24.50	-	-24.50	-100.00
439	Electrolysis - 15 mins	**	14.00	-	-14.00	-100.00
440	Electrolysis - 30 mins	**	25.00	-	-25.00	-100.00
	Sun Bed					
441	Sun Bed - 5 mins	**	3.25	-	-3.25	-100.00
442	Sun Bed - 10 mins	**	6.50	-	-6.50	-100.00
443	Sun Bed - Course - 60 mins	**	32.50	-	-32.50	-100.00
444	Sun Bed - Course - 100 mins	**	52.00	-	-52.00	-100.00
445	Power Tower - 5 mins	**	4.25	-	-4.25	-100.00
446	Power Tower - 10 mins	**	8.50	-	-8.50	-100.00
447	Power Tower - Course - 60 mins	**	42.50	-	-42.50	-100.00
448	Power Tower - Course - 100 mins	**	70.00	-	-70.00	-100.00
449	St Tropex Instant Tan - Full Body	**	42.50	-	-42.50	-100.00
450	St Tropex Instant Tan - Half Body (upper or lower)	**	25.00	-	-25.00	-100.00
451	St Tropex Instant Tan - Face only	**	16.50	-	-16.50	-100.00
452	Health Suite - STD card holder Peak	**	7.50	7.50	0.00	0.00
453	Health Suite - STD card holder Off Peak	**	6.50	6.50	0.00	0.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
454	Mens Hot Towel Facial	**	20.00	-	-20.00	-100.00
455	Mens Delux Hot Towel Facial	**	35.00	-	-35.00	-100.00
<u>New Leisure Centre Prices</u>						
456	Leisure - badminton - STD card holder peak 1 hour	**	-	9.25	9.25	
457	Leisure - badminton - STD card holder off peak 1 hour	**	-	7.50	7.50	
458	Leisure - fitness gym - Std non card holder induction	*	-	13.00	13.00	
459	Leisure - squash court - STD card holder peak	**	-	6.75	6.75	
460	Leisure - squash court - STD non card holder off peak	**	-	4.75	4.75	
461	Leisure - table tennis - STD card holder peak	**	-	2.60	2.60	
462	Leisure - table tennis - STD card holder off peak	**	-	2.10	2.10	
463	Leisure - swimming Dagenham/Abbey STD card holder	**	-	2.30	2.30	
464	Leisure - swimming Goresbrook STD card holder	**	-	3.00	3.00	
465	All Aerobics/workout sessions - STD non card holder	*	-	5.50	5.50	
466	All Aerobics/workout sessions - Concession card holder	*	-	3.20	3.20	
467	Junior Gym - non card holder	**	-	3.80	3.80	
468	Junior Gym Induction - non card holder	**	-	4.10	4.10	
469	Active Gym only	**	-	28.00	28.00	

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
470	Active Fitness - Junior Membership	**	-	16.00	16.00	
471	Admission Fee - STD	**	-	1.00	1.00	
472	Admission Fee - Concession	**	-	0.50	0.50	
473	Club/Block booking charge per booking 1-20 people - STD	**	-	20.00	20.00	
474	Club/Block booking charge per booking 21-40 people - STD	**	-	40.00	40.00	
475	Club/Block booking charge per booking 41+ people - STD	**	-	45.00	45.00	
476	Club/Block booking charge per booking 1-20 people - Concession	**	-	10.00	10.00	
477	Club/Block booking charge per booking 21-40 people - Concession	**	-	20.00	20.00	
478	Club/Block booking charge per booking 41+ people - Concession	**	-	22.50	22.50	
479	Function/Weddings/Parties and Presentations Charge per hour 1-200 people	**	-	150.00	150.00	
480	Function/Weddings/Parties and Presentations Charge per hour 201-400 people	**	-	300.00	300.00	
481	Function/Weddings/Parties and Presentations Charge per hour 401+ people	**	-	450.00	450.00	
482	Therapy Room per hour	**	-	6.50	6.50	
483	Health Suite - STD non card holder peak	**	-	8.50	8.50	
484	Health Suite - STD non card holder off peak	**	-	7.50	7.50	
-						
<u>Park Sports</u>						
485	Parks - pitch and putt - annual season ticket	**	124.00	-	124.00	-100.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
486	Parks - pitch and putt - junior/senior citizen - annual season ticket	**	103.00	-	103.00	-100.00
487	Parks - pitch and putt - Adult	**	4.65	-	-4.65	-100.00
488	Parks - pitch and putt - student	**	4.15	-	-4.15	-100.00
489	Parks - pitch and putt - senior citizens	**	3.60	-	-3.60	-100.00
490	Parks - pitch and putt - junior	**	3.60	-	-3.60	-100.00
491	Parks - pitch and putt - Adult Smartcard holder	**	3.60	-	-3.60	-100.00
492	Parks - pitch and putt - Junior Smartcard holder	**	2.60	-	-2.60	-100.00
493	Parks - Central & Barking Park tennis court - Adults per court - 4 Players per court Maximum	**	5.50	5.50	0.00	0.00
494	Parks - Central & Barking Park tennis court - Juniors per court - 4 Players per court Maximum	**	3.30	3.30	0.00	0.00
495	Parks - Cricket adults - Mayesbrook Park & St Chad's Park	**	66.00	66.00	0.00	0.00
496	Parks - Cricket juniors - Mayesbrook Park & St Chad's Park	**	33.00	33.00	0.00	0.00
497	Barking Park - Cricket Net	**	6.70	6.70	0.00	0.00
498	Parks - Cricket - Adults 40 games plus pavilion - Mayesbrook Park & St Chad's Park	*	2,640.00	2,640.00	0.00	0.00
499	Cricket Clubs with Delegated Management / Lease Agreement on Pavilion Facilities - Adults	**	46.20	46.20	0.00	0.00
500	Cricket Clubs with Delegated Management / Lease Agreement on Pavilion Facilities - Adults	**	1,848.00	1,848.00	0.00	0.00
501	Cricket Clubs with Delegated Management / Lease Agreement on Pavilion Facilities - Juniors	**	23.00	23.00	0.00	0.00
502	Parks - Football pitch - adults	**			0.00	0.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
			56.00	56.00		
503	Parks - Football pitch - Juniors	**	28.00	28.00	0.00	0.00
504	Parks - Football pitch - Mini Soccer	**	14.00	14.00	0.00	0.00
505	Parks - Football pitch adults season prepaid by 01/10/10 - 30 Games (15% discount for full payment before 01/10/10)	*	1,428.00	1,428.00	0.00	0.00
506	Parks - Football pitch adults season (30 games) paid by 6 instalments - first on signature of contract and 5 equal payments Sept, Oct, Nov, Dec & Jan. - 30 games	*	1,680.00	1,680.00	0.00	0.00
507	Parks - Football pitch adults season prepaid by 1/10/10 - Alternate weeks - 15 Games (15% discount for full payment before 01/10/10)	*	714.00	714.00	0.00	0.00
508	Parks - Football pitch adults season(15 games) paid by 6 instalments - first on signature of contract and 5 equal payments Sept, Oct, Nov, Dec & Jan. - 15 games	*	840.00	840.00	0.00	0.00
509	Parks - Football pitch juniors season prepaid weekly by 01/10/10 - 30 Games (15% discount for full payment before 01/10/10)	*	714.00	714.00	0.00	0.00
510	Parks - Football pitch juniors season paid by 6 instalments - first on signature of contract and 5 equal payments Sept, Oct, Nov, Dec & Jan. - 30 games	*	840.00	840.00	0.00	0.00
511	Parks - Football pitch juniors season prepaid by 1/10/10 - Alternate weeks - 15 Games (15% discount for full payment before 01/10/10)	*	357.00	357.00	0.00	0.00
512	Parks - Football pitch juniors season (15 games) paid by 6 instalments - first on signature of contract and 5 equal payments Sept, Oct, Nov, Dec & Jan. - 15 games	*	420.00	420.00	0.00	0.00
513	Parks - football training permit - up to 50 participants	*	32.00	32.00	0.00	0.00
514	Parks - football training permit - up to 200 participants	*	64.00	64.00	0.00	0.00
515	Parks - football clubs with delegated management of facilities - adults per pitch per game	**	39.20	39.20	0.00	0.00
516	Parks - football clubs with delegated management of facilities - juniors per pitch per game	**	19.60	19.60	0.00	0.00
517	Parks - football clubs with delegated management of facilities - mini soccer per game	**			0.00	0.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
			9.80	9.80		
518	Parks - football clubs with delegated management of facilities - adults 30 weeks	*	1,176.00	1,176.00	0.00	0.00
519	Parks - football clubs with delegated management of facilities - juniors 30 weeks	*	588.00	588.00	0.00	0.00
520	Parks - football clubs with delegated management of facilities - adults 15 weeks	*	588.00	588.00	0.00	0.00
521	Parks - football clubs with delegated management of facilities - juniors 15 weeks	*	294.00	294.00	0.00	0.00
522	Parks - Rugby per game	**	56.00	56.00	0.00	0.00
523	Parks - Rugby 30 week season- included previously with football pitches	*	1,680.00	1,680.00	0.00	0.00
524	Parks - Rugby pitch adults season prepaid by 01/10/10 - 30 Games (15% discount for full payment before 01/10/10)	*	1,428.00	1,428.00	0.00	0.00
525	Parks - Hurling per season	*	325.00	325.00	0.00	0.00
526	Parks - Bowling Greens - club rental price per green	*	4,017.00	4,017.00	0.00	0.00
527	Parks - Bowling Greens - Pavilion (20% Discount for Parsloes Park)	*	1,030.00	1,030.00	0.00	0.00
528	Parks - Bowling Greens - Club guest charge per hour (kept by bowling club) - Adult	**	3.20	3.20	0.00	0.00
529	Parks - Bowling Greens - Club guest charge per hour (kept by bowling club) - Junior / Senior Citizen	**	1.55	1.55	0.00	0.00
530	Parks - Pavilion Hire, The Leys - occasional letting 4hrs - Mon to Sat	*	160.00	160.00	0.00	0.00
531	Parks - Pavilion Hire, The Leys - occasional letting 4hrs - Sun	*	215.00	215.00	0.00	0.00
532	Parks - Pavilion Hire, The Leys - occasional letting - Additional hourly charge for above 4hrs use	*	32.00	32.00	0.00	0.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
533	Parks - Athletics - Licence Agreement with Mayesbrook and Havering AA (HMA) for use 3 times a week	*	5,950.00	5,950.00	0.00	0.00
534	Parks - Athletics - hourly charge for HMA use of arena	*	17.50	17.50	0.00	0.00
535	Parks - Athletics - hourly charge for use of arena by schools and other groups	*	35.00	35.00	0.00	0.00
536	Aero Club - Licence Agreement with Dagenham Model Aero Club	*	196.00	196.00	0.00	0.00
537	Barking Park Lodge Café - (New Charge in 2009/10)	*	8,500.00	8,500.00	0.00	0.00
538	Barking Park Model Railway - (New Charge in 2009/10)	*	1.00	1.00	0.00	0.00
539	Parks - Rugby 30 week season- junior	*	-	840.00	840.00	
540	Parks - Rugby 30 week season (15% discount if paid in full by 1/10/10)	*	-	714.00	714.00	
541	Mayesbrook Football Ground per game	*	-	85.00	85.00	
542	Mayesbrook Football Ground - training session with floodlights	*	-	31.00	31.00	
Allotments						
543	Cost per acre of usable allotment land leased to Allotment Associations	*	105.00	105.00	0.00	0.00
Ranger Services						
544	Environmental Education - 30 Students Maximum (School Visits to Eastbrookend Country Park, The Chase & use of Millennium Centre)	*	38.15	38.15	0.00	0.00
545	Millennium Centre - Internal Organisations - Hire of Classroom	*	8.75	8.75	0.00	0.00
546	Millennium Centre - External Organisations - Hire of Classroom	*	13.25	13.25	0.00	0.00
547	Millennium Centre - Out of Hours Hire - subject to staff availability	*			0.00	0.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
			32.50	32.50		
548	Angling License - Valence Moat (BecMain)	*	262.65	262.65	0.00	0.00
549	Outreach Sessions in Parks and Open Spaces	*	32.50	32.50	0.00	0.00
550	Out of Borough Schools - for standard 2 hour visit	*	65.00	65.00	0.00	0.00
551	Bardag Lake - Bardag Angling Society	*	4,011.85	4,011.85	0.00	0.00
552	Lake - Tom Thumb - Lake currently being redeveloped.	*	550.00	550.00	0.00	0.00
553	Lake - Eastbrook Pond & Chase Waters	*	2,111.50	2,111.50	0.00	0.00
554	Lake - Hooks Hall Pond	*	1,214.11	1,214.11	0.00	0.00
555	Lake - The Members Pool	*	950.18	950.18	0.00	0.00
<u>CHILDREN'S SERVICES</u>						
<u>Childcare Services</u>						
556	Early Years -Day Nurseries and Children's Centres - full time weekly rate	*	185.00	190.00	5.00	2.70
557	Early Years -Day Nurseries and Children's Centres - daily rate - morning session		18.50	21.00	2.50	13.51
558	Early Years -Day Nurseries and Children's Centres - daily rate - afternoon session		18.50	19.00	0.50	2.70
<u>CUSTOMER SERVICES</u>						
<u>Environmental Services</u>						
559	Trade Refuse Collection - Refuse Sacks	***			0.35	10.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
			3.54	3.89		
560	Trade Refuse Collection - Euro or Paladin Bin Per Collection	***	17.79	19.57	1.78	10.00
561	Trade Refuse Collection - Euro or Paladin Bin Per Collection where there are more than six units on site	***	12.45	13.70	1.25	10.00
562	Trade Refuse Collection - Euro or Paladin Bin Annual rental	***	95.96	105.56	9.60	10.00
563	9 Cubic yard Demountable container -Charge per Collection	***	168.81	185.69	16.88	10.00
564	9 Cubic yard Demountable container - Annual rental	***	585.10	643.61	58.51	10.00
565	Clinical Waste Collections - Annual charge for weekly collections	***	321.30	353.43	32.13	10.00
566	Clinical Waste Collections - Charge per sack	***	6.42	7.06	0.64	10.00
567	Clinical Waste Collections - box	***	6.42	7.06	0.64	10.00
568	Miscellaneous Services - Cesspool Emptying	***	172.22	172.22	0.00	0.00
569	Miscellaneous Services - Motor cycle MOT	**	30.31	30.31	0.00	0.00
570	Miscellaneous Services - Motor Cycle with sidecar MOT	**	38.68	38.68	0.00	0.00
571	Miscellaneous Services - Class IV MOT Test	**	56.20	56.20	0.00	0.00
572	Miscellaneous Services - Class V MOT Test (13 to 16 seats)	**	61.00	61.00	0.00	0.00
573	Miscellaneous Services - Class V MOT Test (Over 16 seats)	**	82.71	82.71	0.00	0.00
574	Miscellaneous services - Class VII MOT Test	**	60.05	60.05	0.00	0.00
Licences						

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
575	Licences - Authorisations for Hypnotism under section 2 of The Hypnotism Act- Premises capacity up to 150	*	220.00	242.00	22.00	10.00
576	Licences - Authorisations for Hypnotism under section 2 of The Hypnotism Act- Premises capacity 151-300	*	382.00	410.00	28.00	7.33
577	Licences - Authorisations for Hypnotism under section 2 of The Hypnotism Act- Premises capacity 301-600	*	705.00	776.00	71.00	10.07
578	Licences - Authorisations for Hypnotism under section 2 of The Hypnotism Act- Premises capacity 601-1,000	*	1,283.00	1,411.00	128.00	9.98
579	Licences - Authorisations for Hypnotism under section 2 of The Hypnotism Act- Premises capacity 1,001-2,500	*	2,438.00	2,682.00	244.00	10.01
580	Licences - Authorisations for Hypnotism under section 2 of The Hypnotism Act- Premises capacity 2,501-4000	*	3,870.00	4,257.00	387.00	10.00
581	Licences - Special treatment premises- health and safety at work (a1) Issue	*	347.00	382.00	35.00	10.09
582	Licences - Special treatment premises- health and safety at work (b1) Renewal	*	347.00	382.00	35.00	10.09
583	Licences - Special treatment premises- health and safety at work (c1) Variation	*	347.00	382.00	35.00	10.09
584	Licences - Special treatment premises- health and safety at work (d1) Transfer	*	347.00	382.00	35.00	10.09
585	Licences - Animals (a) Dog Breeders	*	185.00	200.00		8.11
586	Licences - Animals (b) Riding Establishments	*	497.00	547.00	50.00	10.06
587	Licences - Animals (c) Animal Boarding	*	347.00	382.00 ^{15.00}	35.00	10.09
588	Licences - Animals (d) Pet Shops	*	278.00	300.00		7.91
589	Licences - Animals (e) Dangerous Wild Animals	*	347.00	382.00	35.00	10.09
590	Licences - Sex shop Licence	*		22.00	2,048.	10.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
			20,475.00	22,523.00	00	
591	Licences - Sex Shop - Variation		n/a	750.00	750.00	n/a
592	Licences - Safety at sports ground Act- fees charged on officer time spent processing application	*	158.00	174.00	16.00	10.13
593	Licences - Poisons Act -entry	*	104.00	114.00		9.62
594	Licences - Poisons Act -Retention or alteration	*	58.00	64.00	6.00	10.34
595	Licences - Auction Rooms Registration	*	451.00	496.00 ^{10.00}		9.98
596	Licences - Occasional Sales- up to 50 stalls/vehicles/pitches	*	93.00	102.00	9.00	9.68
597	Licences - Occasional Sales- 51-150 stalls/vehicles/pitches	*	151.00	166.00 ^{45.00}		9.93
598	Licences - Occasional Sales- over 150 stalls/vehicles/pitches	*	255.00	281.00	26.00	10.20
599	Licences - Motor Salvage Operators	*	158.00	170.00 ^{15.00}		7.59
600	Licences - Motor Salvage Operators certified copy of single register entry	*	35.00	39.00	4.00	11.43
601	Licences - Game Dealers	*	35.00	39.00 ^{12.00}	4.00	11.43
602	Other income - Pollution - Seizure of Equipment by Noise Patrol -Fee for reclamation of property (NON-BUSINESS)	*	185.00	185.00	0.00	0.00
603	Trespassing Animals - Reclamation of Animal (NON- BUSINESS)	*	70.00	70.00	0.00	0.00
604	Trespassing Animals - Kennelling Fees (NON-BUSINESS)	*	24.00	24.00	0.00	0.00
605	Micro chip implants - Implant and registration with national pet register per animal (VARIABLE)	**	46.70	47.00	0.30	0.64
	New Regional Casino premises licence					

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
606	Application for a provisional statement	*	15,000.00	16,500.00	1,500. 00	10.00
607	Application for a new premises licence	*	15,000.00	16,500.00	1,500. 00	10.00
608	Application to vary a new premises licence	*	7,500.00	8,250.00	750.00	10.00
609	Application to transfer a premises licence	*	6,500.00	7,150.00	650.00	10.00
610	Application for a new premises licence with Provisional Statement	*	8,000.00	8,800.00	800.00	10.00
611	Annual fee	*	15,000.00	16,500.00	1,500. 00	10.00
612	Reinstatement of a licence	*	6,500.00	7,150.00	650.00	10.00
613	Copy of licence	*	15.00	16.50	1.50	10.00
614	Notification of change of details	*	35.00	38.50	3.50	10.00
New Large Casino premises licence						
615	Application for a provisional statement	*	10,000.00	11,000.00	1,000. 00	10.00
616	Application for a new premises licence	*	10,000.00	11,000.00	1,000. 00	10.00
617	Application to vary a new premises licence	*	5,000.00	5,500.00	500.00	10.00
618	Application to transfer a premises licence	*	2,150.00	2,365.00	215.00	10.00
619	Application for a new premises licence with Provisional Statement	*	5,000.00	5,500.00	500.00	10.00
620	Annual fee	*	10,000.00	11,000.00	1000	10.00
621	Reinstatement of a licence	*	2,150.00	2,365.00	215.00	10.00
622	Copy of licence	*	15.00	16.50	1.50	10.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
623	Notification of change of details	*	35.00	38.50	3.50	10.00
New Small Casino premises licence						
624	Application for a provisional statement	*	8,000.00	8,800.00	800.00	10.00
625	Application for a new premises licence	*	8,000.00	8,800.00	800.00	10.00
626	Application to vary a new premises licence	*	4,000.00	4,400.00	400.00	10.00
627	Application to transfer a premises licence	*	1,800.00	1,980.00	180.00	10.00
628	Application for a new premises licence with Provisional Statement	*	3,000.00	3,300.00	300.00	10.00
629	Annual fee	*	5,000.00	5,500.00	500.00	10.00
630	Reinstatement of a licence	*	1,800.00	1,980.00	180.00	10.00
631	Copy of licence	*	15.00	16.50	1.50	10.00
632	Notification of change of details	*	35.00	38.50	3.50	10.00
Converted Casino premises licence						
633	Fast track conversion application	*	280.00	308.00	28.00	10.00
634	Non -Fast track conversion application	*	2,000.00	2,200.00	200.00	10.00
635	Application to vary a new premises licence	*	2,000.00	2,200.00	200.00	10.00
636	Application to transfer a premises licence	*	1,350.00	1,485.00	135.00	10.00
637	Annual fee	*	3,000.00	3,300.00	300.00	10.00
638	Reinstatement of a licence	*	1,500.00	1,650.00	150.00	10.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
639	Copy of licence	*	15.00	16.50	1.50	10.00
640	Notification of change of details	*	35.00	38.50	3.50	10.00
	Bingo premises licence					
641	Fast track conversion application	*	280.00	308.00	28.00	10.00
642	Non -Fast track conversion application	*	1,250.00	1,375.00	125.00	10.00
643	Application for a provisional statement	*	3,090.00	3,399.00	309.00	10.00
644	Application for a new premises licence	*	3,090.00	3,399.00	309.00	10.00
645	Application to vary a new premises licence	*	1,648.00	1,813.00	165.00	10.01
646	Application to transfer a premises licence	*	1,112.00	1,223.00	111.00	9.98
647	Application for a new premises licence with Provisional Statement	*	1,112.00	1,223.00	111.00	9.98
648	Annual fee	*	927.00	1,020.00	93.00	10.03
649	Reinstatement of a licence	*	1,112.00	1,223.00	111.00	9.98
650	Copy of licence	*	15.00	16.50	1.50	10.00
651	Notification of change of details	*	35.00	38.50	3.50	10.00
	Bingo premises (other) licence					
652	Fast track conversion application	*	280.00	308.00	28.00	10.00
653	Non -Fast track conversion application	*	1,350.00	1,485.00	135.00	10.00
654	Application for a provisional statement	*	2,781.00	3,059.00	278.00	10.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
655	Application for a new premises licence	*	2,781.00	3,059.00	278.00	10.00
656	Application to vary a new premises licence	*	1,391.00	1,530.00	139.00	9.99
657	Application to transfer a premises licence	*	1,112.00	1,223.00	111.00	9.98
658	Application for a new premises licence with Provisional Statement	*	1,112.00	1,223.00	111.00	9.98
659	Annual fee	*	567.00	624.00	57.00	10.05
660	Reinstatement of a licence	*	1,112.00	1,223.00	111.00	9.98
661	Copy of licence	*	15.00	16.50	1.50	10.00
662	Notification of change of details	*	35.00	38.50	3.50	10.00
	Betting premises (track) licence					
663	Fast track conversion application	*	280.00	308.00	28.00	10.00
664	Non -Fast track conversion application	*	1,250.00	1,375.00	125.00	10.00
665	Application for a provisional statement	*	2,500.00	2,750.00	250.00	10.00
666	Application for a new premises licence	*	2,500.00	2,750.00	250.00	10.00
667	Application to vary a new premises licence	*	1,250.00	1,375.00	125.00	10.00
668	Application to transfer a premises licence	*	950.00	1,045.00	95.00	10.00
669	Application for a new premises licence with Provisional Statement	*	950.00	1,045.00	95.00	10.00
670	Annual fee	*	1,000.00	1,100.00	100.00	10.00
671	Reinstatement of a licence	*	950.00	1,045.00	95.00	10.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
672	Copy of licence	*	15.00	16.50	1.50	10.00
673	Notification of change of details	*	35.00	38.50	3.50	10.00
Adult Gaming Centre premises licence						
674	Fast track conversion application	*	280.00	308.00	28.00	10.00
675	Non -Fast track conversion application	*	950.00	1,045.00	95.00	10.00
676	Application for a provisional statement	*	1,854.00	2,039.00	185.00	9.98
677	Application for a new premises licence	*	1,854.00	2,039.00	185.00	9.98
678	Application to vary a new premises licence	*	927.00	1,020.00	93.00	10.03
679	Application to transfer a premises licence	*	927.00	1,020.00	93.00	10.03
680	Application for a new premises licence with Provisional Statement	*	1,112.00	1,223.00	111.00	9.98
681	Annual fee	*	927.00	1,020.00	93.00	10.03
682	Reinstatement of a licence	*	1,112.00	1,223.00	111.00	9.98
683	Copy of licence	*	15.00	16.50	1.50	10.00
684	Notification of change of details	*	35.00	38.50	3.50	10.00
Family entertainment centre premises licence						
685	Fast track conversion application	*	280.00	308.00	28.00	10.00
686	Non -Fast track conversion application	*	950.00	1,045.00	95.00	10.00
687	Application for a provisional statement	*	1,854.00	2,039.00	185.00	9.98

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
688	Application for a new premises licence	*	1,854.00	2,039.00	185.00	9.98
689	Application to vary a new premises licence	*	927.00	1,020.00	93.00	10.03
690	Application to transfer a premises licence	*	927.00	1,020.00	93.00	10.03
691	Application for a new premises licence with Provisional Statement	*	901.00	991.00		9.99
692	Annual fee	*	700.00	770.00	70.00	10.00
693	Reinstatement of a licence	*	901.00	991.00 ^{90.00}		9.99
694	Copy of licence	*	15.00	16.50	1.50	10.00
695	Notification of change of details	*	35.00	38.50 ^{90.00}	3.50	10.00
Graffiti & Deep Cleaning						
696	Graffiti & Deep Cleaning - First removal of graffiti - In Default (per sqm)	***	31.34	31.34	0.00	0.00
697	Graffiti & Deep Cleaning - Subsequent removal of graffiti - In Default (per sqm)	***	31.34	31.34	0.00	0.00
698	Graffiti & Deep Cleaning - First removal of graffiti - Subsidies (per sqm)	***	15.45	15.45	0.00	0.00
699	Graffiti & Deep Cleaning - Subsequent removal of graffiti - Subsidies (per sqm)	***	15.45	15.45	0.00	0.00
700	Graffiti & Deep Cleaning - First removal of graffiti - Parks (per sqm)	***	5.15	5.15	0.00	0.00
701	Graffiti & Deep Cleaning - Subsequent removal of graffiti - Parks (per sqm)	***	5.15	5.15	0.00	0.00
702	Graffiti & Deep Cleaning - Anti-Graffiti Coating - Parks (per sqm)	***	5.15	5.15	0.00	0.00
703	Graffiti & Deep Cleaning - First removal of graffiti is free when signed up to the Charter	*	-	-	0.00	

Fees & Charges 2010-11

Appendix A

Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
704	Graffiti & Deep Cleaning - Subsequent removal of graffiti - With Charter (per sqm)	***	10.30	10.30	0.00	0.00
705	Graffiti & Deep Cleaning - Graffiti removal kit - With Charter	***	10.30	10.30	0.00	0.00
706	Graffiti & Deep Cleaning - Graffiti removal kit refill - With Charter	***	5.15	5.15	0.00	0.00
707	Graffiti & Deep Cleaning - Anti-Graffiti Coating - With Charter (per sqm)	***	5.15	5.15	0.00	0.00
708	Graffiti & Deep Cleaning - First removal of graffiti - Without Charter (per sqm)	***	15.45	15.45	0.00	0.00
709	Graffiti & Deep Cleaning - Subsequent removal of graffiti - Without Charter (per sqm)	***	15.45	15.45	0.00	0.00
710	Graffiti & Deep Cleaning - Graffiti removal kit - Without Charter	***	15.45	15.45	0.00	0.00
711	Graffiti & Deep Cleaning - Graffiti removal kit refill - Without Charter	***	8.24	8.24	0.00	0.00
712	Graffiti & Deep Cleaning - Anti-Graffiti Coating - Without Charter (per sqm)	***	10.30	10.30	0.00	0.00
<u>Pest Control</u>						
713	Pest Control - Council Tenants Low risk insects	**	100.00	100.00	0.00	0.00
714	Pest Control - Council Tenants Squirrels per trap per week	**	128.00	128.00	0.00	0.00
715	Pest Control - Council Tenants Pigeons per hour or part plus materials	**	72.00	72.00	0.00	0.00
716	Pest Control - Owner occupiers mice	**	72.00	72.00	0.00	0.00
717	Pest Control - Owner occupiers wasps	**	72.00	72.00	0.00	0.00
718	Pest Control - Owner occupiers fleas	**	93.00	93.00	0.00	0.00
719	Pest Control - Owner occupiers rats free in 2006/07	**	35.00	35.00	0.00	0.00

Fees & Charges 2010-11

Appendix A

Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
720	Pest Control - Owner occupiers bedbugs	**	93.00	93.00	0.00	0.00
721	Pest Control - Owner occupiers cockroaches	**	100.00	100.00	0.00	0.00
722	Pest Control - Owner occupiers pharaoh ants	**	100.00	100.00	0.00	0.00
723	Pest Control - Owner occupiers low risk insects	**	100.00	100.00	0.00	0.00
724	Pest Control - Owner occupiers squirrels per trap per week	**	128.00	128.00	0.00	0.00
725	Pest Control - Owner occupiers pigeons per hour or part hour plus materials	**	72.00	72.00	0.00	0.00
726	Pest Control - Owner occupiers on benefits mice	**	43.00	43.00	0.00	0.00
727	Pest Control - Owner occupiers on benefit wasps	**	43.00	43.00	0.00	0.00
728	Pest Control - Owner occupiers on benefit fleas	**	57.00	57.00	0.00	0.00
729	Pest Control - Owner occupiers on benefits rats free in 2006/07	**	22.00	22.00	0.00	0.00
730	Pest Control - Owner occupiers on benefits bedbugs	**	57.00	57.00	0.00	0.00
731	Pest Control - Owner occupiers on benefits cockroaches	**	57.00	57.00	0.00	0.00
732	Pest Control - Owner occupiers on benefits pharaoh ants	**	64.00	64.00	0.00	0.00
733	Pest Control - Owner occupiers on benefits low risk insects flies ants etc	**	57.00	57.00	0.00	0.00
734	Pest Control - Owner occupiers on benefits squirrels per trap per week	**	79.00	79.00	0.00	0.00
735	Pest Control - Owner occupiers on benefits pigeons per hour or part plus materials	**	43.00	43.00	0.00	0.00
736	Pest Control - Commercial including LBBD and private landlords mice	**	107.00	107.00	0.00	0.00
737	Pest Control - Commercial including LBBD and private landlords wasps	**	107.00	107.00	0.00	0.00

Fees & Charges 2010-11

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
738	Pest Control - Commercial including LBBB and private landlords fleas	**	139.00	139.00	0.00	0.00
739	Pest Control - Commercial including LBBB and private landlords rats	**	107.00	107.00	0.00	0.00
740	Pest Control - Commercial including LBBB and private landlords bedbugs	**	139.00	139.00	0.00	0.00
741	Pest Control - Commercial including LBBB and private landlords cockroaches	**	139.00	139.00	0.00	0.00
742	Pest Control - Commercial including LBBB and private landlords pharaoh ants	**	149.00	149.00	0.00	0.00
743	Pest Control - Commercial including LBBB and private landlords low risk insects flies ants etc	**	149.00	149.00	0.00	0.00
744	Pest Control - Commercial including LBBB and private landlords squirrels per week or part	**	192.00	192.00	0.00	0.00
745	Pest Control - Commercial including LBBB and private landlords pigeons per hour or part plus materials	**	107.00	107.00	0.00	0.00
<u>Careline Service</u>						
746	Social Alarm Service - Charge per annum	*	202.00	202.00	0.00	0.00
<u>Registrars</u>						
747	Nationality Checking Service Flat Charge per Document	*	40.00	45.00	5.00	12.51
748	Individual Citizenship Payments	*	55.00	60.00	5.00	9.08
749	Individual Citizenship Payments (FAMILY)	*	75.00	80.00	5.00	6.66
750	Marriages/Civil Partnerships at Arden House (Mon - Thurs)	*	80.00	90.00	10.00	12.49
751	Marriages/Civil Partnerships at Arden House (Friday)	*	100.00	110.00	10.00	10.00
752	Marriages/Civil Partnerships at Arden House (Sat up to 12.30pm)	*	185.00	200.00		8.11

Fees & Charges 2010-11

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
753	Marriages/Civil Partnerships at Arden House (Sat from 1.45pm)	*	200.00	210.00		5.00
754	Marriages/Civil Partnerships at Arden House (Sunday & Bank Holidays)	*	350.00	370.00		5.71
755	Marriages/Civil Partnerships at Approved Premises	*	300.00	310.00 ^{10.00}		3.33
756	Marriages/Civil Partnerships at Approved Premises (Sundays & Bank Holidays)	*	350.00	370.00 ^{20.00}		5.71
757	Non-Statutory Ceremonies (Renewal of Vows & Baby Naming) (Mon-Fri)	**	102.18	100.00 ^{10.00}	-2.18	-2.13
758	Non-Statutory Ceremonies (Renewal of Vows & Baby Naming) (Saturday)	**	137.93	135.00 ^{20.00}	-2.93	-2.13
759	Non-Statutory Ceremonies (Renewal of Vows & Baby Naming) (Sunday)	**	357.61	320.00	-37.61	-10.52
760	Application to be an Approved Premises- Non refundable application fee for 3 year approval excluding the cost of advertisement which is the responsibility of the applicant	*	675.00	650.00	-25.00	-3.70
761	Application for an Approved Premises- Non refundable application for renewal excluding the cost of advertisement which is the responsibility of the applicant	*	675.00	650.00	-25.00	-3.70
762	Approved Premises- Fee for review by the Review Officer or Assembly following refusal	*	300.00	287.00		-4.33
763	Web Casting for Civil Marriage	**	10.21	10.00	-0.21	-2.06
764	Non-Statutory services - commemorative certificate	**	10.21	10.00 ^{-13.00}	-0.21	-2.06
765	Citizenship - Framed Certificate	**	10.21	10.00	-0.21	-2.06
766	Priority service for copy certificates issued same day	**	10.21	10.00	-0.21	-2.06
767	Marriage Rehearsals	**	25.55	25.00	-0.55	-2.14
768	Appointments for Marriage Notices outside of normal office hours	*	10.00	10.00	0.00	0.00
769	Birth/Death/Marriage General Search (historical search by public in indexes)	**	18.39	18.00	-0.39	-2.12

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
770	Marriage - historical searches (if copy not provided)	**	7.16	7.00	-0.16	-2.23
771	Copy full & short certificates (open)	**	3.57	3.50	-0.07	-1.96
772	Copy full certificates (closed)	**	7.16	7.00	-0.16	-2.23
773	Copy short certificates (closed)	**	5.62	5.50	-0.12	-2.14
774	Registrar Attendance at place of worship (includes stat certificate)	**	51.59	50.50	-1.09	-2.11
<u>General Housing</u>						
775	Eastbrookend - Travellers caravan site Weekly Licence Charge - Single Pitch	*	86.51	88.41	1.90	2.20
776	Eastbrookend - Travellers caravan site Weekly Licence Charge - Double Pitch	*	108.13	110.51	2.38	2.20
<u>On Street Parking Services</u>						
777	Operational Permit	*	66.00	66.00	0.00	0.00
778	Annual Residents Parking Permit (for first vehicle)	*	24.75	24.75	0.00	0.00
779	Annual Residents Parking Permit (for second vehicle)	*	33.00	33.00	0.00	0.00
780	Annual Residents Parking Permit (for third vehicle)	*	44.00	44.00	0.00	0.00
781	Annual Residents Parking Permit (for fourth and subsequent vehicle)	*	66.00	66.00	0.00	0.00
782	Visitor Parking Permit (10 lines) - all areas	*	4.95	4.95	0.00	0.00
783	Visitor Parking Permit (20 lines) - all areas	*	9.35	9.35	0.00	0.00
784	Annual Heathway Business Parking Permit (On Street)	*	129.80	129.80	0.00	0.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
785	Suspension of parking space (per place 6 metre length on street)	*	22.00	22.00	0.00	0.00
786	Business Permit - Annual - Dagenham East, Upney, Heathway, Becontree and Chadwell Heath areas	*	129.80	129.80	0.00	0.00
787	Business Permit - Annual - Barking Town Centre	*	385.00	385.00	0.00	0.00
<u>On-street Pay & Display - Wakering Rd, Park Av, Longbridge Rd, George St, Linton Rd, London Rd, Abbey Rd, St Paul's</u>						
788	Up to 30 minutes	**	0.90	0.90	0.00	0.00
789	Up to 1 hour	**	1.60	1.60	0.00	0.00
790	Up to 2 hours	**	2.70	2.70	0.00	0.00
791	Up to 3 hours	**	3.80	3.80	0.00	0.00
792	Up to 4 hours	**	4.80	4.80	0.00	0.00
793	Shared Business Bays	**	376.80	376.80	0.00	0.00
<u>Off Street Parking Services</u>						
794	Doctor's Parking Permit	*	62.50	62.50	0.00	0.00
795	30 Day Temporary Cover (Residents Permits)	*	12.00	12.00	0.00	0.00
796	Annual Pre-Paid Parking Permit (local worker only) - London Rd & Linton Rd	*	440.00	440.00	0.00	0.00
797	Quarterly Pre-Paid Parking Permit (local worker only) - London Rd & Linton Rd	*	125.00	125.00	0.00	0.00
798	Annual Pre-Paid Parking Permit (local worker only) - Heathway	*	350.00	350.00	0.00	0.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
799	Quarterly Pre-Paid Parking Permit (local worker only) - Heathway	*	100.00	100.00	0.00	0.00
800	Metropolitan Police (Annual) London Road Multi-Storey Car Park	*	220.00	220.00	0.00	0.00
801	Essential Health Worker Parking Permit	*	36.00	36.00	0.00	0.00
	<u>Off-Street Pay & Display Axe St including Broadway Theatre Service Road, London Rd & North Street Shoppers Car Park, London Road Multi Storey, Linton Rd Shoppers Car Park</u>					
802	Up to 1 hour	**	1.00	1.00	0.00	0.00
803	Up to 2 hours	**	4.65	4.65	0.00	0.00
804	Up to 4 hours	**	4.00	4.00	0.00	0.00
805	Up to 6 hours	**	7.00	7.00	0.00	0.00
806	Over 6 hours	**	12.50	12.50	0.00	0.00
	<u>Off-Street Pay & Display Heathway Multi Storey Car Park</u>					
807	Up to 1 hour - New Charge for 2009-10	**	0.50	0.50	0.00	0.00
808	Up to 2 hours	**	1.00	1.00	0.00	0.00
809	Up to 4 hours	**	1.70	1.70	0.00	0.00
810	Up to 6 hours	**	3.00	3.00	0.00	0.00
811	Over 6 hours	**	4.00	4.00	0.00	0.00
	<u>Highways</u>					
812	Skip Permits	*	15.97	15.97	0.00	0.00
813	Footway Crossing Administration Fee	*			0.00	0.00

Fees & Charges 2010-11

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
			81.89	81.89		
Cemeteries						
814	Grave fees - A Grade Mounded (50 years)	*	2,420.00	2,420.00	0.00	0.00
815	Grave fees - Mounded (50 years)	*	2,058.00	2,058.00	0.00	0.00
816	Grave fees - Lawn (50 years)	*	980.00	980.00	0.00	0.00
817	Grave fees - Children's Corner (50 years) depth for one only	*	349.00	349.00	0.00	0.00
818	Grave fees - Ashes only grave in Garden of Rest (25 years)	*	214.00	214.00	0.00	0.00
819	Grave fees - Ashes only above ground vault (25 years)	*	968.00	968.00	0.00	0.00
820	Internment fees - Private Grave - Non-private Grave (excluding still-born)	*	650.00	650.00	0.00	0.00
821	Internment fees - Additional Charge per Casket	*	128.00	128.00	0.00	0.00
822	Internment fees - Additional Charge per body over depth of two	*	111.00	111.00	0.00	0.00
823	Internment fees - Child in Non-private Grade (Aged between 3 weeks and 12 years)	*	113.00	113.00	0.00	0.00
824	Internment fees - Child up to the age of 12 years old in Children's Corner (depth for 1 only)	*	118.00	118.00	0.00	0.00
825	Internment fees - Still Born Babies & Children up to 3 weeks old	*	113.00	113.00	0.00	0.00
826	Cremated remains fees - Internment of child's cremated remains in Children's Corner	*	118.00	118.00	0.00	0.00
827	Cremated remains fees - Internment of cremated remains in Private Grave - Internment of cremated remains in Ashes Grave in Garden of Rest - Cremated remains in Garden of Rest and two line inscription in Book of Remembrance (ONLY)	*	161.00	161.00	0.00	0.00
828	Cremated remains fees - Each additional line in the Book of Remembrance	*	36.00	36.00	0.00	0.00

Fees & Charges 2010-11

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
829	Cremated remains fees - Second Internment of cremated remains in "above ground vault".	*	68.00	68.00	0.00	0.00
830	Memorial fees - Right to place memorial on lawn & non-lawn type grave - Right to place single or double memorial vase on any grave - Right to place memorial book or plaque on non-lawn type of grave - Right to add kerbs - landing	*	128.00	128.00	0.00	0.00
831	Memorial fees - Provision of soil in kerb sets	*	59.00	59.00	0.00	0.00
832	Memorial fees - Adding inscription, levelling/straightening memorials, cleaning/restoration works	*	47.00	47.00	0.00	0.00
833	Use of Cemetery Chapel	*	77.00	77.00	0.00	0.00
834	Registration of declaration regarding Non-production of Registrar's Certificate	*	30.00	30.00	0.00	0.00
835	Transfer of Exclusive Right of Burial	*	30.00	30.00	0.00	0.00
836	Family Trace (per named entry)	*	24.00	24.00	0.00	0.00
837	Photocopies per A4 sheet	*	2.00	2.00	0.00	0.00
838	Grounds Annual Maintenance - non-lawn type grave	*	116.00	116.00	0.00	0.00
839	Grounds Annual Maintenance - lawn type grave	*	74.00	74.00	0.00	0.00
840	Memorial Benches (Standard 6ft Hardwood Bench)	*	599.00	599.00	0.00	0.00
841	Provision of Concrete Base onto which a bench can be placed	*	268.00	268.00	0.00	0.00
842	Provision of Commemorative Plaque - Standard	*	58.00	58.00	0.00	0.00
843	Provision of Commemorative Plaque - Large	*	69.00	69.00	0.00	0.00
844	Provision of Memorial Tree - (8/10 Standard Sized)	*	137.00	137.00	0.00	0.00

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
845	Provision of Memorial Tree Plaque	*	105.00	105.00	0.00	0.00
846	Scattering of ashes and plaque in Garden of Rest	*	133.00	133.00	0.00	0.00
<u>Housing Advice Services</u>						
<u>Private Sector Leasing</u>						
847	Private Sector Leasing, Administration Fee	*	100.00	100.00	0.00	0.00
<u>Street Trading Services</u>						
848	Street Trading Charges- 2 metres+	**	265.00	265.00	0.00	0.00
849	1 to 2 metres	**	220.00	220.00	0.00	0.00
850	Small area (-1 metre).	**	167.00	167.00	0.00	0.00
851	Mobile Catering Vans	**	265.00	265.00	0.00	0.00
<u>Barking Market. Fees and Charges. Saturdays.</u>						
852	London Road	**	4.00	4.15	0.15	3.69
853	Ripple Rd.	**	-	4.35	4.35	
854	East Street	**	4.20	4.35	0.15	3.51
855	Station Parade	**	4.20	4.35	0.15	3.51
856	Old' East Street.	**	3.60	3.70	0.10	2.81
<u>Midweek (Tues/Thurs)</u>						
857	London Road	**			0.10	3.10

Fees & Charges 2010-11

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
			3.10	3.20		
858	Ripple Road	**	3.10	3.20	0.10	3.10
859	East Street	**	3.10	3.20	0.10	3.10
860	Station Parade	**	3.10	3.20	0.10	3.10
861	Old' East Street.	**	2.50	2.60	0.10	3.87
<u>RESOURCES</u>						
<u>Planning Services</u>						
862	Planning - post search enquiries - without site visit	*	41.00	42.00	1.00	2.44
863	Planning - post search enquiries - with site visit	*	65.00	66.00	1.00	1.54
864	Charges to consultant per hour	*	82.50	85.00	2.50	3.03
865	Street naming and Numbering Service - New property (1)	*	39.14	40.00	0.86	2.20
866	Street naming and Numbering Service - change of approved address	*	39.14	40.00	0.86	2.20
867	Street naming and Numbering Service - new Road Name	*	206.00	210.00	4.00	1.94
868	Street naming and Numbering Service - new property name	*	185.40	190.00	4.60	2.48
869	Street naming and Numbering Service Conversion of existing property to up to 4 units	*	92.70	95.00	2.30	2.48
870	Street naming and Numbering Service - new plots (2-25) each	*	30.90	31.50	0.60	1.94
871	Street naming and Numbering Service - new plots 26 to 99 each	*	25.75	26.25	0.50	1.94
872	Street naming and Numbering Service - new plots 100 or more each	*	20.60	21.00	0.40	1.94

Fees & Charges 2010-11

Appendix A

Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
<u>Local Land Charges</u>						
-						
	<u>Post & DX</u>					
873	Full Search	*	150.00	150.00	0.00	0.00
874	LLC1	*	67.50	67.50	0.00	0.00
875	Con 29 <R>	*	82.50	82.50	0.00	0.00
876	Con 29 (O) Questions	*	16.00	16.00	0.00	0.00
877	Additional Parcel of Land	*	25.00	25.00	0.00	0.00
878	Common Land Village Green	*	16.00	16.00	0.00	0.00
<u>National Land Information Service</u>						
879	Full Search	*	113.00	113.00	0.00	0.00
880	LLC1	*	51.00	51.00	0.00	0.00
881	Con 29 <R>	*	62.00	62.00	0.00	0.00
882	Conn 29 (O) Questions	*	14.00	14.00	0.00	0.00
883	Additional Parcel of Land	*	23.00	23.00	0.00	0.00
884	Common Land Village Green	*	14.00	14.00	0.00	0.00
<u>Miscellaneous Services</u>						

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Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
885	Personal Search (Currently Regulated)	*	11.00	22.00	11.00	100.00
886	Copy Documents - First Page	*	1.50	1.60	0.10	6.67
887	Copy Documents - Subsequent Pages	*	0.10	0.15	0.05	50.00
888	Copies of Searches	*	29.38	30.00	0.62	2.11
	<u>Right To Buy (RTB)</u>					
889	Repayment of Discount	*	80.00	80.00	0.00	0.00
890	Deeds of Covenant/Rectification/Variation/Enforcement	*	425.00	425.00	0.00	0.00
891	Licences	*	425.00	425.00	0.00	0.00
892	Licences for Garden Land	*	125.00	200.00	75.00	60.00
893	Sale of Garden Land	*	425.00	425.00	0.00	0.00
894	Duplicate DS1/Replacement form 53	*	30.00	30.00	0.00	0.00
895	Deed of Release	*	550.00	550.00	0.00	0.00
896	Copy Transfer	*	55.00	55.00	0.00	0.00
897	Notice of Assignment	*	75.00	75.00	0.00	0.00
898	Notice of Mortgage	*	75.00	75.00	0.00	0.00
899	Notice of Sub-let	*	75.00	75.00	0.00	0.00
900	Postponements	*	65.00	65.00	0.00	0.00

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Appendix A

Description of Service			Current 2009/10 Charge	Proposed 2010/11 Charge	Proposed Increase	
901	Retrieval of file	*	15.00	15.00	0.00	0.00
902	Retrospective Consent (charged by Housing including VAT)	**	125.00	125.00	0.00	0.00
903	Lease holders Enquiries (including VAT)	**	125.00	125.00	0.00	0.00

Key: * - Not Vatable

** - Includes VAT

*** - Excludes VAT

7. CAPITAL
PROGRAMME
2010-11 to 2013-14

THE EXECUTIVE

16 FEBRUARY 2010

REPORT OF THE CORPORATE DIRECTOR OF FINANCE AND COMMERCIAL SERVICES

Title: The Capital Programme 2010/11 to 2013/14

For Decision

Summary

This report deals with the formation of a proposed Capital Programme for consideration by the Executive and approval by the Assembly.

The attention of the Executive is drawn to two key changes in the programme proposed for 2010/11 onwards. Firstly, an exercise of re-prioritisation of capital schemes has been undertaken, with the resources identified as available for re-direction funding a programme of New Council House Building. This has been incorporated into the programme. Secondly, this report proposes that the balance of funding needed for the Skills Centre is included in the capital programme to ensure that this scheme progresses, although members are asked to note that external funding will continue to be sought for this scheme.

As a result of these changes, the resulting capital programme totals £394m for the financial years 2010/11 to 2013/14. Funding proposals for this programme have identified that £318m can be funded from external sources (£219m of this is in respect of Children's Services – Primary Schools Investment and Building Schools for the Future and £59m of this is in respect of the Major Repairs Allowance for Housing), and the balance of £76m is to be met from borrowing funded by the Council.

An allowance has been factored into the revenue budget model to enable the Council to borrow over the next four years to support capital expenditure. This allowance will enable borrowing of £60m to be funded corporately, with the balance being met from the relevant departmental budgets. It is the Chief Financial Officer's view that this level of borrowing is prudent, affordable and sustainable. These considerations form part of an assessment that must be carried out under the Prudential Code for Capital Investment. This corporate funding is designed to complement other sources of funding, such as external grants.

Throughout 2009/10, detailed discussions have taken place regarding the key priorities for capital investment by officers and Members. This provided a framework for to enable the production of the updated capital programme.

Alongside these discussions, detailed work has been undertaken to assess the impact of the economic downturn on the capital programme. The main effect has been on the land disposals programme. It is assumed in the production of this report that no additional capital receipts will become available to fund future capital investment.

The additional schemes proposed in this report have been subject to review by the Capital Programme Monitoring Office (CPMO). However, these schemes will still need to achieve 5 green lights before expenditure can be incurred.

Wards Affected: All Wards

Recommendations

The Executive is asked to :

- (i) Note the current capital accounting arrangements and prudential indicator capital guidelines as set out in section 3; and
- (ii) Recommend the Assembly to approve:
 - a. The overall Council Capital Programme for 2010/11 to 2013/14 as detailed in **Appendix B**, which includes New Build Council Housing funding of £10.011m (£0.307m in 2009/10) and Skills Centre funding of £13.409m (£0.491m in 2009/10);

Reason

To assist the Council to achieve all of its Community Priorities via a prudent and affordable Capital Programme.

Implications:

Financial:

The report proposes borrowing of £76m to fund a capital programme for the financial years 2010/11 to 2013/14. The proposed programme is considered to be both prudent and affordable to the Council and the revenue implications of this borrowing having been taken into account in setting the revenue budget and Medium Term Financial Strategy.

Legal:

The Executive is asked to recommend the capital programme for 2010/11 and the stated Prudential Indicators to the Assembly for adoption. The current regime of capital finance grants local authorities freedoms to make relevant decisions save that they must act in accordance with proper accounting practices. Proper practices which have been defined in Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 as the accounting practices contained in "A Statement of Recommended Practice: Code of Practice on Local Authority Accounting in the United Kingdom" and the "Best value Accounting Code of Practice". Local authorities are also required to have regard to the "Prudential Code for Capital Finance in Local Authorities" and "Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes".

Members will note that the capital program for 2010-2011 is proposed to be funded from a combination of external funding such as grants and borrowing. In relation to borrowing section 3 Local Government Act 2003 requires local authorities to determine and review how much it can afford to borrow (the affordable borrowing limit). In the Treasury Management Strategy report also before the Executive on 16 February 2010 it is confirmed that the authorised borrowing limit is £200million for 2010/11. The proposed level of borrowing is within the authorised limit. In terms of governance arrangements members will note that the capital program is subject to ongoing review by the Capital Programme Management Office (CPMO).

Members will wish to consider the affordability of the programme and that the programme will assist the council to fulfil its objectives for residents.

Contractual:

No specific implications.

Risk Management:

The risk to the Council is that forecasted capital receipts will not be generated, final budgets for capital schemes may be higher than projected, during the course of delivering capital schemes there may be overspends and external funding will not be forthcoming.

Specific procedures are in place through the Resource Monitoring Panels, Capital Programme Monitoring Office (CPMO), Corporate Management Team and the Executive to control these risks.

Customer Impact:

No specific implications.

Safeguarding Children:

No specific implications.

Crime and Disorder:

No specific implications.

Property/Assets:

The Capital Strategy is linked to the Property Asset Management Plan.

Options Appraisal:

A review of submissions was made in the light of the Council's capital strategy and the scheme proposals for the following four year capital programme are contained within this report.

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1. Introduction and Background

- 1.1. The Council is required to review its capital spending plans each year and set a Capital Programme. A key consideration when setting the programme is the projected level of available capital resources.
- 1.2. A variety of resources are available to local authorities to fund capital investment. The primary one is borrowing. The Medium Term Financial Strategy has set aside revenue funding to enable the Council to fund borrowing over the period from 2010/11 to 2013/14. The purpose of this funding is to complement other sources of funding, such as external grants, to enable the Council to deliver an ambitious capital programme that supports its objectives.
- 1.3. A second source of funding is capital receipts which arise from the sale of assets such as surplus land and the sale of council dwellings. The generation of capital receipts is currently limited due to the economic downturn, so the

Capital Programme 2010-11

capital programme does not rely on generation of capital receipts for its funding.

- 1.4. A third source of funding is capital grants, or external funding, issued by Government departments and agencies, which are often allocated on a competitive bidding basis for specified purposes. Many of these require local authorities to make a financial commitment to the running costs of the schemes.
- 1.5 The basis of the formulation of the revised programme for 2010/11 to 2013/14 needs to take account of:
 - the approved programme agreed in the 2009/10 budget;
 - any new approvals, deletions or re-profiling of schemes throughout 2009/10;
 - identification of any capital requirements for 2010/11 and beyond.
- 1.6. The purpose of this report is to enable the Executive to propose a capital programme for approval by Assembly on 24th February 2010.

2. Capital Programme Planning

- 2.1. An important part of planning is for the Council to have a Capital Strategy and Asset Management Plan in place. In addition, there are other service capital plans that are required by Government departments and they need to link clearly to the overall Capital Strategy and Asset Management Plan.
- 2.2 The authority's Capital Strategy is updated on an annual basis and is part of the Medium Term Financial Strategy which is subject to a separate report. The capital strategy is an over-arching policy document which relates to investment in services and describes how the deployment and redistribution of capital resources contributes to the achievement of corporate goals. The overarching objectives for the Capital Strategy are as follows:
 - Successfully deliver a capital programme which is consistent with the Council's key priorities;
 - Maximising external funding to support the delivery of the capital programme consistent with the Councils' key priorities, both from the private sector and through government grant funding; and
 - Maximising the utilisation of the Council's assets by:
 - Ensuring that all investment properties are making sufficient returns;
 - Ensuring that non-profitable investment properties and assets surplus to requirements are disposed of as efficiently as possible; and
 - Monitoring the utilisation of assets on a regular basis.

In 2009/10 economic conditions were not favourable for asset disposals. Market conditions are starting to improve and land sales will be considered in 2010/11.

- 2.3 The Property and Asset Management Plan is integral to the Council's future capital investment planning process. It provides essential information in determining capital investment needs.
- 2.4 The formulation of the 2010/11 – 2013/14 capital programme has taken account of the Council's Property and Asset Management Plan and consequently capital schemes are assessed and approved on the basis of this strategy.

3. Capital Accounting Arrangements

- 3.1 The enabling legislation for the current capital regime is set out in the Local Government Act 2003 which came into force on the 1st April 2004. Since this date, authorities have been empowered with greater freedoms to borrow than under the previous system, providing they can meet the revenue costs of the borrowing and the running costs of the resultant capital scheme. The capital system provides for an integrated approach to capital investment decision making with an authority having to take account the following when setting its prudential indicators:

- Affordability;
- its asset management plans;
- the implications for external borrowing;
- Value for money through options appraisal and its strategic plans.

The aim is to bring together revenue and capital resources to meet service delivery objectives.

- 3.2 Prior to April 2004 the previous capital control system used in the main, the issue of annual Credit approvals by Central Government. These approvals allowed local authorities to either borrow or enter into other long-term credit arrangements up to an approved level. The use of this system effectively allowed the Government to control Council's borrowing and prevent local government from generating unsustainable levels of debt.
- 3.3 Instead of the use of credit approvals, the current system places reliance on a series of prudential indicators that must be determined by each local authority for the forthcoming year and the following two years. These indicators assist Council's in determining an appropriate level of borrowing and to provide benchmarks against which they can monitor their borrowing levels.
- 3.4 In simple terms the Council is able to borrow at whatever levels it feels are necessary so long as any borrowing is affordable, prudent and sustainable.
- 3.5 These prudential guidelines require the Council to set out various indicators on its capital plans, investments and projected Council Tax increases.
- 3.6 In addition local authorities are required to pool their housing capital receipts in the following way:

Capital Programme 2010-11

	Retained by Council	Paid into National Pool
Right to Buy Receipts	25%	75%
Other Housing Receipts	50%	50%

- 3.7 In the previous 5 years, this has had a significant impact on the Council's financial position. Prior to 2004, all capital receipts were kept and contributed to the Council's buoyant financial position and debt free status. Post-2004, the Council's capital balances have reduced as receipts have been pooled to central government.
- 3.8 From 2010/11 onwards, the impact of pooling for the Council will be limited – due to adverse economic conditions, land sales and right to buy receipts will be limited over the coming years. However, as the market starts to improve, this impact may increase again.
- 3.9 Capital expenditure plans proposed in this report, along with existing capital investment plans, require the Council to borrow £76m over the period 2010/11 – 2013/14.

Prudential Indicators

- 3.10 The prudential code for capital finance was introduced in April 2004 and is based upon a prudential system of borrowing. Under this framework, Councils have to set a series of indicators to assess whether capital investment is affordable, sustainable and prudent. In coming to this assessment, a series of “prudential indicators” need to be set. These compulsory prudential indicators are referred to in the Local Government Act 2003 and are embodied in the CIPFA Prudential Code.
- 3.11 The prudential system places reliance on a series of prudential indicators that must be determined by each local authority for the forthcoming year and the two following financial years. These indicators can be grouped into the following categories:
- Affordability;
 - Prudence;
 - Capital Expenditure;
 - External Debt;
 - Treasury Management.

Although there are five key prudential indicator headings, they should not be looked at in isolation as they all have inter-relationships with one another. The prudential indicators can be summarised as follows:

Affordability

These indicators compare the cost of all the authority's external borrowing with its overall expenditure. They also identify the increase in both Council Tax and HRA rents that will result from any additional borrowing. The indicators for affordability are:

- Estimated/actual ratio of financing costs to net revenue stream for HRA and general fund;

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- Estimates of the incremental impact of capital investment decisions on both the Council Tax and housing rents.

Prudence

This indicator is designed to ensure that medium term borrowing is only used for capital purposes. The indicators for prudence are:

- Net borrowing and Capital Financing requirement

Capital Expenditure

These indicators look at estimated and actual capital expenditure and the Capital financing requirement. The indicators for capital expenditure are:

- Estimated/actual capital financing requirement (i.e. borrowing) for HRA and general fund;
- Estimated/actual capital expenditure for HRA and general fund.

External Debt

These indicators set out the limits for external borrowing and are set in the context of the authority's Treasury Management Policy and strategy.

The indicators for external debt are:

- Authorised limit for external debt i.e. the authorised limit for borrowing plus the authorised limit for other long term liabilities;
- Operational boundary for external debt i.e. total external debt gross of investments separately identifying borrowing from other long term liabilities;
- Actual external debt as at 31 March of previous year.

Treasury Management

These indicators address treasury management issues such as the amount of debt at fixed rates, the amount at variable rates and the period over which the money is borrowed. The indicators for Treasury Management are:

- Adoption of CIPFA Code of Practice for Treasury Management in the Public Services;
- Upper limit on fixed interest rate exposure;
- Upper limit on variable interest rate exposure;
- Upper and lower limits for the maturity structure of borrowing;
- Prudential limits for principal sums invested for longer than 364 days.

3.12 The code also places specific responsibilities on the Chief Finance Officer to ensure that matters required to be considered when setting and revising prudential limits are reported to the decision making body and to ensure that appropriate monitoring and reporting arrangements are put in place to assess performance against all the forward-looking indicators.

3.13 Detailed work has been undertaken on the relevant Prudential Indicators required for the Authority in relation to the Capital programme. These indicators are reported to the Executive as part of the budget monitoring report on a quarterly basis to reflect any changes to the programme throughout the year. Those

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indicators relating to treasury management are reported within the Council's Annual Treasury Management Statement.

- 3.14 In summary, it is the Chief Financial Officer's view that the 2010/11 to 2013/14 capital programme is prudent, sustainable and affordable.

4. Capital Appraisal System

- 4.1 The Council has in place a Capital Programme Monitoring Office (CPMO) whose purpose is to provide a programme management function for the capital programme. These functions include clear processes around programme management; project appraisal and programme assembly.
- 4.2 The whole process is Green Book compliant and has been recognised as good practice by both the I&DeA and the Audit Commission. As a result all proposed capital projects are appraised by the CPMO and scored in terms of:
- Strategic fit & business justifications;
 - Options analysis & achievability;
 - Management & delivery structure;
 - Risk Analysis; and
 - Financial implications.
- 4.3 These appraisals involve a challenging process to departmental programme managers and concentrate on issues such as risks to the authority, revenue implications, deliverable benefits and measured outcomes to the community.
- 4.4 The appraisal process has become a cornerstone to the construction, approval and delivery of the Council's Capital plans. To ensure continuous improvement in this area the whole appraisal process is currently undergoing a review to meet all best practice guidelines.

5. Capital Programme 2009/10 – latest position

- 5.1. The Capital Programme is being managed by the Capital Programme Monitoring Office (CPMO) alongside the scheme managers in the relevant Departments. Support from the Finance Department is also provided to assist with the financial monitoring of the overall Programme.
- 5.2 The revised Capital Programme for 2009/10 currently totals £117m following the re-profiling as set out in the December 2009 budget monitoring report, although this includes schemes subject to appraisal.
- 5.3 As at the end of December 2009 £54m of this year's programme has been spent. This revised programme reflects the re-profiling of a number of schemes throughout the year which have previously been reported to the Executive. In addition to this 'physical' spend there are a great number of schemes which have commitments to spend before the year end. It is quite usual for the majority of spending on capital schemes to occur in the latter part of the year as a result of tender exercises and consultation.

6. Proposed Capital Budget 2010/11 to 2013/14

- 6.1 During 2009/10 all service departments were asked to consider their potential new capital investment requirements from 2010/11 onwards in accordance with the Council's capital investment priorities, which could be funded either from external sources, or schemes that which were self-financing.
- 6.2 The current capital programme is already funding a significant number of schemes to enable the Council to deliver its priorities on behalf of local residents. Due to the current economic conditions, an affordability assessment was undertaken on potential additions to the capital programme. As such, only two amendments are proposed for the programme.
- 6.3 Firstly, an exercise of re-prioritisation of capital schemes was undertaken, with the resources identified as available for re-direction funding a programme of New Council House Building. A report setting out this programme in detail was taken to the Executive on 19 January 2010, and this report formalises the programme into capital budgets.
- 6.4 Secondly, this report confirms the Council's commitment to fund the Skill Centre. The total project costs are £13.9m. Of this, a grant of £5m has been secured from the Department for Children, Schools and Families. Other sources of funding, including Section 106 balances, have been identified which will fund a further £3m of this development. This leaves a residual balance of £5.9m. While the Council has set aside funding to cover this balance, officers will continue to seek external funding and contributions to close the gap on this development.
- 6.5 As a result of the inclusion of these additional schemes, the revised capital programme, and how it will be funded will be as follows:

	2010/11	2011/12	2012/13	2013/14	Total
	£'000	£'000	£'000	£'000	£'000
Total Budget	160,032	103,182	117,528	13,500	394,242

Funding	External	Department Borrowing	Corporate Borrowing	Total
	£'000	£'000	£'000	£'000
	318,179	16,241	59,822	394,242

- 6.6 Attached at **Appendix A** is a full list of both the existing capital programme and these new capital schemes, including details of their sources of funding.

7 Revenue Implications of the Capital Programme

- 7.1 The cost of funding a Capital Programme from 2010/11 to 2013/14 for this authority is twofold. Firstly, the revenue budget will have to bear the revenue costs of borrowing. Currently for each £1m borrowed, this will cost the Council around £80,000 per annum in financing costs. Secondly, the revenue budget must bear the ongoing revenue costs of running and maintaining the assets

that are created. All of these types of revenue implications have been factored into the revenue budget and Medium Term Financial Strategy.

8 Consultees

8.1 The following were consulted in the preparation of this report:

All Cabinet Members
Corporate Management Team
Heads of Service and Capital Project Managers
Finance Group Managers
Winston Brown – Legal Partner

9 Background Papers

- RTB Projections - Working papers
- Land Disposal Projections – Working papers
- Approved Capital programme
- CIPFA - The Prudential Code for Capital Finance in Local Authorities
- CIPFA – Treasury Management in the Public Services
- The Council's Asset Management Plan
- Local Government Act 2003

10 List of Appendices

Appendix A - Capital Programme 2010/11 – 2013/14

TOTAL PROGRAMME FROM 2010/11 ONWARDS (incl. proposed schemes)

<u>Department</u>	2010/11	2011/12	2012/13	2013/14	Total	External Funding	Departmental Borrowing	Corporate Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000
ADULT & COMMUNITY	17,606	6,988	4,400	-	28,994	3,672	4,400	20,922	28,994
CHILDREN'S SERVICES	80,303	72,058	97,860	-	250,221	242,971	-	7,250	250,221
CUSTOMER SERVICES	40,573	20,715	15,268	13,500	90,056	63,581	6,438	20,037	90,056
RESOURCES	21,550	3,421	0	0	24,971	7,955	5,403	11,613	24,971
TOTAL	160,032	103,182	117,528	13,500	394,242	318,179	16,241	59,822	394,242

4 YEAR CAPITAL PROGRAMME - 2010/11 TO 2013/14

DETAIL						Funding			
	2010/11	2011/12	2012/13	2013/14	TOTAL	External Sources	Departmental Borrowing	Corporate Borrowing	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
ADULT & COMMUNITY SERVICES									
RIPPLE HALL	940				940	940			940
EASTBURY MANOR HOUSE	100				100	86		14	100
VALENCE HOUSE	1,061				1,061	241		820	1,061
DISABLED ADAPTATIONS	500	500			1,000			1,000	1,000
PARKS & GREEN SPACE STRATEGY	3,320	319			3,639	1,720		1,919	3,639
BARKING PARK ARTWORK	84				84	84			84
PLAYBUILDER	601	0			601	601			601
BECONTREE HEATH LEISURE CENTRE	11,000	6,169	4,400		21,569		4,400	17,169	21,569
Total Adult & Community Services	17,606	6,988	4,400	0	28,994	3,672	4,400	20,922	28,994

Capital Programme 2010-11

Appendix A

DETAIL						Funding			
	2010/11	2011/12	2012/13	2013/14	TOTAL	External Sources	Departmental Borrowing	Corporate Borrowing	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>CHILDRENS SERVICES</u>									
EASTBURY PRIMARY	2,995				2,995	2,995			2,995
RODING - Cannington Road Annexe	4,800	125			4,925	4,925			4,925
CAMBELL INFANTS & JUNIORS	1,550	35			1,585	1,585			1,585
BEAM PRIMARY SCHOOL EXPANSION	3,300	250			3,550	3,550			3,550
RENEWAL SCHOOL KITCHENS	300				300			300	300
ADDITIONAL SCHOOL PLACES	870				870	870			870
SCHOOL'S KITCHEN EXTENSION/REFURBISHMENT 10/11	858	25			883	883			883
CROSS-GOVERNMENT CO-LOCATION FUND	267	120			387	387			387
Schools Legionella	330				330			330	330
Schools Asbestos	220				220			220	220
Schools Re-boiler	500				500			500	500
<i>Building Schools for the Future (indicative figures at this stage)</i>									
Barking Abbey		32,141	16,070		48,211				48,211
Robert Clack			12,746		12,746	12,746			12,746
Trinity		273	3,281		3,554	3,554			3,554
Warren		4,590	13,768		18,358	18,358			18,358

Capital Programme 2010-11

Appendix A

DETAIL						Funding			
	2010/11	2011/12	2012/13	2013/14	TOTAL	External Sources	Departmental Borrowing	Corporate Borrowing	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
All Saints			5,742		5,742	5,742			5,742
Eastbury PFI variation area	1,621				1,621	1,621			1,621
Eastbury QJEU capital build	8,431	5,620			14,051	14,051			14,051
Sydney Russell	18,807	9,404			28,211	28,211			28,211
Contingency			46,153		46,153	46,153			46,153
<i>Primary Schools</i>									
Barking Riverside first Primary School	8,000	500			8,500	8,500			8,500
Roding -Cannington Road Annexe	6,700	100			6,800	6,800			6,800
Former UEL Primary School - New Primary School	3,750	6,250			10,000	10,000			10,000
Lymington Primary School - New School	7,250	250			7,500	7,500			7,500
St Joseph's Primary - expansion	2,000	100			2,100	2,100			2,100
St Peter's Primary - expansion	1,400	75			1,475	1,475			1,475
St George's School Provision - refurbishment	100	3,300	100		3,500	3,500			3,500
Trinity School - conversion	50				50	50			50
MAYESBROOK CHILDRENS CENTRE	10				10	10			10
ALIBON CHILDRENS CENTRE	329				329	329			329

Capital Programme 2010-11

Appendix A

DETAIL						Funding			
	2010/11	2011/12	2012/13	2013/14	TOTAL	External Sources	Departmental Borrowing	Corporate Borrowing	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
SCHOOLS MODERNISATION FUND	1,147				1,147	1,147			1,147
EXTENDED SCHOOLS	209				209	209			209
SKILLS CENTRE	4,509	8,900			13,409	7,509		5,900	13,409
Total Children's Services	80,303	72,058	97,860	0	250,221	242,971	0	7,250	250,221

Capital Programme 2010-11

Appendix A

DETAIL						Funding			
	2010/11	2011/12	2012/13	2013/14	TOTAL	External Sources	Departmental Borrowing	Corporate Borrowing	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>CUSTOMER SERVICES</u>									
HOUSING FUTURES	21,844	17,700	13,500	13,500	66,544	58,574	6,250	1,720	66,544
COUNCIL HOUSING - NEW BUILD	10,011				10,011	2,911		7,100	10,011
OFFICE ACCOMODATION	80				80			80	80
PRIVATE SECTOR HOUSEHOLDS - Assistance Rendered	1,200				1,200			1,200	1,200
HIGHWAYS PRINCIPAL ROADS	370	380			750	750			750
HIGHWAYS STRUCTURAL REPAIRS - Non Principal Rds	4,300	-			4,300			4,300	4,300
LAND QUALITY INSPECTION PROGRAMME	80	80			160			160	160
PRIVATE SECTOR HOUSEHOLDS - DFGs	800	800	643		2,243	1,346	0	897	2,243
ENVIRONMENTAL IMPROVEMENTS - WASTE RECEPTACLES	615	630			1,245			1,245	1,245
STREET LIGHT REPLACEMENT	1,040	1,080	1,125		3,245			3,245	3,245
PARKING SYSTEM	188				188		188		188
CHRISTMAS LIGHTING	45	45			90			90	90
Total Customer Services	40,573	20,715	15,268	13,500	90,056	63,581	6,438	20,037	90,056

Capital Programme 2010-11

Appendix A

DETAIL						Funding			
	2010/11	2011/12	2012/13	2013/14	TOTAL	External Sources	Departmental Borrowing	Corporate Borrowing	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
RESOURCES									
MICROSOFT ENTERPRISE AGREEMENT	511				511		511		511
YOUTH ACCESS SCHEME	194	36			230	230			230
INTRUDER ALARMS	55				55			55	55
L8 SURVEYS & RISK ASSESSMENT	71	35			106			106	106
L8 CONTROL OF LEGIONELLA WORKS	120				120			120	120
NEW DAGENHAM LIBRARY & CUSTOMER CONTACT CENTRE	2,519				2,519			2,519	2,519
LEGIONELLA (PUBLIC BUILDINGS)	126				126			126	126
AREA BASED SCHEMES (SHOPPING PARADES)	315				315			315	315
BACKLOG MAINTENANCE	400				400			400	400
CORPORATE ACCOMODATION STRATEGY	2,672	2,200			4,872		4,872		4,872
PTS GARAGE	25				25			25	25
IMPROVEMENTS TO BUSINESS AREAS & INDUSTRIAL ESTATES	150				150			150	150
DEMOLITION OF 16-20 CAMBRIDGE ROAD	-				-				-
LEGI BUSINESS CENTRE	5,225				5,225	5,225			5,225

Capital Programme 2010-11

Appendix A

DETAIL						Funding			
	2010/11	2011/12	2012/13	2013/14	TOTAL	External Sources	Departmental Borrowing	Corporate Borrowing	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
ICT INFRASTRUCTURE	6,380	1,150			7,530			7,530	7,530
CMRP DDA FOR BUILDINGS	50				50			50	50
LOCAL IMPLEMENTATION PLAN - TRANSPORT	2,500				2,500	2,500			2,500
WIND TURBINES, ST PAULS	197				197			197	197
AUTOMATIC METER READING	30				30		20	10	30
ENERGY EFFICIENCY - BUILDING MAINTENANCE	10				10			10	10
Total Resources	21,550	3,421	-	-	24,971	7,955	5,403	11,613	24,971

TOTAL PROGRAMME ALL DEPARTMENTS	160,032	103,182	117,528	13,500	394,242	318,179	16,241	59,822	394,242
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8. GLOSSARY OF **TERMS**

Glossary of Terms

<u>Term</u>	<u>Definition</u>
Actuary	A person who makes the calculations in respect of the value or likely value for pensions and insurance purposes.
Area Based Grant (ABG)	A non-ring fenced Government grant introduced in 2008/09 which replaced a number of previous specific grants and supports the delivery of the Council's LAA.
Barking & Dagenham Direct	A central help-desk handling customer enquiries' by telephone, fax, email or through the website. It offers a language facility to minority ethnic groups and supports 'type talk' for our deaf and hard of hearing customers. Braille, large print and audio-tape communication for blind and partially sighted customers will be available in the near future.
Budget Requirement	The budget requirement is a forecast of the Council's planned revenue expenditure less funding from reserves, the dedicated schools grant and any other income (outside of general government funding and council tax).
Capital Budget	The capital budget is the forecast of the Council's planned expenditure in respect of the acquisition of fixed assets or expenditure which enhances and does not merely maintain the value of existing fixed assets which may be carried out over a period of greater than a year.
Capital Financing/Charges	A charge to service revenue accounts to reflect the cost of fixed assets used in the provision of services. The charge is for the depreciation of the fixed assets and is a notional charge.
Capital Receipts	Income received from the sale of land, buildings and other capital assets.
Capping	A methodology used by Central Government to limit a local authority's budget requirement, either because it is deemed excessive or because the increase is excessive when compared to the previous year.
Chartered Institute of Public Finance and Accountancy (CIPFA)	CIPFA is one of the leading professional accountancy bodies in the UK and the only one which specialises in the public sector. It is responsible for the education and training of professional accountants and for their regulation through the setting and monitoring of professional standards. CIPFA has responsibility for setting accounting standards and also provides high quality information, training and advice services.
Collection Fund	A statutory fund maintained by a local authority which is used to record the billing and collection of Council Tax and non-domestic rates payments.

Glossary of Terms

<u>Term</u>	<u>Definition</u>
Commitments	The value of goods or services which have been ordered or received but for which the invoice has not been received or paid.
Community Development Trust	These trusts are community owned and led. They are set up to cultivate enterprise, develop community assets and transform communities for good.
Comprehensive Area Assessment (CAA)	The CAA will replace the Comprehensive Performance Assessment (CPA) from April 2009. The CAA will assess how the public services in an area are delivered by councils and their partners including the NHS, police and voluntary sectors. It will provide assurance about how well-run local public services are and how effectively they use taxpayers' money. It also aims to be more relevant to local people by focusing on issues that are important to their community.
Comprehensive Performance Assessment (CPA)	Introduced in October 2002 by the Audit Commission who audits each local authority and grades them accordingly as either a one, two, three or four star authority based on core service performance and corporate capacity.
Comprehensive Spending Review (CSR)	The public expenditure planning process undertaken by Central Government to allocate government spending. Each CSR covers a three year period.
Consumer Price Index (CPI)	Sets of statistics produced by the Office of National Statistics (ONS) to determine the year on year changes in the cost of living. The CPI is the main UK measure of inflation for macroeconomic purposes and forms the basis for the Government's inflation target. The CPI measures the average month-to-month change in prices of consumer goods and services but excludes house prices.
Contingency	A sum set aside to cover unplanned or emergency spending.
Corporate and Democratic Core (CDC) Costs	These comprise democratic representation and management costs together with corporate management costs. The former includes all aspects of members' activities in that capacity, including corporate programme and service policy making, and more general activities relating to governance and the representation of local interests. The latter concerns those activities that provide the infrastructure that allows services to be provided and the information required for public accountability.
Council Tax	The main source of local taxation for local authorities. It is levied on households according to the Band of each property. It is paid into the Collection Fund and together with Government grants is used to finance the Council's annual Revenue Budget.

Glossary of Terms

<u>Term</u>	<u>Definition</u>
Council Tax Bands	Council Tax is charged on properties according to which of 8 'Bands' (A-H) they fall. The determination of the banding is based upon the Inland Revenue's valuation of properties carried out for the year commencing April 1993.
Council Tax Base	The Council Tax base is the estimated number properties within the local authority and is based on Band 'D' equivalents. It takes into account single person discount, status discounts, empty properties, exemptions and reductions for people with disabilities.
Council's Assembly	The Assembly constitutes all the elected Members of the Council. Amongst other powers, it has to statutorily set and approve a legal Revenue and Capital budget for the Council each year at a given time before the commencement of that year.
Credit Crunch	The difficulty in obtaining credit caused by lenders placing stricter restrictions on those to whom they provide credit.
Cross Cutting	This refers to an input or output which is not restricted to one service department but affects more than one or all departments.
Customer First	Programme of customer service improvements led by the Head of Barking and Dagenham Direct. Its aim is to put the customer at the heart of services and to provide excellent customer care to the local community with modern, efficient and effective council services.
Decent Homes Target	A Government initiative to bring all social housing into decent condition, with most of the improvement taking place in deprived areas and to increase the proportion of private housing in decent condition occupied by vulnerable groups. In order to be decent a home should be warm, weatherproof and have reasonably modern facilities.
Dedicated Schools Grant (DSG)	Ring-fenced funding for schools from the Department for Children Schools and Families (DCSF) to local authorities. The Council retains responsibility for distributing this funding to schools according to local needs and priorities.
Department of Communities and Local Government (DCLG)	The main Government department dealing with matters relating to local authorities.
Done in One	A scheme which encourages staff to think and act outside their immediate area in order to provide a joined-up approach to customer enquiries. It operates using a staff suggestion scheme, staff consultation groups and staff training programmes.
Earmarked Reserve	Funds set aside for a specific purpose or a particular service, or type of expenditure.

Glossary of Terms

<u>Term</u>	<u>Definition</u>
Efficiency Savings	The former Head of the Office for Government Commerce, Sir Peter Gershon, carried out the review in 2004 of public service expenditure in response to growing public concern that the increase in spending on public services over the last five years had been wasted. One of the outcomes of this review was that public sector bodies should achieve at least 2.5% efficiency savings each year for the period 2005/06 to 2007/08.
English Partnerships (EP)	English Partnerships is the national regeneration agency supporting high quality sustainable growth in England. It is a non-departmental public body sponsored by the Department of Communities and Local Government.
Formula Grant	The main channel of Government funding which includes redistributed business rates and Revenue Support Grant. The formulae for allocating the grant to authorities are based on population, needs and the ability of the authorities to raise Council Tax.
Funding Gaps	The difference between the cost of what is desired and the achievable financing for that scheme or project.
Gearing	A measure of the impact on council taxes of increasing budgets. If a Council meets 25% of its budget through council tax, it is said to have a gearing ratio of 4. Therefore, a 1% increase in budget would lead to a 4% increase in council tax.
General Fund (GF)	The main revenue account for the local authority. Day-to-day expenditure and income on services is charged to this fund. It specifically excludes expenditure and income relating to the Housing Revenue Account (HRA), schools, capital and pensions.
General Reserves	This is a non specific contingency fund and every local authority must maintain this to allow for unforeseen fluctuations in spending, unplanned eventualities, essential growth and vital projects.
Golden Rule-Government	This is one of a number of rules that govern how much the Government can borrow and for what purpose. It means the government can only borrow to finance investment and not to fund day to day or current spending. It also applies to local authorities.
Government Grant	A specific or general sum received by the local authority from the Government to supplement its expenditure.
Greater London Authority (GLA)	The GLA is a unique form of strategic citywide government for London. It is made up of a directly elected Mayor and an elected Assembly. It delivers police services, fire and transport services, grants to the voluntary sector, advises on strategic policy for London and is financed from a precept on the London boroughs.

Glossary of Terms

<u>Term</u>	<u>Definition</u>
Gross Budget	The total cost of providing the local authority's services before taking into account income from specific government grants or fees and charges for services.
Growth	Any increase in spending from one year to another which is either above inflation or is a new service which was not included in the previous year's budget.
Housing Corporation Grant	The Housing Corporation is the national Government agency that funds new affordable housing and regulates housing associations in England.
Housing Futures	This is a Council project which aims to bring Council housing stock up to the Government's Decent Homes Standard.
Housing Revenue Account (HRA)	Local authorities are required to maintain a separate account which sets out the income and expenditure arising from the provision of council housing.
Housing Subsidy	A government grant payable towards the cost of providing local authority housing and the management and maintenance of that housing.
Inputs	The resources required in providing a service, for example, employee costs, premises, transport, supplies and support costs.
Invest to Save	A strategy whereby investment will reduce costs for the future.
Learning and Skills Council (LSC)	The Learning and Skills Council exists to make England better skilled and more competitive. The LSC is a non-departmental public body which began work in 2001, taking over the roles of the former Further Education Funding Council and Training and Enterprise Councils.
Levies	The sums required to be paid to certain non governmental organisations to finance their operations. In the case of Barking and Dagenham, these are the East London Waste Authority, the Lee Valley Regional Park Authority, the London Pension Agency and the Environment Agency.
Local Area Agreements (LAA)	A 3 year agreement between Central Government and a local area. The agreement sets out priority issues for local action and what partners will deliver.
Local Housing Trusts	A housing trust is a corporation or body of persons which is required by the terms of its constituent instrument to use the whole of its funds, including any surplus which may arise from its operations, for the purpose of providing housing accommodation.

Glossary of Terms

<u>Term</u>	<u>Definition</u>
London Thames Gateway Development Corporation (LTGDC)	London Thames Gateway Development Corporation is the key government agency responsible for delivering social and economic growth to transform the London Thames Gateway (part of Europe's largest regeneration project).
London Weighting	An annual sum agreed for payment to all staff in addition to their basic salary to compensate for the high costs of working in London.
Macro Economic Outlook	Economic analysis and projections in respect of the UK and the world.
Medium Term Financial Strategy (MTFS)	The MTFS sets out a framework for utilising the Council's finances to deliver the Council revenue and capital strategic priorities over the next three years.
Modern Ways of Working	A programme to make better use of human resources, information and communication technologies, business processes and accommodation to create a more effective environment for the Council to deliver services.
National Non-Domestic Rates (NNDR)	A form of local taxation charged on non-residential premises at a level set by central government. Rates are collected and paid into a central pool administered by central government. The total collected is then redistributed to authorities on the basis of population.
Net Budget/ Expenditure	The gross budget less specific service income but before the deduction of Dedicated Schools Grant and Formula Grant.
Office of National Statistics (ONS)	The government department responsible for the production of national statistics.
One Stop Shops	A place where you can get help, advice and information on a range of services all under one roof. It will be well designed, accessible to all and have experienced staff on-hand to help you.
Outcomes/Outputs	The benefit/value of providing services.
Outturn	The total amount of income or expenditure at the end of a given period.
Precept	The sum required to be paid to other bodies for example county councils, police and fire authorities, to finance their operations. In the case of Barking and Dagenham, the only organisation which issues a precept is the Greater London Authority.
Pressures	Changes in service delivery which might cause service expenditure or income budgets to be overspent against budget.
Private Finance Initiative (PFI)	The PFI is one of a range of government policies introduced to increase private sector involvement in the provision of public services through capital investment.

Glossary of Terms

<u>Term</u>	<u>Definition</u>
Repairs and Renewals	A specific fund built up from annual budgeted sums to finance the repairs and renewals of certain assets over their life.
Resources	Relates to financial, human and physical support required to deliver services.
Reserves	An amount set-aside for a specific purpose in one financial year and carried forward to meet expenditure in future years.
Revenue Budget	The annual statement of planned Income and Expenditure for any one year as approved by the Council Assembly. It covers day-to-day income and expenditure as opposed to capital expenditure which is included in the Capital Budget
Revenue Support Grant (RSG)	A general grant paid by central government to a local authority towards the costs of its services which is distributed as part of Formula Grant.
Service Level Agreements (SLA)	Service Level Agreements are written agreements between council support service users and providers. Each SLA specifies the support service to be provided, its timing and frequency, the charge to be made for it and the period for which the agreement will run.
Service Plans	Service plans for each division. These are schedules showing priorities in terms of need together with identification of the resources needed to attain and deliver them.
Service Reconfigurations	Refers to a reorganisation of a service.
Single Status	This is the term used for the National Agreement on Pay and Conditions of Service for Local Government Employees which requires all local authorities to ensure that their employment terms and conditions are the same for both blue and white collar employees.
Social Care Reform Grant	Funding to help provide new homes for older people and help people with disabilities live independently in the community, as well as offering more services for carers.
Statutory Requirement	A legal requirement.
Support Charges/Services	The services provided by the administrative and professional service groups that support all the council's services. They include financial, legal, human resources, computer, property and general administrative support.
Supporting People	The Supporting People programme offers vulnerable people the opportunity to improve their quality of life by providing a stable environment which enables greater independence.

Glossary of Terms

Term

Definition

'Tell-Us'

'Tell Us' is a scheme designed to seek ideas from everyone who uses our services about how we can make improvements. As well as normal means of communication, there is an on-line service.

Value for Money (VFM)

Value for Money (VFM) is the term used to assess whether or not an organisation has obtained the maximum benefit from the goods and services it acquires and/ or provides within the resources available to it. It not only measures the cost of goods and services, but also takes account of the mix of quality, cost, resource use, fitness for purpose, timeliness and convenience to judge whether or not, when taken together, they constitute good value. Achieving VFM may be described in terms of the 'three Es' – economy, efficiency and effectiveness.

Zero Base Budgeting (ZBB)

Zero based budgeting in its purest form is the preparation of operating budgets from a zero base. That is, the budgetary process assumes that it is starting anew as opposed to rolled forward from previous years.