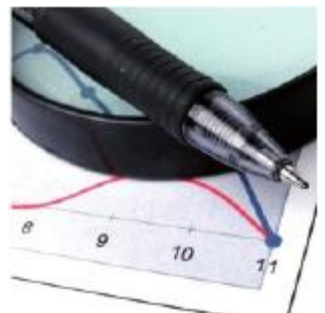


Revenue and Capital Budget 2012-2013



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MEDIUM TERM FINANCIAL STRATEGY 2012/13

1. The Medium Term Financial Strategy - Introduction

Message from Tracie Evans, Corporate Director of Finance & Resources

This year's Medium Term Financial Strategy (MTFS) comes at a time when the coalition government are tackling a global and national financial crisis. As a result, this Council is managing its resources in an era of unprecedented income reductions and changes in legislation brought about by the Government. There is an enormous reduction in the amount of money the Government gives to us to deliver the services required and this is at a time when inflation is rising and the things we buy are getting more expensive. It is also a time when members of our community need more and complex types of help and at a time when our population at Barking and Dagenham is one of the fastest growing so there are more people who need our services.

The MTFS currently forecasts cuts of 28% over the 4 year CSR period of which there are 2 years left. This equates to actual cuts in our core funding of £36m. The impact of rising inflation and increased demand for our services means however that real amount of cuts is more. Further government planned reductions and changes in the way local authorities are funded provide even greater challenges for the future.

The Government have stated that they are going to radically change the way that Local Government is funded from 2013/14. At this point in time it is difficult to make firm assumptions about what our funding levels will be beyond 2012/13 and as a result this MTFS provides our best estimates for 2013/14 and 2014/15 based on the information we have to date.

The Council has consulted widely on its budget proposals for this year to ensure that resources are focussed on the priorities set by the Councillors and the community ensuring that our limited funds deliver the most benefit to the community. Our ability to increase our income to offset government funding reductions is limited however we are able to control the way we spend that money so it is not wasted and to focus on services that matter most.

This MTFS lays down the principles by which this Council intends not only to manage its resources through these very tough times but also how the Council will ensure that every penny the Council spends will deliver services that the communities we serve needs and are important to them.

2. Council's Statement of Priorities and links to the MTFS

The MTFS has been developed in conjunction with the core principles as set out in the Council's Statement of Priorities. Despite the challenging economic climate, the Council is determined to continue to focus on our aims for the Borough, which are:

2.1 Raising household incomes

We will:

- Help our residents manage their money better and ensure they have the benefits they are entitled to.
- Deliver services that will help people into work.
Work with our businesses in the borough to improve opportunities to get people into work through apprenticeships and other work experience mechanisms.
- Deliver the Barking Town Centre Strategy to encourage investment and bring jobs to the town through improvements to Barking Station, the town centre's roads, pedestrian areas and green spaces, additional commercial space and 4,000 new homes by 2025.
- Redevelop Dagenham Dock as a sustainable industrial development with improvements to infrastructure and 'green links' between businesses and transportation creating new employment opportunities, to be delivered in phases up to 2040.
- Improve industrial areas, promote the borough to businesses and opportunity sites to developers, and work with partners to deliver a wide-ranging programme of activities to stimulate the creation of 10,000 new jobs by 2026.
- Open the Technical Skills Academy in September 2012 to improve access to training and raise skill levels and confidence of the local community to get quality jobs. Work with partners to provide advice, guidance and support to help local people find and compete for jobs.

2.2 Improving standards in school and post-16 education

We will:

- Invest £25million in the borough's primary schools and allocate £37million for investment in secondary schools and other programmes to provide additional places between 2012/13 to 2015/16.
- Continue to improve GCSE results aiming to match national levels for pupils gaining A*-C including maths and English by August 2012.
- Ensure there are ways to support all young people to remain in education and maximise their opportunities such as through the apprentice scheme.

2.3 Housing and estate renewal

We will:

- Complete the estate renewal programme to demolish 1,790 non-decent home and provide 1,200 new Council and mixed-tenure homes in 2015.
- Deliver a major regeneration programme providing 1,100 new homes on key sites such as Academy Central and Lymington Fields by 2016 and 10,000 new homes on Barking Riverside.

- Establish a new and innovative Housing Partnership to deliver 472 new and affordable homes in 2014.

The aims are underpinned by the theme; “a well-run organisation”.

The Council’s corporate priorities add focus to what we are trying to achieve and enable us to deliver against our wider objectives in the community.

For 2012/13, savings of £19m have been identified; £13m of which have been re-directed to budget pressures and £6m towards core funding reductions. Officers have worked extremely hard identifying £30m of savings between 2012/13 to 2014/15. Despite this, the current MTFS still forecasts a gap of £24m for the final two years of the Comprehensive Spending Review (CSR) period so there are still significant challenges ahead. This is the estimated gap and will be subject to change when the indicative settlements for 2013/14 and 2014/15 become available.

For the full 2012/13 to 2014/15 savings schedule, please refer to the link below:

<http://modgov/documents/s54849/Budget%20Strategy%202012-13%20-%20APPENDIX%20B.pdf>

3. Financial Objectives

The financial principles the Council will follow are:

- A balanced budget;
- Budget decisions based on Members’ priorities;
- All employees, partners and contractors are required to “treat every pound spent as though it is the last pound in your purse”;
- Managers are responsible and accountable for their budgets;
- Robust but not excessive levels of reserves and contingencies;
- Strong financial systems and processes;
- Effective commissioning;
- Affordable investments to improve services and maintain assets;
- Income maximisation;
- Continued efficiency, elimination of waste and value for money.

4. The Budget – How is it Developed?

The key principles of the production of the budget and MTFS can be summarised as follows:

- Aligning budgets and resources to key priorities;
- Ensuring value for money & efficiency in all service areas;
- The Budget Strategy;
- The levels of reserves and balances;
- The Capital investment;
- The Treasury Management Strategy.

Members and officers have worked to redefine the priorities of the Council, and strategies have been shaped around these priorities to identify a series of savings options to reallocate resources to priorities. For the 2012/13 budget setting process, the Council has consulted with the community throughout the autumn in 2011 as well as challenging its plans through Select Committees and Member review. The feedback from this wide consultation exercise has resulted in some proposals being amended or removed from the final budget to fully reflect the needs of our residents and their priorities. The consultation also received prominent coverage in the News and the Barking and Dagenham Post.

5. Challenges & opportunities we face in the short to medium term

5.1 Housing Revenue Account (HRA)

The Housing Revenue Account is changing in 2012/13 as the current subsidy arrangements end in March 2012. The Council will take on £266m to support the continued development of its social housing stock which will have to be serviced (the interest paid) directly from housing rent income.

5.2 Population Pressures

The Council is responsible for providing services to those living and working in the Borough. Barking and Dagenham is experiencing huge demographic changes which mean that there is a change in the number of people living in the Borough and a change in the age and ethnicity of the population. The latest survey results show that Barking and Dagenham's population is growing faster than any other borough in London with a projected 20% increase between 2010 and 2020. We have larger increases in the number of births and our older people are living longer which may mean increasingly complex health needs. The in-flows from other inner London Boroughs are almost matched by the number of people leaving the Borough to go eastwards into Havering and Essex. Barking and Dagenham is a growing location – and while we should celebrate the fact that our borough is somewhere that people increasingly choose to live, this does result in real and growing pressure on the services we can and do provide.

5.3 Olympics

Barking and Dagenham is an Olympic Host Borough meaning that it has an increased input into the working of the Games by providing training venues and by virtue of the fact that Stratford is in the next Borough and expect to benefit from any legacy from the games through the new sports facilities that have been built. The pressure on services will begin to be very obvious as we get nearer to Games time and the capacity of our staff will need to be managed to ensure that we are able to continue services through the Games time period. However there are significant promotional opportunities in terms of profile and regeneration, and the six Host Boroughs are working together to lobby for example the London Mayor and Transport for London for a range of economic initiatives. The Olympic Torch will be carried through this Borough. The Olympics Committee expect boroughs to pay for some of the costs towards the smooth running (e.g. increased refuse collections, increased security etc).

5.4 Funding Cuts to our Formula Grant

The Comprehensive Spending Review (CSR) announced in October 2010 saw cuts of 28% to 30% applied to Local Government over a four year period. This

presents a particular challenge to all councils, especially in light of the population, demand and inflation challenges we face.

Table 1 – Formula grant reduction by year

Budget requirement and Government Funding	2011/12 £'m	2012/13 £'m	2013/14 £'m Estimated	2014/15 £'m Estimated
Formula Grant	107.8	99.0	93.0	88.0
Specific Grants	20.1	20.7	20.0	17.0
% Reduction in core funding	9%	6%	6%	7%

6. Council reserves and level of contingencies

6.1 Robust levels of reserves

In order to ensure that the budgets are robust, the Corporate Director of Finance and Resources must ensure that there are adequate reserves to mitigate against unforeseen pressures and risks associated with the delivery of the budget. The current General Fund reserve stands at £10.8m. Should the need arise to call upon these reserves during the year; consideration should be given to replenish these as soon as possible. The Council also holds a number of earmarked reserves, which are estimated to be as follows for 2012/13:

Table 2 – Estimated Position of Reserves for 2012/13:

Reserve	£m	Note
Balances held by schools under a scheme of delegation	13.9	Only usable by schools
Housing Revenue Account (HRA) balance	8.3	Can only be used in relation to the HRA
Leasehold repairs	5.9	Can only be used for funding housing capital
Redundancies	2.5	To fund the cost of redundancies
Invest to Save	2.6	Earmarked reserves for specific projects to generate savings
Budget Support	1.0	To in year risks
General Fund reserve	14.3	To support the delivery of the Council's budget.

Use of the Invest to Save reserve will be applied 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 Council provides to residents.

6.2 Contingency and longer term budget planning

The amount allocated for contingency is £3.9m in 2012/13. This recognises the risks associated with delivering the scale of savings required. In the opinion of the Corporate Director of Finance and Resources this provides sufficient capacity

to meet unforeseen items. However, there continue to be on-going and longer term budget planning issues as follows:

Adult and Community Services:

- 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.

Children’s services:

- Children’s placements, where small increases in demand lead to potentially large increases in expenditure.
- Increase of children under 5; early year pressures/2 year old education.

Finance and Resources:

- 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.
- There is a possibility that interest rates may change in the course of the year.

6.3 Sensitivity analysis

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:

Table 3 – Summary of risk

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 £16m - Children’s under 3 pressures	Risk of 5% increase in demand	£800,000	Invest to save for adoption and fostering
Finance & Resources - Energy costs £7m	Risk of 10% increase in prices or demand	£700,000	Energy efficiency programme
Finance & Resources - Changes in interest rates	Risk of a 2% change in interest rates	£600,000	Good treasury management

7. Budget discipline, forecasting and sound governance

7.1 Budget discipline:

The MTFS needs to be underpinned by improved budget discipline and forecasting. Budget discipline is critical as 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. The delivery of the 2012/13 budget has been agreed by each of the Council directorates, CMT and Cabinet.

The Council has undertaken the annual review of budgets across the organisation in preparation for the 2012/13 financial year. All staffing establishments have been costed, supplies budgets reviewed to ensure all contracts are funded and an assessment of income targets completed 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 2012/13.

7.2 Budgetary control and sound governance

The Council is committed to maintaining a system of sound financial control, specifically to make sure that:

- Robust 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
- Effective arrangements to protect against bribery, fraud and corruption.

8. Value for money

The Council is committed to high levels of spending in certain key “priority” areas to deliver substantial improvements to its community.

The Audit Commission, as part of the 2010/11 Value for Money audit opinion, assessed that the Council has put in place proper corporate arrangements for securing economy, efficiency and effectiveness in its use of resources. The audit opinion for Value for Money is split into two themes: Financial resilience and Securing economy, efficiency and effectiveness. The Audit Opinion is shown below:

8.1 Financial resilience

The organisation has systems and processes in place to manage financial risks and opportunities and to secure a stable financial position that enables it to continue to operate for the foreseeable future. There remains a need to resolve key challenges such as improving the quality of the housing stock, delivering the capital programme on a timely basis and tackling the continuing overspends in Children’s Services and Housing and Environment, while building up reserves to target levels.

8.2 Securing economy, efficiency and effectiveness:

The organisation has adequate arrangements in place to secure economy, efficiency and effectiveness. The Council has developed new and innovative approaches to delivery, including the Elevate Joint Venture and proposed joint housing and regeneration schemes with the private sector. It is important in these areas to demonstrate robust governance arrangements and monitoring of efficiencies, along with the outcomes of savings plans in general.

9. Budget considerations for 2013/14 & beyond

Recent indications from the Department of Communities and Local Government (DCLG) are that funding for 2015/16 will reduce by 5-8% and funding for 2016/17 by 7-9%. These indications from the Government suggest that whilst funding will remain broadly flat, there will be a larger reduction in revenue because of a redirection of revenue to capital in order to stimulate economic growth. Broadly, a 1% reduction in grant equates to a funding cut of approximately £1.2m, taking the 2012/13 grant allocation as a starting point. Other unknown factors at this stage include:

- The impact of the Welfare Reform legislation
- The moving of the Public Health function to LA's
- National Funding Formula for the Dedicated Schools Grant
- Local Government Resource Review and the local retention of business rates.

Further details are available in the Budget Framework report 2012/13 via the link below:

<http://modgov/documents/s56782/Budget%20Framework%202012%20Report.pdf>

10. The Council's budget requirement

The Councils' Directorates are as follows:

- Adult and Community Services Directorate;
- Children's Services Directorate;
- Housing & Environment Directorate;
- Finance & Resources Directorate;
- Chief Executive's Directorate.

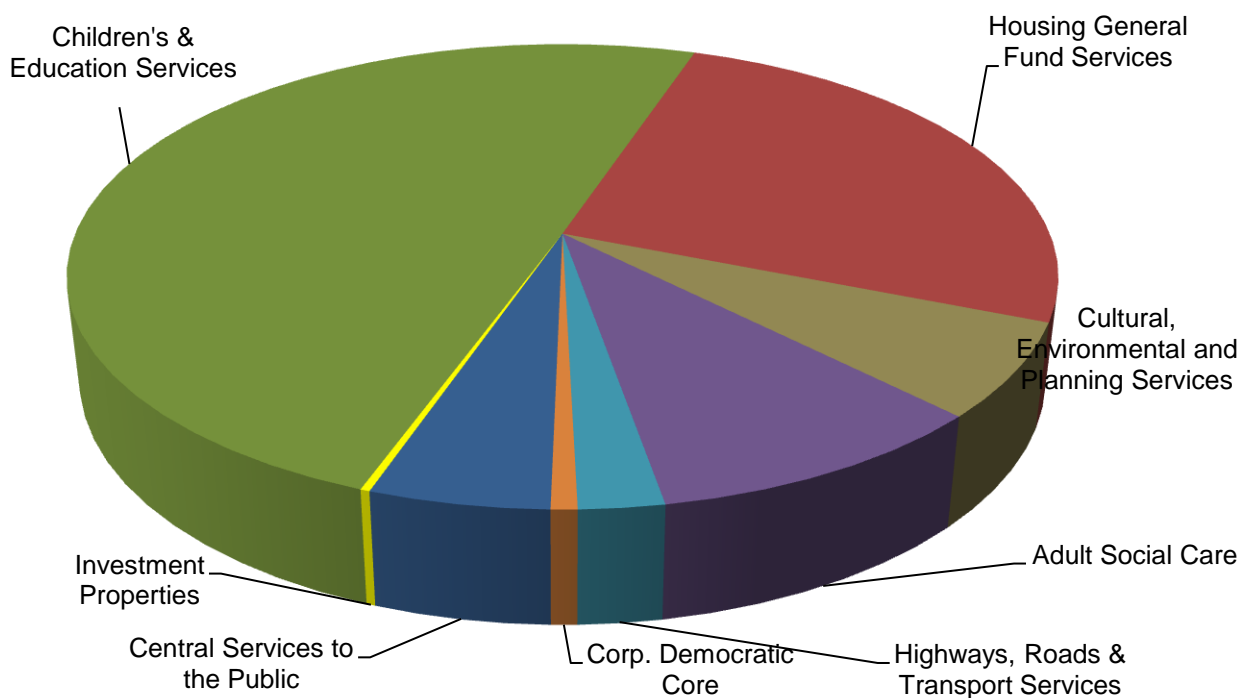
10.1 What are the future budget needs of the Council?

The Council's overall net budget for 2012/13 has been set at £177.379million.

Table 4 - Summary of spend by Directorate 2012/13:

Service	£ million Gross Spend	£ million Gross Income	£ million Net (Rounded)
Adult and Community Services	78.4	15.9	62.5
Children's Services (Inc DSG)	304.8	236.5	68.3
Housing and Environment (Inc HRA)	147	125.7	21.3
Finance & Resources	187.4	166.6	20.8
Central Expenses	(7.2)	1.2	(8.4)
Contingency	12.9	0	12.9
TOTAL	723.3	545.9	177.4

Where Your Money Goes

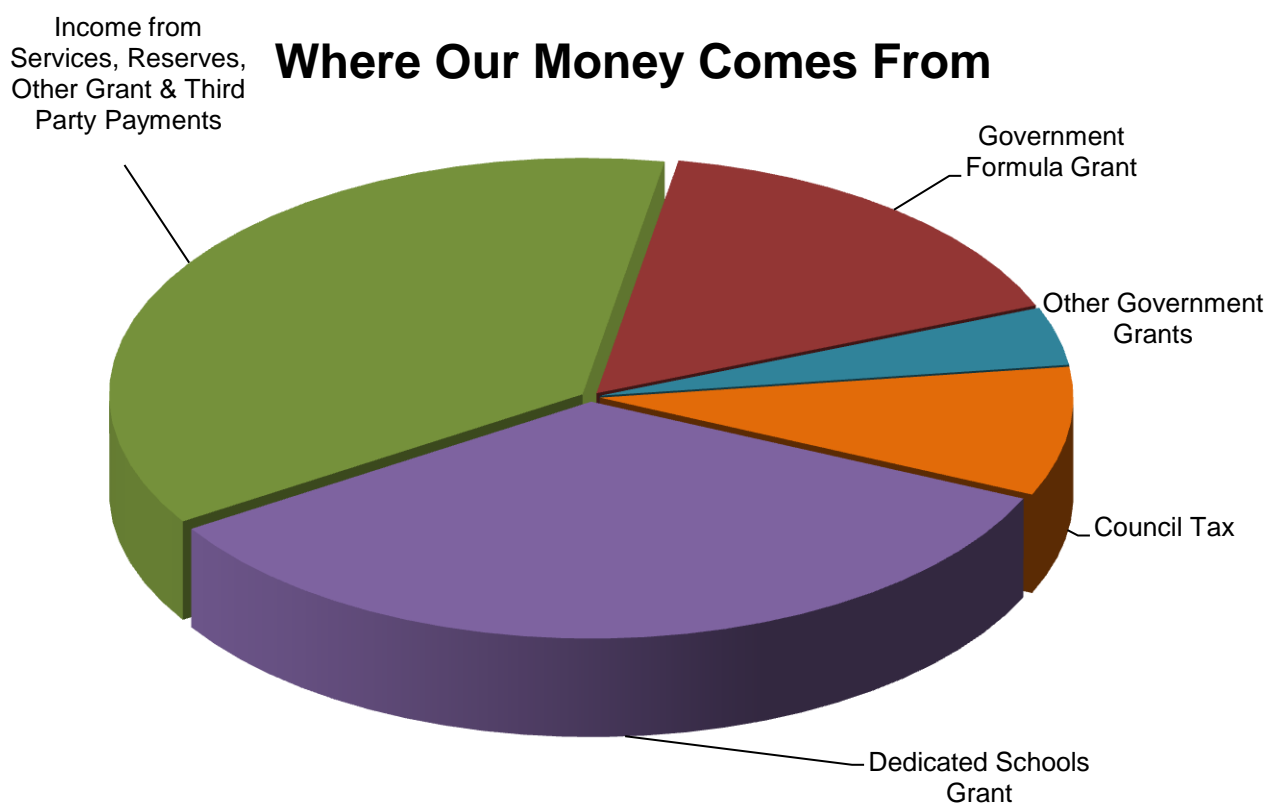


The above pie chart reflects the Service Accounting Code of Practice and does not reflect our Directorate structure.

In addition, the following table shows the estimated budget needs of the Council for 2012/13: and how the budget requirement is funded.

Table 5 – Budget Requirement /Funding

BUDGET REQUIREMENT FUNDING	2012/13 £ million
Government Formula Grant	99,0
Other Government Grants	24.4
Council Tax	54.0
Dedicated Schools Grant	221
Income from Services, Reserves, Other Grant & Third Party Payments	324,9
FUNDING	723.3



The spending plans for 2012/13 have been arrived at after implementing savings of £19million (including efficiency savings), following Government Grant reductions of £6m, but offset by net pressures of around £13m.

10.2 Formula Grant

The Government calculates our formula grant using the four main factors below:

1. **Relative Needs Amount** – determined by the cost of delivery the service, such as deprivation and labour costs.
2. **Relative Resource Amount** – this reflects the council's ability to generate its own income, through raising fees and charges.
3. **Central Allocation** – this is a central allocation shared out on a per person basis.
4. **Floor Dampening** – this stabilizes the overall funding to cushion against significant changes in funding.

The amount is then adjusted for any top-slice requirements, for academies and private sewers and paid to us throughout the year.

10.3 Fees and charges

The Council has an agreed charging policy. Each year, the fees and charges are reviewed reported to Cabinet in advance of the financial year following a benchmarking and market testing exercise by each directorate. A full list of the charges can be seen via the link below:

<http://modgov/documents/s56786/Fees%20and%20Charges%20Report%20-%20Appendices%20A%20B%201%202%2011%20FINAL.pdf>

10.4 Levies

The amount we pay to levying bodies has increase by a net 3.8%. This is show in the table below:

Table 6 – Levies

Levy	2011/12 £'000	2012/13 £'000	Change %
East London Waste Authority (ELWA)	8,147,000	8,480,000	4.08%
London Pension Fund Authority (LPFA)	180,026	180,026	0%
Lee Valley Regional Park Authority*	155,869	152,409	-2.2%
Environment Agency	103,743	103,546	-0.2%
Total Levies	8,586,638	8,915,891	3.8%

10.5 Council tax requirement

The proposed LBBB element of the Council Tax for 2012/13 is to remain at the current levels (£1,016.40 for a Band D property). This will be the fourth consecutive year the Council has set a budget without increasing Council Tax.

Councils who opt to freeze their Council Tax will receive a one off cash grant from the Government. Barking and Dagenham has received additional funding of £1.3m and this has been factored into the MTFs model. The income generated by Council Tax is £53.9m and accounts for 9% of our income.

10.6 Specific government grants

As part of the Comprehensive Spending Review in October 2010, the Government significantly simplified the grant funding process and consolidated/abolished/merged over 200 individual funding streams. In terms of the remaining specific grants, the Council now receives the following:

- **Dedicated Schools Grant (DSG)** – The Council receives an allocation from the Department for Education (DfE) based on the number of pupils educated in schools and nurseries across the borough. The funding received must be allocated directly to schools. The Council retains an element of the total DSG allocation (about 9%) to fund services on behalf of the Schools Forum such as support for children with Special Educational Needs, catering services, pupils out of school and the admissions service – Baking & Dagenham element is £195.6m (Not including Pupil Premium).
- **Learning Disability and Health Reform Grant** -This is a Department of Health administered grant introduced in 2011/12; it is a non ring-fenced specific grant totalling £1.36bn nationally. The grant reflects the transfer of responsibility for funding and commissioning of services for adults with learning disabilities from the NHS to local authorities – Baking & Dagenham element is £4.2m.
- **Early Years Intervention Grant** - This is a Department for Education administered grant introduced in 2011/12; it is a non ring-fenced specific grant totalling £2.36bn nationally. The aim of this is to allow local authorities to act more strategically and target investment where it will have the greatest impact with flexibility to respond to local needs and drive reforms in order to provide better results for children, young people and families – Baking & Dagenham element is £13.9m.
- **Housing and Council Tax Benefit Subsidy Admin Grant** -This is a Department for Work & Pensions administered non ring-fenced specific grant totalling £439m nationally. The grant is distributed on a basis of each local authority's share of the national Housing Benefit & Council Tax Benefit subsidy, with adjustments that reflect differences in regional costs. 10% of the grant is provided for administration of the grant itself – Baking & Dagenham element is £1.97m.
- **Local Services Support Grant** -LSSG covers a number of grants that are non ring-fenced and from various Government departments, which are paid together to reduce the number of payment transactions. The grants included are: Extended Rights to Free Travel (Department for Education), Lead Local Flood Authorities grant (Department for Environment & Rural Affairs), Preventing Homelessness grant (Department for Communities & Local Government) – Baking & Dagenham element is £690k.

11. Treasury Management Strategy

The Council's Treasury Management strategy has two main streams:

- Investment Strategy – relating to the management of the Council's cash balances.
- Borrowing Strategy – relating to the financing of the Council's capital programme.

11.1 The Council's cash position

At the financial year end (31st March) the level of the Council's cash balances in recent years have been as follows:

2011/12 -	£99m
2010/11 -	£94m
2009/10 -	£116m
2008/09 -	£125m

These balances have been made up of various sources of cash, such as capital grants, s106 funding, reserves, capital receipts through the sale of assets and loans. £39m of the funds are managed externally by Investec and the remainder is invested in house.

11.2 Changes to Investment Strategy

The Council's investments are managed on the following principles, in order of priority:

- Security – how safe is our investment
- Liquidity – can we access our money when we need to?
- Yield – rate of return on our investment
- Use of UK banks until Euro-zone crisis is resolved
- Increasing investment limits for Government supported UK banks
- Invest in AAA rated Corporate Bonds
- Not to use derivative products due to potential instability in the financial markets at this time.

11.3 Borrowing Strategy

The Council is allowed to borrow funds from the capital markets for two purposes:

- i. Short term temporary borrowing for day to day cash flow purposes to ensure liquidity.
- ii. Long term borrowing to finance the capital programme where the Council can demonstrate the borrowing is affordable.

The Council's borrowing as at 31 March 2012 is made up of three elements:

- i. External loans from Public Works Loan Board and private banks - £70m
- ii. PFI/finance lease liabilities - £68m
- iii. "Internal" borrowing - £85m.

11.4 HRA Self Financing

The changes to the HRA regime and the introduction of self financing have resulted in the Council in undertaking a £266m loan to pay the DCLG as part of the settlement. This loan will be from the PWLB where annual payments will be interest only and principal only to be repaid at maturity. The annual interest costs of £9.7m are factored into the HRA Business Plan.

The entire Treasury Management Strategy can be found via the link below:

<http://modgov/documents/s56748/Treasury%20Management%20Report.pdf>

12. Capital Strategy

In line with Members' objective of minimising the Council's external borrowing requirements, bids must be prioritised into "statutory" (e.g. school places), "essential" and "Member priorities". To ensure that the capital programme remains affordable, it is proposed to cap the overall capital programme, as well as paying for future capital expenditure through disposing existing assets.

12.1 Proposed capital programme 2012 to 2015

The proposed capital programme is shown below and has been developed with the concept of prioritising projects into "statutory", "essential" and "Member priorities".

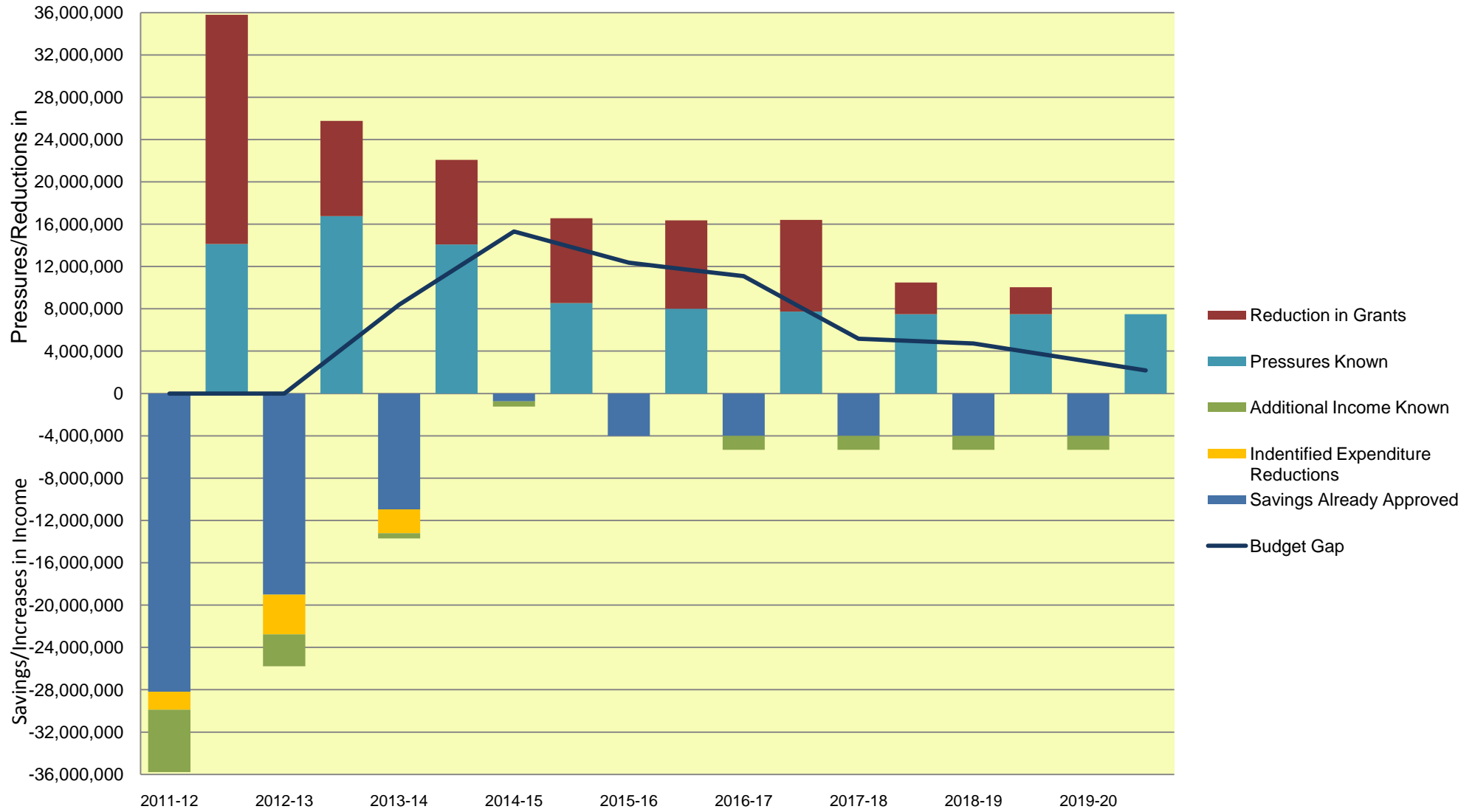
Table 7 – Proposed capital programme by Directorate (excludes PFIs):

Capital Expenditure £'000	2010/11 Actual	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate
Adult & Community Services	17,513	13,154	4,472	5,939	4,350
Children's Services	40,912	77,196	47,212	14,813	0
Housing & Environment	13,004	5,320	3,588	2,488	2,000
Finance & Resources	8,420	20,762	24,223	2,130	1,892
Capitalisation Dir.	2,698	3,000	3,000	3,000	3,000
Asset Management Plans (All Dir.)			1,000	1,000	1,000
General Fund	82,547	119,432	83,496	29,371	12,242
HRA	23,643	47,466	65,855	52,400	63,800
HRA settlement		265,000			
HRA	23,643	312,466	65,855	52,400	63,800
Total	106,190	431,898	149,351	81,770	76,042

Table 8 – Funding for capital programme 2012 to 2015

Capital Expenditure £'000	2011/12 Actual	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate
General Fund	97,686	84,139	29,370	37,742
HRA *	30,460	65,212	52,400	38,300
Approved Capital Prog.	128,146	149,351	58,401	68,150
HRA settlement	265,912			
Total	394,058	149,351	81,770	76,042
Financed by:				
Capital receipts	0	3,000	0	0
Capital grants and Cont.	79,728	66,274	32,370	27,392
Revenue contributions	1,440	380		
HRA resources	7,639	40,233	37,400	38,300
Net financing need for the year	305,251	39,464	12,000	10,350
Current planned borrowing	320,496	39,464	12,000	10,350
Funding Gap	-15,245	0	0	0

Medium Term Financial Strategy Movements by year



REVENUE BUDGET 2012/13

Revenue Budgets 2012/13 by Directorate

	EXPENDITURE	SUPPORT COSTS	RECHARGE INCOME	INCOME	NET - 2012/13	NET - 2011/12
ADULT AND COMMUNITY SERVICES	72,387,300	8,048,700	(2,031,100)	(15,905,900)	62,499,000	64,789,077
CHILDREN'S SERVICES	78,815,900	8,502,500	(3,629,200)	(15,397,500)	68,291,700	65,143,739
CHILDREN'S SERVICES - DSG	221,694,900	2,266,800	(2,815,300)	(221,146,400)	0	0
HOUSING AND ENVIRONMENT	46,531,500	8,532,800	(12,153,600)	(21,581,100)	21,329,600	25,338,444
HOUSING AND ENVIRONMENT - HRA	97,217,800	8,881,800	(1,992,800)	(104,106,800)	0	0
FINANCE & RESOURCES	216,794,800	12,125,200	(42,127,000)	(166,386,800)	20,406,200	14,442,000
CHIEF EXECUTIVE	8,105,000	2,197,000	(9,719,000)	(206,000)	377,000	991,000
CENTRAL EXPENSES	(6,916,500)	0	(307,800)	(1,157,900)	(8,382,200)	1,256,840
TOTAL	734,630,700	50,554,800	(74,775,800)	(545,888,400)	164,521,300	171,961,100
CONTINGENCY AND LEVIES	12,857,900	0	0	0	12,857,900	11,420,900
TOTAL	747,488,600	50,554,800	(74,775,800)	(545,888,400)	177,379,200	183,382,000

Revenue Budgets 2012/13 by Directorate and by spend type

	£'000 ADULT AND COMMUNITY SERVICES	£'000 CHILDREN'S SERVICES	£'000 CHILDREN'S SERVICES - DSG	£'000 HOUSING AND ENVIRONMENT	£'000 HOUSING AND ENVIRONMENT - HRA	£'000 FINANCE & RESOURCES	£'000 CHIEF EXECUTIVE	£'000 CENTRAL EXPENSES	£'000 TOTAL
EMPLOYEE COSTS	22,891	29,163	162,684	18,253	11,009	15,627	6,852	3,000	269,479
PREMISES COSTS	3,297	7,857	20,321	3,511	43,313	2,554	3	3,000	83,856
TRANSPORT COSTS	1,385	3,259	88	3,440	208	5,896	56	0	14,332
SUPPLIES & SERVICES	3,159	4,963	26,059	2,199	14,489	2,754	991	8,251	62,865
THIRD PARTY PAYMENTS	35,351	21,955	12,543	13,403	3,605	25,465	166	2,321	114,809
DIRECT PAYMENTS	4,441	675	0	(523)	34	160,101	0	0	164,728
SUPPORT SERVICES	8,049	8,503	2,267	8,533	8,882	12,125	2,197	0	50,557
DEPRECIATION	1,863	10,943	0	6,249	24,560	4,398	37	(23,490)	24,560
GRANTS	(1,147)	(9,908)	(216,888)	0	0	(156,198)	0	0	(384,141)
INCOME	(14,759)	(5,489)	(4,258)	(21,581)	(104,107)	(10,189)	(206)	(1,158)	(161,747)
RECHARGES	(1,739)	(1,601)	0	(11,007)	(1,993)	(34,868)	(9,588)	(308)	(61,104)
OTHER RECHARGES	(292)	(2,028)	(2,815)	(1,147)	0	(7,259)	(131)	0	(13,672)
TOTAL EXPENDITURE	62,499	68,292	0	21,330	0	20,406	377	(8,384)	164,521
	CONTINGENCY AND LEVIES								12,858
									177,379

**ADULT AND COMMUNITY
SERVICES REVENUE
BUDGET - 2012/13**

Adult & Community Services – Revenue Budgets - 2012/13

	EXPENDITURE	SUPPORT COSTS	RECHARGE INCOME	INCOME	NET - 2012/13	NET - 2011/12
Adult Commissioning	9,670,300	1,206,000	(108,400)	(298,100)	10,469,800	10,480,000
Adult Social Care	37,708,700	4,457,500	(60,000)	(6,653,000)	35,453,200	35,416,514
Culture and Sport	11,963,000	1,488,500	(903,100)	(4,481,700)	8,066,700	10,448,662
Community Safety & Public Protection	8,383,500	939,000	(932,900)	(3,986,900)	4,402,700	4,359,921
Mental Health Joint with NELFT	3,183,400	430,000	0	(186,200)	3,427,200	3,836,983
Service Strategy & Regulation	320,500	27,100	(26,700)	(300,000)	20,900	246,997
ACS Other Services	1,157,900	(499,400)	0	0	658,500	0
ADULT AND COMMUNITY SERVICES	72,387,300	8,048,700	(2,031,100)	(15,905,900)	62,499,000	64,789,077

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Adult & Community Services

	GROSS BUDGET	SUPPORT COSTS	RECHARGE INCOME	INCOME	NET - 2012/13
Adult Commissioning					
Commissioning & Supporting People	8,499	1,068	0	(298)	9,269
Community Cohesion	1,171	138	(108)	0	1,201
	9,670	1,206	(108)	(298)	10,470
Adult Social Care					
First Response	2,343	253	0	0	2,596
Care & Support	5,335	1,099	0	(851)	5,582
Intensive Support	7,201	833	(60)	(190)	7,784
Assessment & Support Planning	22,830	2,274	0	(5,612)	19,491
	37,709	4,458	(60)	(6,653)	35,453
A20 - Culture and Sport					
A20100 Libraries	4,548	838	(806)	(544)	4,036
A20300 Heritage	939	191	(8)	(168)	953
A20400 Community Sport and Arts	5,732	679	(88)	(3,673)	2,650
A20500 Olympics Unit	165	19	0	0	184
A20700 Arts & Events	255	32	0	(97)	191
Leisure & Art Divisional Support	323	(270)	0	0	53
	11,962	1,489	(903)	(4,482)	8,067
A40 - Community Safety and Public Protection					
A40035 Community Safety	2,549	314	(933)	(417)	1,514
A40057 HOS - Comm Safety & PP	118	(118)	0	0	0
A40059 Youth Offending Services	1,724	238	0	(711)	1,251
A40067 Substance Misuse Adult Safeguarding	3,596	458	0	(2,858)	1,196
A40081 Summary	397	46	0	(2)	442
A40110 Prevent Strategy	0	0	0	0	0
	8,384	939	(933)	(3,987)	4,403
A60 - Mental Health with NELFT	3,183	430	0	(186)	3,427
A70Service Strategy & Regulation					
Service Strategy & Regulation	296	24	(27)	(300)	(6)
A70300 Public Health Services	24	3	0	0	27
	321	27	(27)	(300)	21
A90 - ACS Other Services	1,158	(499)	0	0	659
	72,387	8,049	(2,031)	(15,906)	62,499

Recharges to Adult & Community Services

Types Of Support Services Provided	ACS		
	2012-13 £	2011-12 £	Movements £
FINANCE & RESOURCES			
Internal Audit	91,500	110,300	(18,800)
Insurance	18,100	18,300	(200)
Risk Management	18,600	26,300	(7,700)
Finance	753,900	673,100	80,800
Payroll	56,300	49,500	6,800
Policy & Performance	99,900	305,400	(205,500)
Corporate Complaints	1,300	9,900	(8,600)
Marketing & Communications	254,300	152,400	101,900
Democratic Services	9,900		9,900
Post Delivery	8,700	19,500	(10,800)
Legal Services	249,100	209,000	40,100
HR Support	715,000	820,000	(105,000)
ICT (Joint Venture)	2,835,300	2,070,000	765,300
Emergency Out of Hours & Social Alarms	269,200	238,500	30,700
Contact Centre	168,600	238,700	(70,100)
One Stop Shops	88,300	130,700	(42,400)
Corporate Client	121,200	169,800	(48,600)
Programme Management	107,300	96,900	10,400
Asset Strategy & Management	99,000	103,300	(4,300)
Leasehold Buildings (Maritime House) Accommodation	123,800	132,400	(8,600)
Property Services	43,500	49,100	(5,600)
Building Cleaning	264,400	351,100	(86,700)
Security	5,300	5,200	100
Civic Buildings Accommodation	381,300	281,400	99,900
Building Maintenance	145,100	141,900	3,200
Energy & Compliance	82,300	130,400	(48,100)
Commercial Services Client Team	64,800	83,500	(18,700)
ELEVATE - Corporate Procurement	53,000	52,200	800
ELEVATE - Accounts for Payment	73,900	77,600	(3,700)
General Income	49,400	52,000	(2,600)
Cashiers	105,700	105,700	0
Business Management		5,500	(5,500)
Business Unit & Graduate Trainees	41,200	36,200	5,000
Policy & Performance	36,300		36,300
TOTAL F&R	7,435,500	6,945,800	489,700

Recharges to Adult & Community Services

Types Of Support Services Provided	ACS		
	2012-13 £	2011-12 £	Movements £
ADULT & COMMUNITY SERVICES			
Equalities & Diversity	27,100	27,100	0
Alarm Monitoring & Magnetic Locks	36,600	36,600	0
Security Contract	18,000	18,000	0
Surveillance and Monitoring Service (SAMS)		241,500	(241,500)
Anti-social behaviour		117,600	(117,600)
Barking Learning Centre (BLC)	288,600	237,000	51,600
Sports Centres		270,000	(270,000)
Sports Centres	2,800	2,800	0
TOTAL ACS	373,100	950,600	(577,500)
HOUSING & ENVIRONMENT - GF			
Refuse Collection	94,000	33,500	60,500
Fleet Management	4,000		4,000
Grounds Maintenance	55,000	183,900	(128,900)
Passenger Transport	1,234,200	943,400	290,800
PPP		85,400	(85,400)
Sheltered Housing	500,500	500,500	0
TOTAL H&E	1,887,700	1,746,700	141,000
GRAND TOTAL - ALL	9,696,300	9,643,100	53,200

**ADULT AND COMMUNITY SERVICES
ADULT COMMISSIONING ADULT COMMISSIONING**

Adult Commissioning

Description of Service

Adult Commissioning leads on the development and delivery of services and activities which support people to live the lives they want in a place where everyone gets on well together.

Key Information

Commissioning and Supporting People

This section leads on commissioning and influencing the development of services and opportunities in line with personalisation. The team specialise in working closely with service users, families and other key stakeholders to ensure there is a range of opportunities which enable people to stay healthy, well and independent for as long as possible thus avoiding the need for statutory services. Once people require support to become independent the team are incrementally developing and reshaping the “market” to provide a selection of person centred individualised good value safe services which enable people to live the lives they want.

The team work closely with partners across the Council, including Children’s services, Housing and Properties; other local authority partners such as ELS, the voluntary sector and of course our health partners including NELC and our local GPs.

Community Cohesion

This team leads on ensuring we are meeting our statutory duties with respect to equalities and positively promotes the benefits of an equalities approach.

The team also promotes and leads on community cohesion and tension monitoring and is looking to strengthen the local partnership approach in this area. The team is responsible for supporting the development of the voluntary sector and administering grants. This includes keeping a watchful and analytical brief with respect to the significant London Council’s funding.

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Divisional Director	Dr Karen Ahmed Tel: 020 8227 2331	Divisional Director of Adult Social Care Commissioning E-mail: karen.ahmed@lbbd.gov.uk

ADULT COMMISSIONING

Adult Commissioning	Commissioning & Supporting People	Community Cohesion	TOTAL
EMPLOYEE COSTS	733,200	284,800	1,018,000
PREMISES COSTS	185,300	4,100	189,400
TRANSPORT COSTS	2,000	5,200	7,200
SUPPLIES & SERVICES	12,500	547,600	560,100
THIRD PARTY PAYMENTS	7,549,400	329,500	7,878,900
DIRECT PAYMENTS	0	0	0
SUPPORT SERVICES/RECHARGE	1,067,600	138,400	1,206,000
DEPRECIATION	16,700	0	16,700
GRANTS	0	0	0
INCOME	(298,100)	0	(298,100)
RECHARGES	0	(108,400)	(108,400)
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	0	0	0
	9,268,600	1,201,200	10,469,800

ADULT AND COMMUNITY SERVICES

Adult Social Care

Description of Service

This service provides the operational response for adults and older people.

First Response

Provides our initial response for people who may need personal care and support services to remain independent. It includes our initial contact and information and advice service, the Hospital Social Work Team who work in Queens and King George Hospital and the re-ablement service

Care and Support

Manages all our internal provision of direct care and support services for adults and older people including services registered with CQC to provide personal care.

Intensive Support

Provides social work, occupational therapy and support services for people who need ongoing professional support in order to live independently in the community. This will include services for people with learning disabilities, physical and sensory impairments and other complex needs.

Assessment and Support Planning

Helps arrange personal budgets for people who have ongoing care needs, and helps them develop support plans so they can purchase appropriate services and have independence, choice and control.

Key Information

First Response

All our advice and information is now provided on the internet through a dedicated series of web pages, Quick-heart. The Hospital Social Work team arrange support for adults and older people who need personal care when discharged from hospital care, and the re-ablement service provides 6-8 weeks of intensive home care designed to get people back on their feet after a hospital stay.

Care and Support

Includes care homes for people with dementia and learning disability, support for 26 sheltered schemes, 2 learning disability day centres, and 6 Active Age Centres located around the borough for older people in the prime of life.

Intensive Support

Includes management of a multi-disciplinary Community Learning Disability Service with nurses, psychologists and medical staff employed by the NHS (NELFT). Our Occupational Therapy team is professionally managed through Intensive Support but staffs work across all of the Division as well as the Children with Disability Service.

Assessment and Support Planning

Is delivered through 6 “clusters” of qualified social workers and support workers who work closely with GPs and NHS colleagues in the community. The cluster of staff undertakes the majority of Adult Safeguarding investigations and assesses people’s capacity to make important and significant decisions, and arrange advocacy and support where necessary.

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ADULT SOCIAL CARE

Adult Social Care	First Response	Care & Support	Intensive Support	Assessment & Support Planning	TOTAL
EMPLOYEE COSTS	2,308,200	4,284,900	1,887,600	2,098,100	10,578,800
PREMISES COSTS	0	69,300	22,500	14,000	105,800
TRANSPORT COSTS	12,500	510,000	121,600	661,400	1,305,500
SUPPLIES & SERVICES	22,400	242,800	20,300	80,900	366,400
THIRD PARTY PAYMENTS	0	167,500	4,311,700	16,390,900	20,870,100
DIRECT PAYMENTS	0	500	800,000	3,580,000	4,380,500
SUPPORT SERVICES/RECHARGE	253,000	1,098,500	832,500	2,273,500	4,457,500
DEPRECIATION	0	59,700	37,500	4,400	101,600
GRANTS	0	0	0	0	0
INCOME	0	(850,800)	(190,100)	(5,612,100)	(6,653,000)
RECHARGES	0	0	0	0	0
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	0	0	(60,000)	0	(60,000)
	2,596,100	5,582,400	7,783,600	19,491,100	35,453,200

ADULT AND COMMUNITY SERVICES

Culture & Sport

Description of Service

This budget includes Libraries, Heritage, Community Sport and Arts, the Olympic Unit, Events and Culture & Sport divisional support.

Key Information

A20100 – Libraries

The Library Services is delivered through two central libraries (Barking Learning Centre and Dagenham Library), 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. Three out of the seven branch libraries will close during 2012/13.

Alongside its primary role as a book lending service, libraries provide a wide range of services including initiatives for children and families, support for learning and skills, ICT training and a good range of online information services. They also provide support and information to improve health and wellbeing. The service currently has 50 volunteers working across the borough libraries.

A20300 – Heritage

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.

A20400 – Community Sports & Arts

In May 2011 the Community Sport and Arts team successfully opened the state of the art Becontree Heath Leisure Centre. In the first ten months of opening over 500,000 visits were made to the new centre and more than 5,000 new members joined.

Alongside Becontree Heath Leisure Centre the team also manages Abbey Sports Centre. Goresbrook Leisure Centre will close during 2012 to make way for a brand new centre to open in spring 2014.

Services offered 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, sports specific courses and the Summer Sorted holiday activity programme;
- provision of training opportunities such as Community Sports Leader and Higher Sport Leader awards;
- Development of Key Sport Development Plans.
- GP Exercise Referral Scheme, Healthy Walk and Buggy Fit Programme
- Commissioning artists to work on improving the built environment serves to raise the profile of the borough and contributes to place making, empowering local people to create a

shared sense of heritage, local identity, and a greater sense of community cohesion.

The Arts team will provide a full outdoor arts programme as part of the Queen's Diamond Jubilee and Cultural Olympiad programme including the Dance Festival and Molten Festival.

All Sport and Leisure services in Community, Sport and Arts have successfully been awarded QUEST accreditation, which is the industry quality standard for excellence.

A20500 – Olympic Unit

The Olympic Ambition Team coordinates the Borough's Olympic offer through a number of events aimed at engaging residents and local businesses. It is working closely with the Olympic authorities on delivering the Olympic Torch Relay through the Borough and ensuring that the Borough gains maximum benefit from its five Games Time Training Venues and its hosting of the Games ceremonies' rehearsals site.

The team has been instrumental in securing about £14 million investment into the Borough including the new Sport-House leisure centre in Mayesbrook Park.

A20700 – 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 direct-delivered events such as Spooktacular, St. George's Day, 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.

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Budget Holder	Graeme Cornell Tel: 020 8227 2012	Group Manager, Olympic Ambition E-mail: graeme.cornell@lbbd.gov.uk

Divisional Director	Paul Hogan Tel: 020 8227 3576	Divisional Director, Culture & Sport E-mail: paul.hogan@lbbd.gov.uk
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CULTURE AND SPORT

A20	A20100	A20300	A20400	A20500	A20700	A20900	
Culture and Sport	Libraries	Heritage	Community Sport and Arts	Olympics Unit	Arts & Events	Leisure & art Divisional Support	TOTAL
EMPLOYEE COSTS	2,079,600	673,000	2,548,700	113,500	71,800	268,300	5,754,900
PREMISES COSTS	1,227,100	88,700	1,460,700	0	42,000	0	2,818,500
TRANSPORT COSTS	13,100	800	8,000	1,000	0	1,000	23,900
SUPPLIES & SERVICES	473,800	82,000	782,100	50,000	137,600	54,000	1,579,500
THIRD PARTY PAYMENTS	203,200	43,300	148,500	0	4,000	0	399,000
DIRECT PAYMENTS	0	0	0	0	0	0	0
SUPPORT SERVICES/RECHARGE	837,700	190,700	678,600	19,300	32,200	(270,000)	1,488,500
DEPRECIATION	551,300	51,500	784,400	0	0	0	1,387,200
GRANTS	0	0	0	0	0	0	0
INCOME	(543,700)	(168,200)	(3,672,800)	0	(97,000)	0	(4,481,700)
RECHARGES	(756,000)	0	(11,300)	0	0	0	(767,300)
OTHER RECHARGES	(50,400)	(8,400)	(77,000)	0	0	0	(135,800)
	4,035,700	953,400	2,649,900	183,800	190,600	53,300	8,066,700

ADULT AND COMMUNITY SERVICES

Community Safety & Public Protection

Description of Service

These budgets include, community safety, the head of service for community safety and public protection, youth offending services, substance misuse, adult safeguarding summary and preventative strategy.

Key Information

A40035 – Community Safety

The service gives local people a say in how they want their local policing issues and Council-related issues delivered in their neighbourhood. This supports and supports local people to get involved in making a difference.

This group of services includes teams working on the partnership response to anti-social behaviour, gang-related activity, integrated offender management, 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. The Metropolitan Police Safer Parks Team reports 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 Strategic Assessment of Crime and Disorder.

A40057 – Head of Service, Community Safety and Public Protection

This budget includes the Divisional Director Community Safety and Public Protection's cost, which is recharged out to Community Safety, Youth Offending Service and Substance Misuse to reflect the total cost of the respective service areas.

A40059 – Youth Offending Services

The Team is based at Bridge House in Barking and works closely with Probation, Police, Health and other agencies to reduce offending and prevent reoffending 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.

A40067 – 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 through the Social Work Complex Needs Team in Adult Social Care the Team deliver Care Management to service users. Through colleagues in Adult Commissioning the Strategy Manager commissions Tier 1-4 drug and alcohol treatment services and runs 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.

A40081 – Adult Safeguarding

The Adult Safeguarding Team 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. In addition this team has responsibility for the provision and commissioning of services to address domestic violence and hate crime.

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.

A40110 – Prevent Strategy

The Government have funded a co-ordinator to respond to the Prevent Strategy. This post holder works in communities and across the partnership to address extremism.

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Budget Holder	Paul Hodson Tel: 020 8227 2782	Group Manager, Community Cohesion E-mail: paul.hodson@lbbd.gov.uk

Divisional Director	Glynis Rogers Tel: 020 8227 2827	Divisional Director, Community Safety & Public Protection E-mail: glynis.rogers@lbbd.gov.uk
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COMMUNITY SAFETY & PUBLIC PROTECTION

A40	A40035	A40057	A40059	A40067	A40081	
Community Safety and Public Protection	Community Safety	Head of Service-Comm Safety & PP	Youth Offending Services	Substance Misuse	Adult Safeguarding	TOTAL
EMPLOYEE COSTS	858,900	117,600	1,165,300	590,500	342,400	3,074,700
PREMISES COSTS	13,000	0	141,700	17,600	0	172,300
TRANSPORT COSTS	3,700	0	13,000	300	0	17,000
SUPPLIES & SERVICES	595,800	0	18,100	20,700	12,700	647,300
THIRD PARTY PAYMENTS	880,700	0	385,700	2,964,700	41,700	4,272,800
DIRECT PAYMENTS	0	0	0	0	0	0
SUPPORT SERVICES/RECHARGE	314,400	(117,600)	237,800	458,100	46,300	939,000
DEPRECIATION	197,200	0	0	2,200	0	199,400
GRANTS	0	0	(667,600)	(478,900)	0	(1,146,500)
INCOME	(416,500)	0	(43,100)	(2,379,300)	(1,500)	(2,840,400)
RECHARGES	(836,900)	0	0	0	0	(836,900)
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	(96,000)	0	0	0	0	(96,000)
	1,514,300	0	1,250,900	1,195,900	441,600	4,402,700

ADULT AND COMMUNITY SERVICES

Mental Health Joint with NELFT

Description of Service

This budget includes the costs of providing integrated Mental Health Services through an s.75 Partnership Agreement with North East London NHS Foundation Trust.

LBBB staffs are currently deployed within the Mental Health Access and Assessment Team, Community Recovery Teams, the Older Adult Mental Health Team and the Home Treatment Team. Social Care staff work in these Multi-Disciplinary Teams to provide essential Mental Health Services from locations throughout the borough.

The Service covers the assessment and care management for adults of all ages 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 range of specialist commissioned services for this service user group.

Key Information

A60000 – Mental Health Services

Mental Health Services currently support approximately 42 service users in either residential or supported living placements. Work is underway to reduce this number through the provision of both cares closer to home and the increasing use of Personalisation to speed the recovery of individual residents.

Budget Holder

David Horne

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Joint Director, Mental Health Services

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MENTAL HEALTH JOINT WITH NELFT

A60 Mental Health Joint with NELFT	A60000 Mental Health Services	TOTAL
EMPLOYEE COSTS	1,208,000	1,208,000
PREMISES COSTS	0	0
TRANSPORT COSTS	30,900	30,900
SUPPLIES & SERVICES	10,700	10,700
THIRD PARTY PAYMENTS	1,873,800	1,873,800
DIRECT PAYMENTS	60,000	60,000
SUPPORT SERVICES/RECHARGE	430,000	430,000
DEPRECIATION	0	0
GRANTS	0	0
INCOME	(186,200)	(186,200)
RECHARGES	0	0
OTHER RECHARGES (INC SCHOOL BUY- BACKS)	0	0
	3,427,200	3,427,200

ADULT AND COMMUNITY SERVICES

Service Strategy & Regulation

Description of Service

This budget covers the cost of strategic management within the Adult and Community Services Directorate such as the Director and Public Health.

Key Information

The budget also covers the relevant costs of the complaints procedure as required by the NHS and Community Care Act 1990. The complaints team leads on both the children's and adult & community service directorates' complaints and information management, including Member enquiries, access to records requests, Freedom of Information and data protection.

Budget Holder	Anne Bristow	Corporate Director Adult and Community Services
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SERVICE STRATEGY & REGULATION

A70	A70000	A70300	
Service Strategy & Regulation	Service Strategy & Regulation	Public Health Services	TOTAL
EMPLOYEE COSTS	281,200	24,300	305,500
PREMISES COSTS	0	0	0
TRANSPORT COSTS	0	0	0
SUPPLIES & SERVICES	15,000	0	15,000
THIRD PARTY PAYMENTS	0	0	0
DIRECT PAYMENTS	0	0	0
SUPPORT SERVICES/RECHARGE	24,300	2,800	27,100
DEPRECIATION	0	0	0
GRANTS	0	0	0
INCOME	(300,000)	0	(300,000)
RECHARGES	(26,700)	0	(26,700)
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	0	0	0
	(6,200)	27,100	20,900

ADULT AND COMMUNITY SERVICES

ACS – Other Services

Description of Service

This budget covers all support costs relating to Adult and Community Services whether provided centrally by another Directorate of the Council or by staff employed directly within Adult and Community Services.

Key Information

This budget includes the relevant costs for the Service Support & Improvement Group (excluding Complaints & Information contained within SSR). The team provides business, policy and information support across the Adult & Community Services Directorate. This includes responsibility for managing the systems that support social care record-keeping for both Children's Services and Adult & Community Services.

In terms of business support, the service provides administration, policy support, communications management and research and analysis. The team provides PA support to the senior management team and co-ordinates the Directorate's core business processes, including Operational Management Teams, portfolio holder meetings, Directorate Management Team and ACS reports to CMT and the Council's democratic bodies.

Central Support costs totalling some £7m such as legal, accommodation and IT costs are also charged to this budget initially before being reallocated to service divisions within the Directorate.

Budget Holder	Glynis Rogers Tel: 020 8227 2827	Divisional Director, Community Safety and Public Protection E-mail: glynis.rogers@lbbd.gov.uk
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Budget Holder	Anne Bristow Tel: 020 8227 2300	Corporate Director Adult and Community Services E-mail: anne.bristow@lbbd.gov.uk
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ADULT AND COMMUNITY SERVICES – OTHER SERVICES

<p style="text-align: center;">A90</p> <p style="text-align: center;">ACS Other Services</p>	<p style="text-align: center;">A90100</p> <p style="text-align: center;">Adult and Community Services - Support Costs</p>	<p style="text-align: center;">TOTAL</p>
EMPLOYEE COSTS	952,300	952,300
PREMISES COSTS	10,800	10,800
TRANSPORT COSTS	0	0
SUPPLIES & SERVICES	(19,600)	(19,600)
THIRD PARTY PAYMENTS	56,100	56,100
DIRECT PAYMENTS	0	0
SUPPORT SERVICES/RECHARGE	(499,400)	(499,400)
DEPRECIATION	158,300	158,300
GRANTS	0	0
INCOME	0	0
RECHARGES	0	0
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	0	0
	658,500	658,500

**CHILDRENS SERVICES
REVENUE BUDGET -
2012/13**

Children's Services – Revenue Budgets - 2012/13

	EXPENDITURE	SUPPORT COSTS	INCOME	RECHARGE INCOME	NET - 2012/13	NET - 2011/12
Education	18,467,500	0	(12,470,400)	(2,932,900)	3,064,200	6,111,371
Targeted Support	11,212,700	0	(1,195,500)	0	10,017,200	14,405,442
Complex Needs and Social Care	30,569,300	0	(1,046,800)	(183,900)	29,338,600	31,645,972
Commissioning and Safeguarding	4,502,200	0	(423,400)	(290,000)	3,788,800	4,877,425
Other Services	14,064,200	8,502,500	(261,400)	(222,400)	22,082,900	8,103,525
CHILDREN'S SERVICES	78,815,900	8,502,500	(15,397,500)	(3,629,200)	68,291,700	65,143,739

Finance Contact	Dawn Calvert	Group Manager, Adult & Community Services and Children's Finance
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Corporate Director	Helen Jenner	Corporate Director of Children's Services
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Children's Services Revenue Budgets

		GROSS BUDGET	SUPPORT COSTS	RECHARGE INCOME	INCOME	NET - 2012/13
Education						
C20000	Asset Management and Capital	7,917	0	(235)	(7,514)	168
C20050	Admissions & Attendance	460	0	(210)	0	250
C20100	Education Inclusion	165	0	0	0	165
C20300	School Improvement	5,200	0	(2,398)	(1,522)	1,279
C20400	14-19 Education and Training	1,157	0	(90)	0	1,067
C20500	Adult College	3,569	0	0	(3,434)	135
		18,468	0	(2,933)	(12,470)	3,064
Targeted Support						
C30000	Children Centres	6,869	0	0	(958)	5,912
C30300	Early Years & Childcare	2,100	0	0	(143)	1,957
C30400	Youth Services	1,561	0	0	(95)	1,467
C30700	Targeted Support Central Costs	435	0	0	0	435
C30800	Family and Targeted Support	247	0	0	0	247
		11,213	0	0	(1,196)	10,017
Complex Needs and Social Care						
C40000	Assessment	2,464	0	0	(226)	2,239
C40100	Care Management	4,271	0	0	0	4,271
C40200	Community Educational Psychology	767	0	(184)	(164)	419
C40300	Life Chances	3,652	0	0	(421)	3,231
C40400	CWD Specialist Localities (Social Care)	2,118	0	0	(100)	2,018
C40500	Placement	14,937	0	0	(136)	14,801
C40600	Prevention	527	0	0	0	527
C40700	S&R Divisional Director	863	0	0	0	863
C40800	Safeguarding quality and reviews CWD Specialist Localities (Education)	0	0	0	0	0
		971	0	0	0	971
		30,569	0	(184)	(1,047)	29,339
Commissioning and Safeguarding						
C50000	CPTC Management	1,256	0	(230)	(380)	646
C50100	Support, Policy and Commissioning	476	0	(60)	0	416
C50200	Youth Development and Support	0	0	0	0	0
C50300	Quality, Safeguarding and Reviews	870	0	0	(43)	826
C50500	Children's Fund	66	0	0	0	66
C50550	CAMHS	488	0	0	0	488
C50600	Information Sharing & Assessment	294	0	0	0	294
C50650	Commissioning & Partnerships	1,053	0	0	0	1,053
		4,502	0	(290)	(423)	3,789
Other Services						
C90000	Capital Charges	10,231	0	0	0	10,231
C90100	Central Support Costs	2,037	8,503	(222)	(190)	10,128
C90200	Other Management Costs	1,796	0	0	(71)	1,724
C99900	Redundant Cost Centres	0	0	0	0	0
		14,064	8,503	(222)	(261)	22,083
CHILDRENS SERVICES TOTAL		78,816	8,503	(3,629)	(15,398)	68,292

Recharges to Children's Services

Types Of Support Services Provided	CHS - GF		
	2012-13 £	2011-12 £	Movements £
FINANCE & RESOURCES			
Internal Audit	146,400	188,900	(42,500)
Insurance	21,700	14,700	7,000
Risk Management	21,900	30,300	(8,400)
Finance	886,900	620,000	266,900
Payroll	50,600	65,500	(14,900)
Policy & Performance	102,000	269,100	(167,100)
Corporate Complaints	1,300	18,800	(17,500)
Marketing & Communications	254,300	134,300	120,000
Democratic Services	123,800	126,200	(2,400)
Post Delivery	8,700	9,800	(1,100)
Legal Services	762,300	710,800	51,500
HR Support	877,700	1,049,900	(172,200)
ICT (Joint Venture)	2,602,900	1,608,200	994,700
Contact Centre	161,200	371,100	(209,900)
One Stop Shops	185,200	158,700	26,500
Corporate Client	396,300	510,300	(114,000)
Programme Management	107,300	85,400	21,900
Asset Strategy & Management	81,000	86,200	(5,200)
Property Services	34,800	38,400	(3,600)
Building Cleaning	254,400	242,100	12,300
Security	5,000	4,400	600
Civic Buildings Accommodation	792,900	520,300	272,600
Building Maintenance	147,500	157,900	(10,400)
Energy & Compliance	45,500	43,900	1,600
Commercial Services Client Team	73,700	81,700	(8,000)
ELEVATE - Corporate Procurement	61,100	61,600	(500)
ELEVATE - Accounts for Payment	78,200	75,100	3,100
General Income	54,400	57,300	(2,900)
Cashiers	161,300	161,300	0
Sustainable Communities		2,300	(2,300)
Management & Admin		17,000	(17,000)
Business Management		4,800	(4,800)
Economic Development		7,800	(7,800)
Business Unit & Graduate Trainees	41,200	35,400	5,800
Policy & Performance	45,500		45,500
TOTAL F&R	8,587,000	7,569,500	1,017,500

Recharges to Children's Services

Types Of Support Services Provided	CHS - GF		
	2012-13 £	2011-12 £	Movements £
ADULT & COMMUNITY SERVICES			
Equalities & Diversity	23,900	23,900	0
Alarm Monitoring & Magnetic Locks	15,500	15,200	300
Security Contract	13,100	12,800	300
Barking Learning Centre (BLC)	105,700	126,200	(20,500)
Sports Centres	2,800	2,500	300
TOTAL ACS	161,000	180,600	(19,600)
HOUSING & ENVIRONMENT - GF			
Refuse Collection	78,500	18,600	59,900
Fleet Management	8,900	21,900	(13,000)
Passenger Transport	1,651,400	2,230,000	(578,600)
PPP		143,500	(143,500)
TOTAL H&E	1,738,800	2,414,000	(675,200)
GRAND TOTAL - ALL	10,486,800	10,164,100	322,700

CHILDREN'S SERVICES

Education

Description of Service

The Education Service is made up of 6 areas: School Estate, Attendance /CME/EHE, Education Inclusion, School Improvement Service (SIS), 14-19 Education, Employment and Training and the oversight of the Adult Education.

Key Information

C20000 – School Estate

The team provides advice, guidance and support to schools on issues relating to buildings and investment. The team is responsible for exploring the need for investment to improve or create school place provision and supporting the Council's aims and objectives regarding School Organisation. There are currently around 18,770 primary places and 10,885 secondary places.

C20050 – Attendance/Children Missing Education/Elected Home Education

The attendance service aims to improve the attendance of school-age children and young people, ensuring their entitlement to full-time education is met. This service also monitors children and young people not in school or missing education.

C20100 - Education Inclusion

The education inclusion teams are responsible for ensuring that children and young people remain in school, are not excluded and make good progress in school. The teams provide a range of specialist training programmes to ensure that staff can include all Special Educational Needs & Disabilities (SEND) and other vulnerable groups in the provisions. *The team also supports schools in evaluating their SEND provision and to prepare for Ofsted inspections.*

C20300 - School Improvement

These services provide access to a range of direct support to schools and in particular to identify schools at risk of an adverse Ofsted inspection outcome. This includes a full commitment to providing the resources and expertise for continuous school improvement and development of universal services to benefit all the children and families within the Authority.

C20400 – 14-19 Education, Employment & Training

This function covers the Careers Advice Service, the Flexible Learning Service, the Apprenticeship Programme, the work experience service and the Education Business Partnership.

C20500 – Adult College

With around 4,000 students the college's main site is at Fanshawe Crescent. The college also runs a Family Learning Programme in over 35 of the Borough's schools.

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Budget Holder	Anne Pepper Tel: 020 8227 2142	Group Manager, School Improvement E-mail: anne.pepper@lbbd.gov.uk
Budget Holder	Helen Richardson Tel: 020 8227 5896	Group Manager, 14-19 Education , Employment & Training E-mail: helen.richardson@lbbd.gov.uk
Budget Holder	Pat Pearson Tel: 020 8227 4729	Group Manager, Adult College E-mail: patricia.pearson@lbbd.gov.uk

Divisional Director	Jane Hargreaves Tel: 020 8227 2686	Divisional Director of Education E-mail: jane.hargreaves@lbbd.gov.uk
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EDUCATION

C20	C20000	C20050	C20100	C20300	C20400	C20500	
Education	School Estate	Attendance/ CME/EHE	Education Inclusion	School Improvement	14-19 Education, Employment & Training	Adult College	TOTAL
EMPLOYEE COSTS	1,093,300	452,500	158,000	3,649,600	1,119,300	2,801,400	9,274,100
PREMISES COSTS	6,531,500	0	0	371,900	0	193,100	7,096,500
TRANSPORT COSTS	4,500	4,700	6,700	99,900	1,000	1,300	118,100
SUPPLIES & SERVICES	258,000	2,600	0	973,700	34,100	485,900	1,754,300
THIRD PARTY PAYMENTS	30,000	0	0	51,600	0	0	81,600
DIRECT PAYMENTS	0	0	0	0	0	0	0
SUPPORT SERVICES/RECHARGE	0	0	0	0	0	0	0
DEPRECIATION	0	0	0	53,000	2,900	87,000	142,900
GRANTS	(5,920,200)	0	0	(332,800)	0	(3,229,100)	(9,482,100)
INCOME	(1,594,100)	0	0	(1,189,600)	0	(204,600)	(2,988,300)
RECHARGES	(150,000)	0	0	(999,000)	0	0	(1,149,000)
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	(84,700)	(210,000)	0	(1,399,200)	(90,000)	0	(1,783,900)
	168,300	249,800	164,700	1,279,100	1,067,300	135,000	3,064,200

CHILDREN'S SERVICES

Targeted Support

Description of Service

The Targeted Support Service is made up of 6 areas: children's centres, early years & childcare, youth services, engagement, targeted support central costs and family & targeted support.

Key Information

C30000 – 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.

There are 18 children centres within the Borough, these 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.

C30300– Early Years & 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 year's 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. The 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.

C30400 – Youth Services

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.

C30600 – Engagement

Work to support the participation and rights of Children in Care, including advocacy, independent visiting, our Children in Care council and engagement in a variety of positive activities

C30700 – Targeted Support Central Costs

Provides support across a wide range of Targeted Support services

C30800 – Family & 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.

Budget Holder	Toby Kinder Tel: 020 8227 5207	Group Manager, Children's Centre's E-mail: toby.kinder@lbbd.gov.uk
Budget Holder	Joy Barter Tel: 020 8227 5533	Group Manager, Early Years & Childcare E-mail: joy.Barter@lbbd.gov.uk
Budget Holder	Erik Stein Tel: 020 8227 3163	Group Manager, Youth Services E-mail: erik.stein@lbbd.gov.uk
Divisional Director	Christine Pryor Tel: 020 8227 5277	Divisional Director of Targeted Support E-mail: christine.Pryor@lbbd.gov.uk

TARGETED SUPPORT

C30	C30000	C30300	C30400	C30600	C30700	C30800	
Targeted Support	Children Centres	Early Years & Childcare	Youth Services	Engagement	Targeted Support Central Costs	Family and Targeted Support	TOTAL
EMPLOYEE COSTS	4,530,100	1,137,900	998,600	69,400	158,800	217,100	7,111,900
PREMISES COSTS	509,700	0	66,600	0	43,900	0	620,200
TRANSPORT COSTS	11,400	300	9,400	500	8,300	0	29,900
SUPPLIES & SERVICES	409,300	785,100	88,800	20,500	144,100	30,000	1,477,800
THIRD PARTY PAYMENTS	1,242,000	177,000	283,000	9,000	79,700	0	1,790,700
DIRECT PAYMENTS	0	0	0	0	0	0	0
SUPPORT SERVICES/RECHARGE	0	0	0	0	0	0	0
DEPRECIATION	166,600	0	15,600	0	0	0	182,200
GRANTS	0	0	(5,000)	0	0	0	(5,000)
INCOME	(957,600)	(143,400)	(89,500)	0	0	0	(1,190,500)
RECHARGES	0	0	0	0	0	0	0
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	0	0	0	0	0	0	0
	5,911,500	1,956,900	1,367,500	99,400	434,800	247,100	10,017,200

CHILDREN'S SERVICES

Complex Needs & Social Care

Description of Service

The Complex Needs & Social Care Service is made up of 9 areas: assessments, care management, community educational psychology, learn to live, children with disabilities (social care), placements, prevention, complex needs & social care director and children with disabilities.

Key Information

C40000 – Assessment

The Common Assessment Framework (CAF) is a standardised 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. 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 Complex Needs & Social Care Assessment Service.

C40100 – 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.

C40200 – Community Educational Psychology

This service provides support to schools, children's centres, specialist units and the Child and Adolescent Mental Health Service.

C40300 – Learn to Live

This service deals mostly with children and young people who are looked after by the authority and are preparing for life as independent adults. The service supports young people in independent, supported accommodation and semi-independent placements. The Asylum service (Unaccompanied Minors and former relevant Care Leavers) is also within this group.

C40400 – Children With Disabilities (CWD) Specialist Localities (Social Care)

The Children with Disabilities service provides support to families with disabled children.

C40500 – Placement Service

The Placement Service consists of the Adoption team, who are responsible for the recruitment and assessment of prospective adoptive families and the case management of children following placement for adoption. The Placements team, responsible for the identification of suitable care placements for children in the care of the authority. The Fostering team, responsible for the recruitment and ongoing supervision & support of the Borough's foster carers. The Fostering team is also responsible for ensuring the council meet their responsibilities in relation to private

fostering.

C40600 – Prevention

Includes the Family Group Conferencing, Crisis Intervention, and Restorative Justice teams.

C40700 – Complex Needs & Social Care Divisional Director

Divisional Director and service wide costs.

C40900 – CWD Specialist Localities

Support for disabled children in the educational setting. This area covers transport, special educational needs (SEN) and inter-authority recoupment.

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Budget Holder	Nicholas Evans Tel: 020 8270 6900	Principal Educational Psychologist, Complex Needs & Social Care E-mail: chris.martin@lbbd.gov.uk
Budget Holder	Joanne Tarbutt Tel: 020 8227 5807	Group Manager, Adoption, Fostering & Learn2Live E-mail: joanne.tarbutt@lbbd.gov.uk
Budget Holder	Amanda Hill Tel: 020 8227 9695	Group Manager, Disabled Children E-mail: amanda.hill@lbbd.gov.uk

Divisional Director	Chris Martin Tel: 020 8227 2233	Divisional Director, Complex Needs & Social Care E-mail: chris.martin@lbbd.gov.uk
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COMPLEX NEEDS AND SOCIAL CARE

C40	C40000	C40100	C40200	C40300	C40400	C40500	C40600	C40700	C40900	
Complex Needs and Social Care	Assessment	Care Management	Community Educational Psychology	Learn to Live	CWD Specialist Localities (Social Care)	Placement Service	Prevention	Complex Needs & Social Care Divisional Director	CWD Specialist Localities (Education)	TOTAL
EMPLOYEE COSTS	1,781,600	2,394,100	680,000	1,366,800	763,800	1,282,800	420,400	154,700	288,900	9,133,100
PREMISES COSTS	4,200	14,700	14,100	23,600	0	40,100	13,800	22,800	0	133,300
TRANSPORT COSTS	70,700	484,200	26,000	42,000	46,900	35,500	23,300	60,300	644,800	1,433,700
SUPPLIES & SERVICES	112,200	348,900	33,200	38,900	0	106,600	62,900	267,600	37,100	1,007,400
THIRD PARTY PAYMENTS	432,100	937,000	10,600	1,915,800	1,010,400	13,463,000	0	358,000	0	18,126,900
DIRECT PAYMENTS SUPPORT SERVICES/RECHARGE	63,400	81,200	0	234,200	296,400	0	0	0	0	675,200
DEPRECIATION	0	0	0	0	0	0	0	0	0	0
GRANTS	0	11,000	2,800	31,000	0	8,700	6,200	0	0	59,700
INCOME	0	0	0	(421,000)	0	0	0	0	0	(421,000)
RECHARGES	(225,700)	0	(164,100)	0	(100,000)	(136,000)	0	0	0	(625,800)
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	0	0	0	0	0	0	0	0	0	0
	0	0	(183,900)	0	0	0	0	0	0	(183,900)
	2,238,500	4,271,100	418,700	3,231,300	2,017,500	14,800,700	526,600	863,400	970,800	29,338,600

CHILDRENS SERVICES

Commissioning & Safeguarding

Description of Service

The Commissioning & Safeguarding Service is made up of 6 areas: commissioning & safeguarding management, support, performance, statistics, research & analysis, quality, safeguarding & review, Child and Adolescent Mental Health Services (CAMHS), information sharing & assessment and commissioning & health & wellbeing.

Key Information

C50000 – Commissioning & Safeguarding Management

Includes Performance and Information team and Youth Access Card for cashless school meals.

C50100– Performance, Statistics, Research and Analysis

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 to schools.
- Plays a key role in the strategic direction of the Every Child matters agenda.
- Leads and develops the implementation and review of the Children and Young People's Plan.
- Maintains strong links with corporate functions and Community Priorities.

C50300 – Quality, Safeguarding and Reviews

- Undertakes statutory child in care reviews for all looked after children
- Fulfils requirements of statutory guidance – Independent Reviewing Officer Handbook (2010)
- Undertakes statutory Child Protection Conferences to identify, plan for, and respond to child protection concerns
- Reviews Child Protection Cases and offer advice and consultation to social work team and external agencies

C50550 – CAMHS

- Holds commissioning budgets for CAMHS Services

C50600 – Information Sharing & Assessment

- Leads on the implementation of the Common Assessment Framework (CAF), Family CAF and e-CAF.
- Supports integrated working and early intervention through information sharing and assessment across the borough.

C50650 – Commissioning and Health and Wellbeing

The Commissioning & Health & wellbeing service performs the following functions:

- Leads on the commissioning and procurement of a range of services for the department
- Monitors commissioned services together with the responsible operational managers
- Undertakes strategic commissioning and review of services, including sub-regional approaches as part of East London Solutions
- Procures transport services for the Complex Needs & Social Care division
- Develops Commissioning practice across the council as part of the cross-departmental Commissioning Working Group.

Divisional Director	Meena Kishinani	Divisional Director of Commissioning & Safeguarding
	Tel: 020 8227 3507	E-mail: meena.kishinani@lbbd.gov.uk

COMMISSIONING AND SAFEGUARDING

C50	C50000	C50100	C50300	C50550	C50600	C50650	TOTAL
Commissioning and Safeguarding	Commissioning & Safeguarding Management	Performance, Statistics, Research and Analysis	Quality, Safeguarding and Reviews	CAMHS	Information Sharing & Assessment	Commissioning and Health and Wellbeing	
EMPLOYEE COSTS	470,000	436,300	798,700	274,300	294,200	311,500	2,585,000
PREMISES COSTS	6,500	0	0	0	0	0	6,500
TRANSPORT COSTS	12,400	0	2,100	0	0	0	14,500
SUPPLIES & SERVICES	313,900	39,600	24,300	0	0	103,900	481,700
THIRD PARTY PAYMENTS	331,700	0	44,500	213,900	0	637,700	1,227,800
DIRECT PAYMENTS SUPPORT	0	0	0	0	0	0	0
SERVICES/RECHARGE	0	0	0	0	0	0	0
DEPRECIATION	186,700	0	0	0	0	0	186,700
GRANTS	0	0	0	0	0	0	0
INCOME	0	0	(43,400)	0	0	0	(43,400)
RECHARGES	(230,000)	0	0	0	0	0	(230,000)
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	(380,000)	(60,000)	0	0	0	0	(440,000)
	711,200	415,900	826,200	488,200	294,200	1,053,100	3,788,800

CHILDRENS SERVICES

Other Services

Description of Service

Other Services is made up of 3 areas: capital charges, central support costs, and other management costs.

Key Information

C90000 – Capital Charges

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

C90100– Central Support Costs

This represents the cost of the support service for Children's Services.

C90200 – Other Management Costs

Provides support across a wide range of services, including direct support to schools, and central premature retirement costs and pensions. This includes Director of Children Services costs.

Budget holder	Helen Jenner	Corporate Director of Children's Services
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OTHER SERVICES

C90	C90000	C90100	C90200	
Other Services	Capital Charges	Central Support Costs	Other Management Costs	TOTAL
EMPLOYEE COSTS	0	0	1,060,600	1,060,600
PREMISES COSTS	0	0	0	0
TRANSPORT COSTS	0	1,651,400	11,500	1,662,900
SUPPLIES & SERVICES	0	0	241,400	241,400
THIRD PARTY PAYMENTS	0	332,900	395,000	727,900
DIRECT PAYMENTS	0	0	0	0
SUPPORT SERVICES/RECHARGE	0	8,502,500	0	8,502,500
DEPRECIATION	10,231,300	53,100	87,000	10,371,400
GRANTS	0	0	0	0
INCOME	0	0	(22,400)	(22,400)
RECHARGES	0	(222,400)	0	(222,400)
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	0	(190,000)	(49,000)	(239,000)
	10,231,300	10,127,500	1,724,100	22,082,900

**CHILDREN'S SERVICES –
Dedicated School Grant
(DSG) - REVENUE
BUDGET - 2012/13**

Children's Services - DSG – Revenue Budgets - 2012/13

	EXPENDITURE	SUPPORT COSTS	RECHARGE INCOME	INCOME	NET - 2012/13	NET - 2011/12
Schools - DSG	194,149,700	0	0	(216,508,400)	(22,358,700)	(21,148,000)
Education - DSG	5,253,500	1,149,000	(382,800)	(66,300)	5,953,400	5,342,500
Targeted Support - DSG	4,713,400	0	0	0	4,713,400	3,510,000
Complex Needs & Social care - DSG	6,889,200	0	0	(1,126,000)	5,763,200	4,763,200
Commissioning & Safeguarding - DSG	6,829,800	230,000	(2,432,500)	(3,445,700)	1,181,600	1,442,000
Other Services - DSG	3,859,300	887,800	0	0	4,747,100	6,090,300
DSG TOTAL	221,694,900	2,266,800	(2,815,300)	(221,146,400)	0	0

Finance Contact	Dawn Calvert	Group Manager, Adult & Community Services and Children's Finance
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Corporate Director	Helen Jenner	Corporate Director of Children's Services
	Tel: 020 8227 5800	E-mail: helen.jenner@lbbd.gov.uk

Children's Services – DSG

	GROSS BUDGET	SUPPORT COSTS	RECHARGE INCOME	INCOME	NET - 2012/13
Schools - DSG					
D10000- 60 Primary, Secondary, Special	193,320	0	0	0	193,320
D10600 Standards Fund	830	0	0	0	830
	194,150	0	0	(216,508)	(22,359)
Education - DSG					
D20000 Education Inclusion	3,409	0	(265)	0	3,144
D20100 Admissions & Attendance	463	0	0	0	463
D20200 School Improvement	549	1,149	0	0	1,698
D20400 14-19 Education and Training	833	0	(118)	(66)	649
	5,254	1,149	(383)	(66)	5,953
Targeted Support - DSG					
D30000 Children Centres	364	0	0	0	364
D30200 Early Years & Childcare	4,064	0	0	0	4,064
D30300 Extended Schools	90	0	0	0	90
D30400 Head of IFS	196	0	0	0	196
D30500 Family and Targeted Support	0	0	0	0	0
	4,713	0	0	0	4,713
Complex Needs & Social Care - DSG					
D40000 Life Chances	0	0	0	0	0
D40900 CWD Specialist Localities Team (Education)	6,889	0	0	(1,126)	5,763
	6,889	0	0	(1,126)	5,763
Commissioning & Safeguarding - DSG					
D50000 Catering Services - Primary Sch	2,693	0	(1,371)	(6)	1,317
D50400 Catering Services - Secondary Sch	1,401	0	(913)	0	488
D50500 Catering Services - Other Sch	236	0	(127)	0	109
D50600 Catering Services - Special Sch	44	0	(21)	0	23
D50700 CPTC Management	0	0	0	0	0
D50800 Catering Services - Non Sch	523	0	0	(235)	288
D50900 Catering Services	1,806	230	0	(3,205)	(1,169)
D50950 Youth access Card	126	0	0	0	126
	6,830	230	(2,433)	(3,446)	1,182
Other Services - DSG					
D90000 Central Support Costs	3,859	888	0	0	4,747
	3,859	888	0	0	4,747
CHILDRENS SERVICES - DSG Total	221,695	2,267	(2,815)	(221,146)	0

Recharges to Children's Services – DSG

Types Of Support Services Provided	CHS-DSG		
	2012-13 £	2011-12 £	Movements £
ADULT & COMMUNITY SERVICES			
Equalities & Diversity	3,300	2,700	600
Alarm Monitoring & Magnetic Locks	1,700	1,700	0
Sports Centres		300	(300)
TOTAL ACS	5,000	4,700	300
HOUSING & ENVIRONMENT - GF			
Fleet Management		2,400	(2,400)
PPP		13,700	(13,700)
TOTAL H&E	0	16,100	(16,100)
FINANCE & RESOURCES			
Internal Audit	0	2,900	(2,900)
Insurance		1,400	(1,400)
Risk Management	3,400	3,500	(100)
Finance	0	83,000	(83,000)
Payroll	23,200	11,200	12,000
Policy & Performance		30,500	(30,500)
Corporate Complaints		2,100	(2,100)
Marketing & Communications		15,200	(15,200)
Democratic Services		14,300	(14,300)
Post Delivery		1,100	(1,100)
School Appeals	36,100		36,100
Legal Services	127,300	80,700	46,600
HR Support	122,800	119,100	3,700
ICT (Joint Venture)	245,400	182,200	63,200
Programme Management		9,700	(9,700)
Asset Strategy & Management		9,800	(9,800)
Building Cleaning		27,500	(27,500)
Security		500	(500)
Civic Buildings Accommodation	111,300	32,400	78,900
Building Maintenance		12,800	(12,800)
Energy & Compliance		3,600	(3,600)
ELEVATE - Corporate Procurement		1,200	(1,200)
ELEVATE - Accounts for Payment		8,500	(8,500)
Cashiers	13,300	13,300	0
Business Management		500	(500)
TOTAL F&R	682,800	667,000	15,800
GRAND TOTAL - ALL	687,800	687,800	0

CHILDREN'S SERVICES – DSG

Schools

Description of Service

Primary - The Primary Sector consists of 27 Primary Schools, 10 Junior Schools and 10 Infants 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.

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.

The quality of education in Barking & Dagenham is recognised nationally and developments in our schools have helped shape national policy.

Key Information

D10000 – Primary

The Primary sector provides education for 18,770 children between the ages of 4 and 11 (years 1 to 6 including Reception). In addition Infant and Primary Schools provide nursery facilities for 2,498 places.

D10400 – Secondary

The Secondary Schools provide education for around 10,885 pupils between the ages of 11 to 16 (years 7 to 11). In addition, the Education funding Agency (EFA) funds 2,529 sixth form students continuing their education in Secondary Schools.

D10600 – Special

The Trinity Special Schools provides 260 places for boys and girls between the ages of 3 to 19. In addition there is an outreach provision for children with autism.

PLEASE NOTE THAT THE BUDGET DETAILED BELOW ARE TO BE ALOOCATED BETWEEN PRIMARY, SECONDARY AND SPECIAL SCHOOLS AND AN ELEMENT TO BE TRANSFERRED TO CHILDRENS SERVICES DIRECTLY.

Budget Holder

Helen Jenner

Corporate Director of Children's Services

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E-mail: helen.jenner@lbbd.gov.uk

SCHOOLS - DSG

<p style="text-align: center;">D10</p> <p style="text-align: center;">Schools - DSG</p>	<p style="text-align: center;">D10</p> <p style="text-align: center;">Schools</p>	<p style="text-align: center;">TOTAL</p>
EMPLOYEE COSTS	153,927,760	153,927,760
PREMISES COSTS	20,070,970	20,070,970
TRANSPORT COSTS	0	0
SUPPLIES & SERVICES	19,240,970	19,240,970
THIRD PARTY PAYMENTS	910,000	910,000
DIRECT PAYMENTS	0	0
SUPPORT		
SERVICES/RECHARGE	0	0
DEPRECIATION	0	0
GRANTS	(216,508,400)	(216,508,400)
INCOME	0	0
RECHARGES	0	0
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	0	0
	(22,358,700)	(22,358,700)

CHILDREN'S SERVICES – DSG

Education

Description of Service

The main divisions within this area are the School Improvement Service, Education Inclusion , Admissions and 14-19 Education and Training

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, Additional Resource Provision (ARP) and institutions to ensure inclusive policies, systems and practices are maintained and continually improved.

Key Information

Educational 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, Additional Resource Provision (ARP) and institutions to ensure inclusive policies, systems and practices are maintained and continually improved.

Admissions

The Admissions Service is dedicated to ensuring that children and young people of statutory school age secure a school place.

School Improvement

These services provide access to a range of support to schools in particular to identify and support schools out of risk of an adverse inspection outcome. This includes a full commitment to providing the resources and expertise for continuous school improvement and development of universal services to benefit all children/families within the Authority.

14-19 Education Employment & Training

This includes a number of teams which include the Careers Advice Service, The Flexible Learning Service, the Apprenticeship Programme, the work experience service and the Education Business Partnership.

Budget Holder	Ann Jones Tel: 020 8227 2052	Principal Adviser, Education Inclusion E-mail: ann.p.jones@lbbd.gov.uk
Budget Holder	Mike Freeman Tel: 020 8227 3492	Group Manager, Admissions E-mail: mike.freeman@lbbd.gov.uk
Budget Holder	Helen Richardson Tel: 020 8227 5896	Group Manager, 14-19 Education and Training E-mail: helen.richardson@lbbd.gov.uk
Divisional Director	Jane Hargreaves Tel: 020 8227 2686	Divisional Director of Education E-mail: Jane.Hargreavesd@lbbd.gov.uk

EDUCATION - DSG

D20	D20000	D20100	D20200	D20400	
EDUCATION - DSG	Education Inclusion	Admissions & Attendance	School Improvement	14-19 Education and Training	TOTAL
EMPLOYEE COSTS	2,457,600	397,800	294,500	772,400	3,922,300
PREMISES COSTS	51,700	0	0	0	51,700
TRANSPORT COSTS	28,700	1,700	3,900	100	34,400
SUPPLIES & SERVICES	623,600	63,200	250,500	60,300	997,600
THIRD PARTY PAYMENTS	247,500	0	0	0	247,500
DIRECT PAYMENTS	0	0	0	0	0
SUPPORT SERVICES/RECHARGE	0	0	1,149,000	0	1,149,000
DEPRECIATION	0	0	0	0	0
GRANTS	0	0	0	0	0
INCOME	0	0	0	(66,300)	(66,300)
RECHARGES	0	0	0	0	0
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	(265,300)	0	0	(117,500)	(382,800)
	3,143,800	462,700	1,697,900	649,000	5,953,400

CHILDREN'S SERVICES – DSG

Targeted Support

Description of Service

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, child minders. Early childhood is an important time in a child's development. The quality of the early year's provision they attend can make a real difference to a child's development and outcomes.

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

Key Information

D30000 – Multi Agency Locality Teams (MALT)

- advice, support and guidance to any practitioner working with children and young people where there are concerns about their health, wellbeing and achievement;

D30200 – Early Years

- To develop an in-depth knowledge and understanding of the needs and aspirations of children, young people and their families and use this to plan services;
- 18 children's centres throughout the Borough as the foundation of excellent, inclusive and integrated services;
- To raise attainment by the end of the Early Years Foundation Stage and narrow the gap between the highest and lowest performing children.

D30300 – Mentoring

- The Mentoring Team give impartial guidance, encouragement and support to help young people to get where they want to be. The team work with young people who may not have got a lot out of school for various reasons; they work with young people who might not know where to begin to get back on track. They support and encourage young people to find a college placement or may just need some guidance on a one to one basis to discover their next move.
- The Mentoring Team supports young people to reach their goals, meet their full potential and help shape their future

D30400 – Divisional Director of Targeted Support

- To develop an in-depth knowledge and understanding of the needs and aspirations of children, young people and their families and use this to plan services;

Budget Holder	Toby Kinder Tel: 020 8227 5207	Group Manager, Children's Centres E-mail: Toby.Kinder@lbbd.gov.uk
Budget Holder	Joy Barter Tel: 020 8227 5533	Group Manager, Early Years & Childcare E-mail: Joy.Barter@lbbd.gov.uk
Budget Holder	Erik Stein Tel: 020 8227 3163	Group Manager, Extended Schools E-mail: Erik.Stein@lbbd.gov.uk

Divisional Director	Christine Pryor Tel: 020 8227 5277	Divisional Director of Targeted Support E-mail: Christine.Pryor@lbbd.gov.uk
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TARGETED SUPPORT – DSG

D30	D30000	D30200	D30300	D30400	
Targeted Support - DSG	Children Centres	Early Years & Childcare	Extended Schools	Divisional Director of Targeted Support	TOTAL
EMPLOYEE COSTS	286,100	736,000	88,500	191,900	1,302,500
PREMISES COSTS	0	18,100	0	0	18,100
TRANSPORT COSTS	13,900	17,800	1,200	4,000	36,900
SUPPLIES & SERVICES	63,800	3,262,100	0	0	3,325,900
THIRD PARTY PAYMENTS	0	30,000	0	0	30,000
DIRECT PAYMENTS	0	0	0	0	0
SUPPORT SERVICES/RECHARGE	0	0	0	0	0
DEPRECIATION	0	0	0	0	0
GRANTS	0	0	0	0	0
INCOME	0	0	0	0	0
RECHARGES	0	0	0	0	0
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	0	0	0	0	0
	363,800	4,064,000	89,700	195,900	4,713,400

CHILDRENS SERVICES

Complex Needs & Social Care

Description of Service

The complex needs and social care service is responsible for meeting the needs of all children and young people who are being looked after in the borough.

The service is organised into health and education services for looked after children. The service works across health, education and adult and community services to improve the chances of looked after children.

The service covers fees paid to non- maintained schools and inter-authority recoupment.

Key Information

D40900 – Children With Disabilities (CWD) Specialist Localities Team (Education)

Support for disabled children in the educational setting. This area covers fees for children with special educational needs (SEN) in non-maintained schools and inter-authority recoupment.

Budget Holder	Ann Jones Tel: 020 8227 2052	Principal Adviser Attendance E-mail: ann.p.jones@lbbd.gov.uk
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Divisional Director	Chris Martin Tel: 020 8227 2233	Divisional Director, Complex Needs & Social Care E-mail: chris.martin@lbbd.gov.uk
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COMPLEX NEEDS AND SOCIAL CARE - DSG

D40 Complex Needs and Social Care - DSG	D40000 Life Chances	D40900 CWD Specialist Localities Team (Education)	TOTAL
EMPLOYEE COSTS	0	0	0
PREMISES COSTS	0	0	0
TRANSPORT COSTS	0	0	0
SUPPLIES & SERVICES	0	0	0
THIRD PARTY PAYMENTS	0	6,889,200	6,889,200
DIRECT PAYMENTS	0	0	0
SUPPORT SERVICES/RECHARGE	0	0	0
DEPRECIATION	0	0	0
GRANTS	0	0	0
INCOME	0	(861,000)	(861,000)
RECHARGES	0	0	0
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	0	(265,000)	(265,000)
	0	5,763,200	5,763,200

CHILDRENS SERVICES – DSG
Commissioning & Safeguarding - DSG

<p><u>Description of Service</u></p> <p>Provides catering services in schools.</p>
<p><u>Key Information</u></p> <p>D50000 – Catering Services</p> <p>The schools catering service provides school meals for 59 schools within the Authority. All the catering services staff members are fully trained and qualified. The service is fully committed to providing the National Healthy Schools Programme. The programme has four principal aims:</p> <ul style="list-style-type: none"> • Help raise pupil achievement; • Help reduce health inequalities; • Help promote social inclusion; • Support children and young people in developing healthy behaviour. <p>The service has key links with the healthy outcomes provided with the Every Child Matters agenda.</p>

Budget Holder	Tony Sargeant Tel: 020 8227 3390	Group Manager, Policy, Performance & Catering Services E-mail: tony.sargeant@lbbd.gov.uk
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Divisional Director	Meena Kishinani Tel: 020 8227 3507	Divisional Director of Commissioning & Safeguarding E-mail: meena.kishinani@lbbd.gov.uk
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COMMISSIONING AND SAFEGUARDING - DSG

D50	D50000	D50400	D50500	D50600	D50800	D50900	D50950	
Commissioning & Safeguarding - DSG	Catering Services - Primary Sch	Catering Services - Secondary Sch	Catering Services - Other Sch	Catering Services - Special Sch	Catering Services - Non Sch	Catering Services	Youth Access Card	TOTAL
EMPLOYEE COSTS	1,725,700	913,200	141,200	28,000	243,100	480,700	0	3,531,900
PREMISES COSTS	2,200	3,200	0	0	2,300	172,100	0	179,800
TRANSPORT COSTS	0	0	0	0	4,900	12,000	0	16,900
SUPPLIES & SERVICES	965,500	484,800	94,800	16,000	272,800	660,800	0	2,494,700
THIRD PARTY PAYMENTS	0	0	0	0	0	480,500	126,000	606,500
DIRECT PAYMENTS	0	0	0	0	0	0	0	0
SUPPORT								
SERVICES/RECHARGE	0	0	0	0	0	230,000	0	230,000
DEPRECIATION	0	0	0	0	0	0	0	0
GRANTS	0	0	0	0	(23,200)	(356,600)	0	(379,800)
INCOME	(5,600)	0	0	0	(211,600)	(2,848,700)	0	(3,065,900)
RECHARGES	0	0	0	0	0	0	0	0
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	(1,370,700)	(913,300)	(127,300)	(21,200)	0	0	0	(2,432,500)
	1,317,100	487,900	108,700	22,800	288,300	(1,169,200)	126,000	1,181,600

CHILDRENS SERVICES – DSG

Other Services

Description of Service

This represents the cost of corporate central support which is recharged to the DSG service areas.

Key Information

D90000 – Central Support Costs

This represents the cost of the support services for schools.

Budget Holder	Helen Jenner	Corporate Director of Children's Services
	Tel: 020 8227 5800	E-mail: helen.jenner@lbbd.gov.uk

OTHER SERVICES - DSG

D90 Other Services - DSG	D90000 Central Support Costs	TOTAL
EMPLOYEE COSTS	0	0
PREMISES COSTS	0	0
TRANSPORT COSTS	0	0
SUPPLIES & SERVICES	0	0
THIRD PARTY PAYMENTS	3,859,300	3,859,300
DIRECT PAYMENTS	0	0
SUPPORT SERVICES/RECHARGE	887,800	887,800
DEPRECIATION	0	0
GRANTS	0	0
INCOME	0	0
RECHARGES	0	0
OTHER RECHARGES (INC SCHOOL BUY- BACKS)	0	0
	4,747,100	4,747,100

**HOUSING &
ENVIRONMENT -
REVENUE BUDGET -
2012/13**

Housing & Environment – Revenue Budgets - 2012/13

	EXPENDITURE	SUPPORT COSTS	INCOME	RECHARGE INCOME	NET - 2012/13	NET - 2011/12
Housing Services	10,799,800	2,332,800	(10,801,900)	(720,000)	1,610,700	3,378,296
Environmental & Enforcement Services	35,731,700	6,200,000	(10,779,200)	(11,433,600)	19,718,900	16,947,559
HOUSING AND ENVIRONMENT	46,531,500	8,532,800	(21,581,100)	(12,153,600)	21,329,600	20,325,855

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Housing & Environment – Revenue Budgets – 2012/13

	GROSS BUDGET	SUPPORT COSTS	RECHARGE INCOME	INCOME	NET - 2012/13
Housing Services					
J10000 General Housing	10,072	1,816	0	(10,802)	1,086
J10300 Private Sector Housing	373	178	(245)	0	306
J10400 Housing Strategy	355	339	(475)	0	219
	10,800	2,333	(720)	(10,802)	1,611
Environmental & Enforcement Services					
J20000 Refuse Collection	4,398	2,286	(1,195)	(967)	4,522
J20050 Cleansing	3,625	832	(1,296)	0	3,160
J20100 Vehicle Fleet	266	163	(429)	(271)	(271)
J20120 ELWA	426	100	0	(570)	(43)
J20150 Frizlands Depot Environment and Enforcement Division	257	70	(218)	(53)	57
J20180 Support	337	(1,050)	(40)	(47)	(800)
J20200 Highways Maintenance	9,061	382	0	(453)	8,989
J20300 Highways	480	164	(543)	0	101
J20350 Highways Engineers Environmental Health &	178	47	(318)	0	(93)
J20400 Trading Standards	1,522	338	(109)	(168)	1,583
J20500 Parking	2,726	615	(42)	(6,074)	(2,776)
J20600 Enforcement	655	186	0	(142)	698
J20630 Land Drainage	129	5	0	0	133
J20660 Cemeteries & Crematoria	243	98	0	(379)	(38)
J20700 Parks & Open Spaces	2,715	121	0	(90)	2,747
J20750 Parks & Events	1,084	0	(130)	(310)	644
J20800 Parks Operations Arboriculture & Grounds	0	0	0	0	0
J20810 Maintenance	0	0	0	0	0
J20820 Barking Market	774	11	0	(783)	2
J20830 Building Control Safe & Sustainable	562	189	(90)	(290)	370
J20850 Transport (Road Safety)	333	83	(7)	0	409
J20870 Grounds Maintenance	3,659	957	(4,080)	(61)	475
J20900 Transport Services	2,304	604	(2,938)	(121)	(151)
	35,732	6,200	(11,434)	(10,779)	19,719
HOUSING & ENVIRONMENT Total	46,532	8,533	(12,154)	(21,581)	21,330

Recharges to Housing & Environment

Types Of Support Services Provided	Housing & Environment - GF		
	2012-13 £	2011-12 £	Movements £
FINANCE & RESOURCES			
Internal Audit	79,300	84,700	(5,400)
Insurance	74,700	58,000	16,700
Risk Management	15,600	18,400	(2,800)
Tenancy Investigation Team	100,000		100,000
Finance	599,600	421,070	178,530
Payroll	33,800	33,100	700
Policy & Performance	175,500	125,000	50,500
Corporate Complaints	36,200	34,100	2,100
Marketing & Communications	158,400	86,900	71,500
Democratic Services	9,900	13,000	(3,100)
Post Delivery	8,700	6,600	2,100
Legal Services	162,100	175,200	(13,100)
HR Support	506,100	327,700	178,400
ICT (Joint Venture)	959,600	736,830	222,770
Emergency Out of Hours & Social Alarms	40,900	36,300	4,600
Contact Centre	1,290,400	243,200	1,047,200
One Stop Shops	319,900	595,600	(275,700)
Corporate Client	241,600	310,900	(69,300)
Programme Management	98,000	88,500	9,500
Asset Strategy & Management	72,900	52,300	20,600
Leasehold Buildings (Maritime House) Accommodation	66,700	71,300	(4,600)
Property Services	34,800	40,800	(6,000)
Building Cleaning	236,300	114,000	122,300
Security	96,300	69,400	26,900
Civic Buildings Accommodation	311,900	65,770	246,130
Building Maintenance	74,100	33,800	40,300
Energy & Compliance	97,500	33,300	64,200
Commercial Services Client Team	80,400	41,700	38,700
ELEVATE - Corporate Procurement	65,200	42,900	22,300
ELEVATE - Accounts for Payment	45,500	34,300	11,200
General Income	117,900	124,000	(6,100)
Cashiers	6,100	6,200	(100)
Subsidy	1,500,000	1,812,000	(312,000)
Business Management	30,900	78,200	(47,300)
Economic Development	4,000		4,000
Land & Property	13,000	11,000	2,000
Business Unit & Graduate Trainees	41,200	14,500	26,700
Policy & Performance	45,400		45,400
TOTAL F&R	7,850,400	6,040,570	1,809,830

Recharges to Housing & Environment

Types Of Support Services Provided	Housing & Environment - GF		
	2012-13 £	2011-12 £	Movements £
ADULT & COMMUNITY SERVICES			
Equalities & Diversity	27,100	27,100	0
CCTV	100,000	100,000	0
Alarm Monitoring & Magnetic Locks	9,700	7,630	2,070
Security Contract	4,200	3,000	1,200
Sports Centres	1,500	1,400	100
TOTAL ACS	142,500	139,130	3,370
HOUSING & ENVIRONMENT - GF			
Refuse Collection	186,700	426,500	(239,800)
Cleansing	167,200	250,000	(82,800)
Fleet Management	392,100	1,118,800	(726,700)
Frizland Depot	206,500	196,800	9,700
Highways	451,700	603,800	(152,100)
Highway Engineer	103,500	103,500	0
Grounds Maintenance	2,245,100	1,874,550	370,550
PPP		2,235,670	(2,235,670)
TOTAL H&E	3,752,800	6,809,620	(3,056,820)
GRAND TOTAL - ALL	11,745,700	12,989,320	(1,243,620)

HOUSING & ENVIRONMENT

Housing Services

Description of Service

Housing Strategy Division is currently responsible for the following services;

- Housing Advice Service
- Private Sector Housing
- Housing Strategy Team

The Housing Advice Service is responsible for delivery of the Council's statutory housing duties in relation to Part VI and Part VII Housing Act 1996 (as amended).

Part VII relates to Housing Advice, Housing Options, Homeless Prevention and Homeless Casework, as well as the sourcing, provision and management of Temporary Accommodation.

Part VI relates to the Council's duty to hold a housing register to assess all applicants who apply for social housing, to casework those with a priority for housing, to enable them to bid for accommodation. The service is responsible for letting council homes using a Choice Based Letting system to advertise homes and to shortlist successful bidders.

The Private Sector Housing Team is responsible for the provision of advice and assistance to private sector tenants in respect of issues of disrepair threats of eviction. Licensing and inspection of houses in multiple occupations. Financial assistance for owner occupiers- Neighbourhood Regeneration;

Identification and management of empty properties and Energy Efficiency in private sector housing;

Housing Strategy Team's prime objective is to create homes and places where people will choose to live and wish to remain in. In doing this they will ensure that the supply of new homes across the Borough addresses both housing needs and aspirations for market price housing, achieving a balanced housing market with a wide range of homes in terms of tenure and sizes. 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

J10000 – General Housing

Homelessness

- Number of Households in Temporary Accommodation
- Number of Households in Bed and Breakfast
- Number of accepted homeless applicants

J10300 – Private Sector Housing

- 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

J10400 – Housing Strategy

The division comprises 4 staff members.

- Production of Tenancy strategy
- Development and delivery of affordable warmth strategies and programmes

Mandatory Licensing of Landlords

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HOUSING SERVICES

J10	J10000	J10300	J10400	
Housing Services	General Housing	Private Sector Housing	Housing Strategy	TOTAL
EMPLOYEE COSTS	1,290,300	354,400	339,800	1,984,500
PREMISES COSTS	61,100	0	0	61,100
TRANSPORT COSTS	4,000	2,800	5,000	11,800
SUPPLIES & SERVICES	535,100	7,800	9,000	551,900
THIRD PARTY PAYMENTS	8,166,500	7,900	1,000	8,175,400
DIRECT PAYMENTS	0	0	0	0
SUPPORT SERVICES/RECHARGE	1,815,900	178,200	338,700	2,332,800
DEPRECIATION	15,100	0	0	15,100
GRANTS	0	0	0	0
INCOME	(10,801,900)	0	0	(10,801,900)
RECHARGES	0	0	(275,000)	(275,000)
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	0	(245,000)	(200,000)	(445,000)
	1,086,100	306,100	218,500	1,610,700

HOUSING & ENVIRONMENT

Environment & Enforcement

Description Of Service

J20000 – Refuse Collection

- Domestic Waste Services include the collection of waste and recyclable items from 66,000 dwellings.
- In addition, both a free and chargeable fast-tracked bulky collection service is available by appointment.
- The collection of nine yard skips from businesses.
- Waste collection from local businesses, also the support of the local business community.
- The service also collects clinical waste and trade waste (trade waste is a chargeable service).

J20050 – Cleansing

Borough wide street cleansing services including fly tipping and graffiti and fly poster removal services.

J20100 – Vehicle Fleet

- Fleet management and procurement including holding the Borough's operator's licence for fleet of vehicles e.g. refuse freighters, coaches etc.
- Planned and reactive fleet maintenance in workshop.
- Mayoral transport services.
- Internal post courier service.

J20120 – ELWA

The authority, as one of the four East London Waste Authority (ELWA) members, undertakes the Clerks duties on behalf of ELWA. The costs incurred include those of the Managing Director, Legal & Committee Services, HR & IT Support, Payroll Services, Contract Monitoring and project team participation, together with other minor supplies & services.

J20150 – Frizlands Depot

Asset and facility operation and maintenance costs for Frizlands depot. The services operating from this Depot are; Street Cleansing, Waste Collection, Fleet Operations, Vehicle Maintenance, Highways Maintenance, Gulley Cleansing, Graffiti and Grounds Maintenance, and Passenger Transport. In addition, Shanks Waste Services operate the Reuse & Recycling Centre (RRC) on our behalf. The depot also houses the award winning Frizlands Learning Centre which runs basic skills courses for staff, their families and members of the public.

J20180 – Environmental Services Management

The costs of management and administrative support for all of the services and operations within the Environmental Services Division.

J20200 & J20300 – Highways Maintenance/Highways

Undertaking reactive highways maintenance, gully cleansing and sewer maintenance functions on highway areas. This group is also responsible for winter maintenance gritting activities, verge maintenance, street works and reactive maintenance.

J20200 – Street Lighting

Management of the street lighting maintenance and energy contracts.

J20350 – Highways Engineers

This budget represents the costs of in-house and specialist professional highway and civil engineering that provide expertise and advice, including feasibility, detailed design, procurement and project management for the implementation and maintenance of the highways revenue and capital expenditure for the Borough.

J20400 – Environmental Health & Trading

The Trading Standards team provide a range of services including enforcing consumer law, advising and protecting consumers and investigating complaints about traders. The team are active in dealing with matters such as counterfeit goods and in the enforcement of age restrictions for a wide range of products including knives, spray paints and alcohol. Environmental Health is divided into six teams: Food, Health and Safety, Land Quality, Environmental protection, Licensing and Pest Control, providing a range of frontline services. The service is an essential part of the Council's armoury for the protection and improvement of health. Education and training form an important part of the work alongside inspection and enforcement activities.

J20500 – Parking

This budget represents expenditure and income from on-street parking in the Borough's public car parks and on the public highway. The service includes the provision of parking facilities, enforcement of contraventions, and the pursuit of fines on and off street in public car parks.

J20600 – Enforcement & Environmental

This service contributes significantly to best value indicators that judge the cleanliness of our streets and the effectiveness of our enforcement action to tackle fly tipping.

Noise & Nuisance

Aim is to control and reduce noise and nuisance in the borough. The team investigate sources of nuisance including noise, rubbish on properties, derelict and empty properties, and smoke from bonfires, smells and problems with private drainage. They provide a fast response service that also operates out of hours to investigate noise and other emergency nuisance complaints.

The service also deals with travellers on public land.

Abandoned Vehicles

Vehicles that are reported as being abandoned are inspected within 24 hours of being reported. Abandoned Vehicles are removed within 24 hours after any notices issued have expired.

Planning Enforcement

This service investigates reporting breaches of planning control and takes appropriate planning action to tackle illegal development

J20630 – Land Drainage

Management and maintenance costs of the lakes and drainage system owned and controlled by the Council, including management of the River Roding Barrage in Barking.

J20660 – Cemeteries & Crematoria

The service manages three cemetery sites, these being Rippleside Cemetery, Eastbrook end Cemetery and the recently extended Chadwell Heath Cemetery. The three main functions of the service are:

- Administration of the burial process - Timetabling burials, recording burial details, administering the charges levied by the service, retaining grave ownership, memorial and burial details.
- Carry out interments – excavating, shoring, dressing & backfilling graves.
- Maintenance of the cemetery sites – grounds maintenance, repair and maintenance of the buildings, roads and to a limited degree the memorials.

J20700 – Parks & Open Spaces

The Borough's Parks and Open Spaces are diverse and include formal parks, nature reserves, and three closed church yards/burial grounds. Within the parks are a wide range of recreational facilities such as an athletics arena, angling lakes, bowling greens and football pitches. Within the parks there are also a number of park pavilions/changing rooms which are maintained by the Parks Service.

J20750 – Parks & Events

The Parks Management & Development Group is made up of the Ranger Service, which manage over 200 hectares of country parks and heritage sites, the Park Development Team, who are responsible for the transformational improvements of parks and green spaces, and also covers Community Food Growing and Allotments. The Group is been responsible for the strategic vision for parks and implementation of the Parks & Green Spaces Strategy 2003-2020. The group focuses on raising external funds to maximise Council's resources and seeking partnership and community buy-in to underpin improvements. It provides events and activities, educational and volunteering opportunities and manages the Green Flag and Safer Parks Awards processes.

J20800 – Parks Operations

The Parks Operational Service provides the day to day onsite maintenance of the Borough's 32 parks including the maintenance of bowling greens and seasonal bedding displays. The service also provides a grounds maintenance service to schools and public buildings in the Borough. The service is ISO 9001:2000 accredited.

J20810 – Arboriculture & Grounds Maintenance

The Arboricultural Service provides a complete tree management service to all land holding sections of the Council. The unit has a rolling 3 and 5 year maintenance programme for the street tree stock within the Borough to ensure the tree stock is in a fit and safe condition. It assists in the resolutions of insurance claims made against the Borough and provides an educational programme with the parks on tree related matters.

J20820 – Barking Market

Barking Town Centre Market is operated by LBBD in partnership with a private company, Charfleets Limited. It is open on Tuesdays, Thursdays, Fridays, and Saturday, with extra days at Christmas. The market charges cover all the costs of its operation and it plays a key role in the economy of the Town Centre.

J20830 – Building Control

The Building Development Control team is responsible for providing professional advice and guidance regarding Building Control Legislation, processing applications under Statutory Building Acts, access to buildings under the Disabled Discrimination Act, to assist monitoring and policy development with internal and external stakeholders and arranging for emergency incidents to be attended.

J20850 – Safe & Sustainable Transport

Road safety services deliver on road safety policy, scheme development, proposals, monitoring and information, education, advice, publicity to all members of the community and other services of the Council. The service also has responsibility for the School Crossing Patrols.

J20870 – Grounds Maintenance

The Grounds Maintenance Services are provided to Housing Estate areas. This service includes maintenance of amenity greens as well as shrub beds and roundabouts.

J20900 – Passenger Transport Services

The transport provision is delivered from our depot in Frizlands in Dagenham and delivers the service to the whole of the Borough of Barking and Dagenham. We transport vulnerable children to specified schools for both inbound journeys to schools and afternoon transportation back from the schools to either homes or designated collection points. We also deliver a service for the safe transportation of vulnerable Adults to and from designated day care facilities within the borough.

BDTP also offers a fully wheel chair accessible fleet which is available for weekend/evening hire for all types of functions and recreational activities.

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ENVIRONMENTAL & ENFORCEMENT SERVICES

J20	J20000	J20050	J20100	J20120	J20150	J20180	J20200	J20300	J20350	J20400	J20500	J20600
Environmental & Enforcement Services	Refuse Collection	Cleansing	Vehicle Fleet	ELWA	Frizlands Depot	E&E Division Support	Highways Maintenance	Highways	Highways Engineers	Environmental Health & Trading Standards	Parking	Enforcement
EMPLOYEE COSTS	2,030,600	2,499,800	207,000	375,600	7,100	791,600	612,400	379,400	165,300	1,058,200	1,595,700	629,400
PREMISES COSTS	0	17,100	10,000	40,500	187,900	0	2,024,200	0	0	5,000	287,200	0
TRANSPORT COSTS	936,300	789,800	40,300	4,100	1,000	4,600	11,600	66,200	5,400	46,000	90,300	0
SUPPLIES & SERVICES	268,300	103,400	8,800	5,800	18,000	64,200	40,700	30,300	7,000	144,400	574,800	11,100
THIRD PARTY PAYMENTS	393,700	214,400	0	0	8,700	0	1,190,100	3,600	0	260,400	71,000	14,300
DIRECT PAYMENTS	0	0	0	0	0	(523,200)	0	0	0	0	0	0
SUPPORT SERVICES/RECHARGE	2,285,900	831,800	162,900	100,400	70,200	(1,049,900)	381,800	164,200	47,200	337,800	614,600	185,900
DEPRECIATION	768,700	0	0	0	34,600	0	5,181,800	0	0	8,000	107,000	0
GRANTS	0	0	0	0	0	0	0	0	0	0	0	0
INCOME	(928,400)	0	(271,000)	0	(53,200)	(46,800)	(453,300)	0	0	(168,200)	(6,074,300)	(142,300)
RECHARGES	(999,200)	(1,296,100)	(429,000)	0	(217,600)	(40,100)	0	(542,600)	(203,500)	(100,600)	(42,000)	0
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	(234,400)	0	0	(569,500)	0	0	0	0	(114,200)	(8,000)	0	0
	4,521,500	3,160,200	(271,000)	(43,100)	56,700	(799,600)	8,989,300	101,100	(92,800)	1,583,000	(2,775,700)	698,400

ENVIRONMENTAL & ENFORCEMENT SERVICES

J20	J20630	J20660	J20700	J20750	J20820	J20830	J20850	J20870	J20900	
Environmental & Enforcement Services	Land Drainage	Cemeteries & Crematoria	Parks & Open Spaces	Parks & Events	Barking Market	Building Control	Safe & Sustainable Transport (Road Safety)	Grounds Maintenance	Transport Services	TOTAL
EMPLOYEE COSTS	29,100	0	32,000	766,100	44,500	522,800	316,500	2,716,800	1,488,900	16,268,800
PREMISES COSTS	29,600	66,800	523,200	136,000	20,200	0	0	0	102,200	3,449,900
TRANSPORT COSTS	0	0	1,500	17,100	1,000	15,100	1,000	709,700	686,900	3,427,900
SUPPLIES & SERVICES	300	1,500	42,700	115,900	23,000	14,200	15,400	138,300	19,200	1,647,300
THIRD PARTY PAYMENTS	69,800	162,900	2,001,000	48,400	685,200	9,400	0	94,600	0	5,227,500
DIRECT PAYMENTS SUPPORT	0	0	0	0	0	0	0	0	0	(523,200)
SERVICES/RECHARGE	4,600	97,900	121,300	0	11,000	188,600	83,400	956,500	603,900	6,200,000
DEPRECIATION	0	11,800	115,000	0	0	0	0	0	6,600	6,233,500
GRANTS	0	0	0	0	0	0	0	0	0	0
INCOME	0	(379,300)	(90,000)	(309,500)	(782,600)	(290,000)	0	(61,000)	(121,200)	(10,171,100)
RECHARGES	0	0	0	0	0	(90,000)	(7,000)	(3,878,300)	(2,885,600)	(10,731,600)
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	0	0	0	(130,000)	0	0	0	(201,700)	(52,300)	(1,310,100)
	133,400	(38,400)	2,746,700	644,000	2,300	370,100	409,300	474,900	(151,400)	19,718,900

**HOUSING &
ENVIRONMENT - HRA -
REVENUE BUDGET -
2012/13**

Housing & Environment - HRA – Revenue Budgets - 2012/13

	EXPENDITURE	SUPPORT COSTS	INCOME	RECHARGE INCOME	NET - 2012/13	NET - 2011/12
Housing Services	97,217,800	8,881,800	(104,106,800)	(1,992,800)	0	0
HOUSING AND ENVIRONMENT - HRA	97,217,800	8,881,800	(104,106,800)	(1,992,800)	0	0

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Housing & Environment - HRA – Revenue Budgets – 2012/13

	GROSS BUDGET	SUPPORT COSTS	RECHARGE INCOME	INCOME	NET - 2012/13
Housing Services					
H10000 HRA	97,218	8,882	(1,993)	(104,107)	0
	97,218	8,882	(1,993)	(104,107)	0
HOUSING AND ENVIRONMENT - HRA	97,218	8,882	(1,993)	(104,107)	0

Recharges to Housing & Environment - HRA

Types Of Support Services Provided	Housing & Environment - HRA		
	2012-13 £	2011-12 £	Movements £
FINANCE & RESOURCES			
Internal Audit	67,100	126,600	(59,500)
Insurance	68,600	61,400	7,200
Risk Management		12,600	(12,600)
Tenancy Investigation Team	155,700	171,100	(15,400)
Finance	276,800	520,700	(243,900)
Payroll	12,300	14,200	(1,900)
Policy & Performance	73,500	265,600	(192,100)
Corporate Complaints	38,900	91,000	(52,100)
Marketing & Communications	95,900	115,900	(20,000)
Legal Services	222,300	324,500	(102,200)
HR Support	139,900	457,700	(317,800)
ICT (Joint Venture)	452,500	626,900	(174,400)
Emergency Out of Hours & Social Alarms	225,800	200,000	25,800
Contact Centre	348,900	774,200	(425,300)
One Stop Shops	529,300	508,500	20,800
Registrars/Cemeteries Admin	0	77,200	(77,200)
Corporate Client	239,000	384,000	(145,000)
Programme Management	46,600	42,100	4,500
Asset Strategy & Management		23,700	(23,700)
Property Services	8,700	8,300	400
Asset Management	43,500		
Building Cleaning	79,100	83,000	(3,900)
Security	0	26,900	(26,900)
Civic Buildings Accommodation	250,200	218,200	32,000
Building Maintenance		22,900	(22,900)
Energy & Compliance	19,400	22,500	(3,100)
Commercial Services Client Team		41,700	(41,700)
ELEVATE - Corporate Procurement		24,600	(24,600)
ELEVATE - Accounts for Payment		14,000	(14,000)
ELEVATE - Gainshare	103,400		103,400
General Income	359,900	378,600	(18,700)
Cashiers	124,400	124,400	0
Rents	1,397,800	1,367,700	30,100
HRA Commercial Properties	825,400	850,000	(24,600)
Property Services - Pondfield House	478,900		478,900
Sustainable Communities	19,100	56,200	(37,100)
Management & Admin	139,000	81,000	58,000
Business Unit & Graduate Trainees		21,700	(21,700)
Corporate Management	811,000	811,000	0
TOTAL F&R	7,652,900	8,950,600	(1,341,200)
ELEVATE - Gainshare	307,800		307,800

Recharges to Housing & Environment - HRA

Types Of Support Services Provided	H&E - HRA		
	2012-13 £	2011-12 £	Movements £
ADULT & COMMUNITY SERVICES			
CCTV	187,900	187,900	0
Alarm Monitoring & Magnetic Locks	10,500	10,400	100
Neighbourhood Management	92,000	75,000	17,000
Surveillance and Monitoring Service (SAMS)	175,800	156,400	19,400
Anti-social behaviour	116,400		116,400
Domestic Violence	40,000		40,000
Sports Centres	1,400	1,400	0
TOTAL ACS	624,000	431,100	192,900
HOUSING & ENVIRONMENT - GF			
Refuse Collection	556,600	610,700	(54,100)
Cleansing	1,046,800	875,000	171,800
Fleet Management	19,100	51,700	(32,600)
Frizland Depot		3,400	(3,400)
Highways	90,900	588,000	(497,100)
Grounds Maintenance	1,538,700	1,574,200	(35,500)
Environmental Health & Trading Standards - Pest Control	100,600	66,400	34,200
Off Street Parking	42,000	39,000	3,000
PPP	40,100	509,000	(468,900)
Housing Strategy	275,000	434,500	(159,500)
TOTAL H&E	3,709,800	4,751,900	(1,042,100)
GRAND TOTAL - ALL	12,294,500	14,133,600	(1,882,600)

HOUSING & ENVIRONMENT- HRA

Housing Services

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 council housing stock at the 1st April 2012 is estimated to be approximately 19,000 tenanted properties and 3,000 leasehold properties.

The Housing Revenue Account currently employs over 300 full-time equivalent staff providing a range of services to the Council's tenants and leaseholders (e.g. estate services, tenancy management, etc).

The Cabinet on 14th February 2012 agreed the above estimates for 2012-13 and agreed an average weekly rent increase of £5.37 (6.8%).

The Local Government and Housing Act 1989 require the Council to maintain a ring-fenced HRA and a responsibility to maintain prudent HRA balances.

Fundamental changes to council housing finance come into effect from 1 April 2012 upon the introduction of HRA self-financing. Future subsidy payments to CLG will be replaced by additional borrowing costs associated with the debt acquired as a result of the self-financing settlement, which is approx £265m. This removes the dependency of councils to await an annual determination figure from CLG and enables LBBDD to set budgets based on its long term business plan and stock investment priorities.

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Corporate Director	Darren Henaghan	Corporate Director of Housing & Environment
	Tel: 020 8227 5700	E-mail: Darren.Henaghan.gov.uk

HOUSING SERVICES

Housing Services	HRA H10000	TOTAL
EMPLOYEE COSTS	11,008,500	11,008,500
PREMISES COSTS	43,313,100	43,313,100
TRANSPORT COSTS	208,200	208,200
SUPPLIES & SERVICES	14,489,200	14,489,200
THIRD PARTY PAYMENTS	3,604,800	3,604,800
DIRECT PAYMENTS	34,000	34,000
SUPPORT SERVICES/RECHARGE	8,881,800	8,881,800
DEPRECIATION	24,560,000	24,560,000
GRANTS	0	0
INCOME	(104,106,800)	(104,106,800)
RECHARGES	(1,992,800)	(1,992,800)
OTHER RECHARGES (INC SCHOOL BUY- BACKS)	0	0
	0	0

**FINANCE & RESOURCES
REVENUE BUDGET -
2012/13**

Finance & Resources – Revenue Budgets - 2012/13

	EXPENDITURE	SUPPORT COSTS	RECHARGE INCOME	INCOME	NET - 2012/13	ORIGINAL NET - 2011/12
Finance	165,097,800	584,100	(6,678,900)	(159,641,000)	(638,000)	0
Finance & Resources Directorate	1,769,800	4,466,700	(1,394,200)	(200,000)	4,642,300	5,095,000
Planning & Regeneration	4,986,400	1,306,100	(336,000)	(1,076,500)	4,880,000	5,229,000
Emergency Planning & Operations	1,057,000	564,200	(797,900)	(178,500)	644,800	1,225,290
Customer Services, Contracts & Business Imp.	33,551,600	3,670,700	(22,094,600)	(5,264,100)	9,863,600	2,097,380
Asset Management	8,241,100	574,700	(7,775,600)	(26,700)	1,013,500	795,330
Corporate Client	854,600	318,700	(1,173,300)	0	0	0
Capital Delivery	1,236,500	640,000	(1,876,500)	0	0	0
FINANCE & RESOURCES	216,794,800	12,125,200	(42,127,000)	(166,386,800)	20,406,200	14,442,000

Finance Contact	Jo Moore	Group Manager, Housing & Environment, Finance & Resources and Chief Executive.
	Tel: 020 8227 3415	E-mail: Jo.Moore@lbbd.gov.uk
Corporate Director	Tracie Evans	Corporate Director of Finance & Resources
	Tel: 020 8227 2108	E-mail: tracie.evans@lbbd.gov.uk

Finance & Resources – Revenue Budgets – 2012/13

	GROSS BUDGET	SUPPORT COSTS	RECHARGE INCOME	INCOME	NET - 2012/13
	000's	000's	000's	000's	000's
Finance					
Divisional Director's Office	522	82	(604)	0	0
Corporate Finance & Innovation	1,054	97	(1,150)	0	0
Adults & Children's Finance	836	108	(945)	0	0
H&E, Chief Executive & Resources	615	92	(707)	0	0
Treasury, Pensions, Insurance & Risk	808	115	(923)	0	0
Internal Audit & Anti Fraud	760	91	(851)	0	0
Subsidy	160,503	0	(1,500)	(159,641)	(638)
	165,098	584	(6,679)	(159,641)	(638)
Finance & Resources Directorate					
Corporate Director F&R	447	136	(583)	0	0
Corporate Initiatives	450	0	0	(200)	250
Corporate Management	872	4,331	(811)	0	4,392
	1,770	4,467	(1,394)	(200)	4,642
Regeneration and Economic Development					
Development Planning	1,515	456	(44)	(932)	995
Employment & Skills	1,065	98	0	(145)	1,019
Economic Development	2,253	305	(153)	0	2,406
Communities & Climate	0	0	0	0	0
Management & Admin	153	446	(139)	0	460
	4,986	1,306	(336)	(1,077)	4,880
Emergency Planning and Operations					
Administration	381	104	(485)	0	0
Emergency Planning	510	314	0	(179)	645
Project Support	166	147	(313)	0	0
	1,057	564	(798)	(179)	645
Customer Services Contracts & Business Imp.					
Customer Service Contracts & Bus. Imp. Team	577	(358)	(219)	0	0
Elevate – Support Services	802	27	(795)	(32)	2
Elevate – HR & Payroll	1,304	253	(1,556)	0	0
Elevate – Property Services & Technical Support	1,802	(1,066)	(174)	0	562
Elevate - Revenues & Benefits	6,806	1,547	(2,543)	(2,067)	3,743
Elevate - ICT & B&DD	15,543	1,098	(15,451)	(56)	1,134
Commercial Properties GF & HRA	659	2,065	(1,357)	(2,825)	(1,457)
Taxi card & Conces. Fares	5,801	0	0	(4)	5,798
Registrars	258	105	0	(281)	82
	33,552	3,671	(22,095)	(5,264)	9,864
Assets & Facilities Management					
Energy, Environ. & Compliance	561	111	(473)	0	200
Asset Strategy	1,397	194	(1,005)	(10)	575
Facilities Management	6,040	433	(6,298)	(16)	159
Divisional Support	243	(164)	0	0	79
	8,241	575	(7,776)	(27)	1,014
Corporate Client					
Corporate Client	855	319	(1,173)	0	0
	855	319	(1,173)	0	0
Capital Delivery					
Capital Delivery	1,237	640	(1,877)	0	0
	1,237	640	(1,877)	0	0
FINANCE & RESOURCES TOTAL	216,795	12,125	(42,127)	(166,387)	20,406

Recharges to Finance & Resources

Types Of Support Services Provided	F&R		
	2012-13 £	2011-12 £	Movements £
FINANCE & RESOURCES			
Internal Audit	158,600	77,900	80,700
Insurance	22,600	22,500	100
Risk Management	15,900	18,000	(2,100)
Finance	528,300	648,030	(119,730)
Payroll	59,000	47,600	11,400
Policy & Performance	91,300	277,200	(185,900)
Corporate Complaints	3,800	16,000	(12,200)
Marketing & Communications	196,400	284,600	(88,200)
Democratic Services	9,900	2,700	7,200
Post Delivery		200	(200)
Legal Services	457,600	273,000	184,600
HR Support	470,900	582,800	(111,900)
ICT (Joint Venture)	2,526,500	2,073,420	453,080
Contact Centre	740,000	792,100	(52,100)
One Stop Shops	684,700	751,000	(66,300)
Corporate Client	125,200	126,000	(800)
Programme Management	107,300	98,700	8,600
Asset Strategy & Management		1,800	(1,800)
Leasehold Buildings (Crown House)	103,000		103,000
Leasehold Buildings (Maritime House)	190,500	312,000	(121,500)
Property Services	60,900	69,500	(8,600)
Building Cleaning	11,700	16,000	(4,300)
Security	5,600	5,600	0
Civic Buildings Accommodation	801,300	1,480,230	(678,930)
Building Maintenance		7,100	(7,100)
Energy & Compliance		900	(900)
Commercial Services Client Team		1,800	(1,800)
ELEVATE - Corporate Procurement	228,200	167,800	60,400
ELEVATE - Accounts for Payment	31,300	34,300	(3,000)
General Income	54,200	57,000	(2,800)
Cashiers	73,300	73,300	0
Sustainable Communities		4,900	(4,900)
Management & Admin		600	(600)
Business Unit & Graduate Trainees	179,800	188,800	(9,000)
TOTAL F&R	7,937,800	8,513,380	(575,580)

Recharges to Finance & Resources

Types Of Support Services Provided	F&R		
	2012-13 £	2011-12 £	Movements £
ADULT & COMMUNITY SERVICES			
Equalities & Diversity	27,000	27,600	(600)
Alarm Monitoring & Magnetic Locks	3,200	7,570	(4,370)
Security Contract	12,300	13,800	(1,500)
Barking Learning Centre (BLC)	165,700	147,600	18,100
Dagenham Library & One Stop Shop	196,000	196,000	0
Sports Centres	2,800	2,800	0
TOTAL ACS	407,000	395,370	11,630
HOUSING & ENVIRONMENT			
Refuse Collection	83,400	36,000	47,400
Cleansing	82,100	43,700	38,400
Fleet Management	4,900	13,200	(8,300)
Frizland Depot	11,100	22,200	(11,100)
Highway Engineer	100,000	100,000	0
Grounds Maintenance	39,500	114,150	(74,650)
Safe & Sustainable Transport	7,000	7,000	0
Building Control	90,000	90,000	0
PPP		135,030	(135,030)
Housing Strategy		24,000	(24,000)
HRA Commercial Properties	1,454,900	1,494,400	(39,500)
TOTAL H&E	1,872,900	2,079,680	(206,780)
GRAND TOTAL - ALL	10,217,700	10,988,430	(770,730)

FINANCE & RESOURCES

Finance

Description of Service

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.

This service comprises Financial Services, Internal Audit and Anti Fraud, Treasury, Pensions, Insurance and Risk, Innovation and Funding, and Subsidy.

Key Information

Financial Services:

- Owning and leading the annual budget process
- Provide technical financial support to set the required level of Council Tax and the review and maintenance of the council's rolling three year Medium Term Financial Strategy and longer term financial plans
- Delivery of the council's statutory requirement for closure of the Authority's accounts and ensuring compliance with all accounting standards
- Provide support to budget managers with regards to budget monitoring and reporting for the 4 departments namely:
 1. Adults & Community services
 2. Children's Services
 3. Housing & Environment
 4. Finance & Resources
- Ownership, development and improvement of the council's financial processes
- Development of the council's efficiency and value for money agenda
- The council's overall revenue budget requirement for 2012/13 has been set at £177million funded by £123million in Government grants and £54million from Council Tax payers. Net spending on our services are as follows:
 - Children's Services (including schools) £68million
 - Adult and Community Services £63million
 - Other Services £46million
- The Council Tax for 2012/13 for a Band D Property is £1,323.12.
- A capital programme of £55million exists for the four years 2012/13 to 2015/16.

This is funded by our own capital resources and from externally funded sources (e.g. Government grants and borrowings).

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 through:

- Best practice revenue and capital project management
- Best practice in information management
- Attracting and maximising external funding opportunities
- Leading on corporate value for money

Internal Audit and Anti Fraud:

- Provides 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
- Delivers a risk based Audit Program
- Supports and advises management and the Public Accounts and Audit Select Committee (PAASC)
- Provide a proactive and reactive investigation function, underpinning the council's zero tolerance to fraud policy
- Advises on and undertakes investigations where fraud/Irregularities are alleged/suspected
- Responsible for key Anti-Fraud Policies & leads on the National Fraud Initiative on behalf of the Council
- The Housing Investigation team recovers Council properties from people who shouldn't have them and prevents those not eligible from obtaining them.
- The Audit Service provides an evidenced independent view to Management, PAASC and External Audit on the following:
 - Are our risk management arrangements in place & working
 - Are our governance arrangements ok
 - Have we got good controls and checks in place (adequate control environment)
 - Are we safeguarding assets and stopping fraud
 - Are we a compliant organisation
- External Audit places reliance on the work of Internal Audit in reaching its annual opinion on the Council. The service works with a wide range of external agencies including the Audit Commission, DWP, HMRC and UK Border Agency, Police and Health Service.

Treasury & Pensions:

- Manage the council's Pension Fund and Treasury Management activities
- Administration the pension scheme and management information, including statutory returns, and advising managers and staff on all aspects of the Local Government Pension Scheme.
- The Authority operates two pension schemes for its employees:
 - The Local Government Pension Scheme (LGPS)
 - The Teachers Pension Scheme (TPS)

Insurance and Risk:

- Responsible for risk management policies, strategies and framework
- Supports and advises CMT , PAASC and Corporate Risk Board
- Maintains the Corporate Risk Register and Framework
- Provides 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

Innovation & Funding:

- A small team developing funding opportunities and new procurement models to deliver Council priorities. Responsible for the building schools for the future project.

Housing Benefit & Council Tax benefit Subsidy:

The Local Authority administers Housing benefits and Council tax benefits on behalf of Central Government and in doing so, the Council is required to pay out these benefits and receives subsidy against this. How effectively this benefit is administered determines how much subsidy is provided to the Council.

- This budget is required to monitor the payment and receipt of this money and ensure the service is delivering this accurately and effectively.
- The total amount claimed from the Department of Works & Pensions (DWP) for the Subsidy budget is over £150million. The help provided is means tested and strictly governed by legislation
- This service is currently managed by Elevate East London, a joint venture partnership between the Council and Agilisys who now offer a service where customers can claim benefits on line at our One Stop Shops. In April 2012 this service will be available on the Barking and Dagenham website and customers will be able to claim benefits in the comfort of their own homes.
- The service currently administers approximately 27,500 claims from residents dealing with on average 850 new claims each month and 6,000 changes in

circumstances each month. Currently new claims are paid within an average of 14 days and changes actioned within 10 days.

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FINANCE & RESOURCES

FINANCE & RESOURCES	Divisional Directors Office	Corporate Finance & Innovation and Funding	Adults & Children's Finance	H&E, Chief Executive & Resources	Treasury, Pensions, Insurance & Risk	Internal Audit & Anti-Fraud	Subsidy	TOTAL
EMPLOYEE COSTS	520,300	1,027,300	820,600	596,400	687,100	634,400	0	4,286,100
PREMISES COSTS	0	0	0	0	0	0	0	0
TRANSPORT COSTS	0	1,600	6,100	2,300	600	5,800	0	16,400
SUPPLIES & SERVICES	1,600	24,800	9,500	15,800	47,600	120,000	544,100	763,400
THIRD PARTY PAYMENTS	0	0	0	0	73,000	0	0	73,000
DIRECT PAYMENTS SUPPORT	0	0	0	0	0	0	159,959,000	159,959,000
SERVICES/RECHARGE	82,000	96,600	108,400	92,100	114,500	90,500	0	584,100
DEPRECIATION	0	0	0	0	0	0	0	0
GRANTS	0	0	0	0	0	0	(155,911,000)	(155,911,000)
INCOME	0	0	0	0	0	0	(3,730,000)	(3,730,000)
RECHARGES	(570,800)	(1,120,200)	(768,500)	(706,600)	(469,000)	(850,700)	(1,500,000)	(5,985,800)
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	(33,100)	(30,100)	(176,100)	0	(453,800)	0	0	(693,100)
	0	0	0	0	0	0	(637,900)	(637,900)

FINANCE & RESOURCES

Finance & Resources Directorate

Description of Service

The Corporate Director of Finance & Resources Department leads and supports the Council in the development of efficient and effective services. This budget covers the Director's operating expenses, and aspects of corporate initiatives and projects. The department is responsible for coordinating the formulation of corporate policy/priorities, financial planning, budgetary control, internal audit, commissioning, regeneration, asset management, corporate client, capital delivery and managing the Elevate Contract.

The budgets within Corporate Management relates to those activities that provide the infrastructure that allows services to be provided and the information that is required for public accountability. 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.

Key Information

Corporate Director of Finance & Resources Office and Corporate Initiatives - This Director's unit forms the core processes through which the management team intends to ensure the Council's financial health is secure. However, departments still maintain a great deal of responsibility for the management of their departmental finances/ budgets, as they implement their policies and procedures. This budget also funds corporate initiatives like the Council's contribution towards the 2012 Olympics.

Corporate Management - Specific costs will incur members' costs, democratic services, external audit, bank charges, subscription to Local Authority associations, internal and external inspections etc.

Within Corporate Management;

- There are 51 Councillors who service 17 wards;
- The Council operates an Executive style political structure;
- The Audit Commission are the Authority's external auditors;
- The Authority's bank is Lloyds Bank Plc.

Head of Service/	Tracie Evans	Corporate Director of Finance & Resources
Budget Holder	Tel: 020 8227 2932	E-mail: tracie.evans@lbbd.gov.uk

FINANCE & RESOURCES DIRECTORATE

Finance Director	Corporate Director Of Finance & Resources	Corporate Initiatives	Corporate Management	TOTAL
EMPLOYEE COSTS	233,900	0	0	233,900
PREMISES COSTS	0	0	0	0
TRANSPORT COSTS	2,300	0	0	2,300
SUPPLIES & SERVICES	47,200	259,000	560,900	867,100
THIRD PARTY PAYMENTS	164,000	191,000	311,500	666,500
DIRECT PAYMENTS	0	0	0	0
SUPPORT SERVICES/RECHARGE	135,800	0	4,330,900	4,466,700
DEPRECIATION	0	0	0	0
GRANTS	0	0	0	0
INCOME	0	(200,000)	0	(200,000)
RECHARGES	(499,500)	0	(811,000)	(1,310,500)
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	(83,700)	0	0	(83,700)
	0	250,000	4,392,300	4,642,300

FINANCE & RESOURCES

Regeneration and Economic Development

Description of Service

Regeneration and Economic Development includes the following main services: Development Planning; Employment & Skills; and Economic Development & Sustainable Communities.

The Development Management team's responsibilities include the determination and monitoring of planning applications, planning policy and transport planning. The team also ensures that buildings, public spaces and conservation areas interact with each other to create a stimulating and safe environment with attractive landmarks and gateways.

The Employment and Skills group aims to improve the skills and job prospects of local people by working with a range of local agencies and providers, including Jobcentre Plus, further education colleges and voluntary and community sector organisations. The Group attracts external funding for the provision of advice and guidance services and for helping people into sustainable employment opportunities, delivered by the Job Shops.

There is a new combined team for Economic Development & Sustainable Communities concerned with the physical and economic development of the Borough, addressing the priorities of raising household incomes and delivering new housing.

This budget also has the cost of the over-arching senior management and other central admin costs within the Division.

Key Information

Development Planning:

Key Activities within the Development Planning team is responsible for the following:

- Planning applications
- Street Naming and Numbering
- Local Land Charges
- Road adoptions and highway agreements
- The borough's planning policies (Local Development Framework)
- The borough's transport strategy and local transport schemes (Local Implementation Plan)
- Conservation Areas and Listed Buildings
- Tree Preservation Orders
- Residents Urban Design Forum

Employment & Skills:

Key activities include:

- Managing the network of four Job Shops which provide advice, guidance and job-search services

- funding and overseeing Job Shop Community Outreach projects which deliver employment support services from Children’s Centres and other accessible locations across the borough
- Opening up opportunities for learning, training and employment (including apprenticeships) from major construction activities in the borough
- Promoting Olympic, Crossrail and other job vacancies
- Working with new and existing employers to maximise the number of residents accessing local job opportunities
- Building and facilitating partnerships with other boroughs and employment and skills service providers

Economic Development & Sustainable Communities:

- The Economic Development team manage a number of projects that focus on activities to promote enterprise and entrepreneurial activity within the Borough, with key projects including the Barking and Dagenham Enterprise Centres, business support, and inward investment.
- The team attracts various external funding for projects, including funding from Europe. The team is also responsible for physical development projects which support economic growth such as new commercial developments in Barking Town Centre and public realm improvements.
- The Sustainable Communities team is concerned with creating sustainable communities through delivering new housing and estate renewal. A substantial estate renewal programme is currently underway alongside innovative new mechanisms for delivering new housing. The team also leads on the Barking Riverside development for the Council which offers scope to be a transformational driver for the borough.

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Divisional Director	Jeremy Grint Tel: 020 8227 2443	Divisional Director, Regeneration & Economic Development E-mail: jeremy.grint@lbbd.gov.uk

REGENERATION & ECONOMIC DEVELOPMENT

Regeneration & Economic Development	Development Planning	Employment & Skills Division Summary	Economic Development	Management & Admin	TOTAL
EMPLOYEE COSTS	1,249,700	610,500	776,900	151,100	2,788,200
PREMISES COSTS	0	0	0	0	0
TRANSPORT COSTS	9,600	500	1,800	2,000	13,900
SUPPLIES & SERVICES	123,900	1,000	79,000	0	203,900
THIRD PARTY PAYMENTS	0	453,400	279,300	0	732,700
DIRECT PAYMENTS	0	0	0	0	0
SUPPORT SERVICES/RECHARGE	456,300	98,200	305,400	446,200	1,306,100
DEPRECIATION	131,300	0	1,116,400	0	1,247,700
GRANTS	0	(145,000)	0	0	(145,000)
INCOME	(931,500)	0	0	0	(931,500)
RECHARGES	(43,900)	0	(23,100)	(139,000)	(206,000)
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	0	0	(130,000)	0	(130,000)
	995,400	1,018,600	2,405,700	460,300	4,880,000

FINANCE & RESOURCES

Emergency Planning & Operations

Description of Service

The Emergency Planning and Operation's team comprises of the Administration team, Emergency Planning which is responsible for planning and coordinating the Council's response to an Emergency and the Project Support team.

Key Information

Administration

The Administration team provides executive support to senior managers within the Finance and Resources Department to oversee performance management and forward planning.

Emergency Planning

The Council's emergency planning and business continuity service, which is delivered by LBBD jointly for LBBD and LB Waltham Forest leads the Council in meeting its statutory obligations under the Civil Contingencies Act 2004. Under this Act the Chief Executive is the Lead Emergency Planner for the Borough but devolves day to day responsibility to the Civil Contingencies Joint Service

Project Support

The project support team provide Corporate Programme Support across the council's departments such as the Living and Working Board Programme.

Budget Holder	Danny Caine	Group Manager, Emergency Planning & Operations
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EMERGENCY PLANNING & OPERATIONS

Emergency Planning	Policy & Performance	Emergency Planning & BSF	Programme Management	TOTAL
EMPLOYEE COSTS	365,300	494,100	164,300	1,023,700
PREMISES COSTS	0	1,500	0	1,500
TRANSPORT COSTS	0	4,700	1,000	5,700
SUPPLIES & SERVICES	15,700	9,400	1,000	26,100
THIRD PARTY PAYMENTS	0	0	0	0
DIRECT PAYMENTS	0	0	0	0
SUPPORT SERVICES/RECHARGE	104,100	313,600	146,500	564,200
DEPRECIATION	0	0	0	0
GRANTS	0	0	0	0
INCOME	0	(178,500)	0	(178,500)
RECHARGES	(457,900)	0	(312,800)	(770,700)
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	(27,200)	0	0	(27,200)
	0	644,800	0	644,800

FINANCE AND RESOURCES

Customer Services, Contracts & Business Improvement

Description of Service

This Division forms part of the Council's client unit to help manage the Council's engagement with the Elevate Partnership, information governance compliance and coordination across the Council, managing the Registrars & Mobility Services. Working with Directorates and Elevate to jointly determine and manage modernisation and improvement projects to create efficiencies and improve services across the Council through service redesign.

Elevate Contract

This service manages the Elevate East London LLP contract, a joint venture company set up in December 2010 between the Council and Agilisys. As a jointly owned, local company Elevate will transform and deliver services to Barking and Dagenham and other public sector bodies, enable broader council transformation, and contribute to regeneration and economic development across the borough.

Elevate delivers a full range of services to the council, including:

- ICT
- Barking and Dagenham Direct.
- Revenues and Benefits
- Procurement and Accounts Payable
- Transactional HR & Payroll
- Property Services and Technical Support

The Registration Service fulfils the Council's statutory duty in respect of Births, Deaths, Marriages and Civil Partnership Registration and the Mobility Services is responsible for the budget, strategy and planning of the mobility service.

Key Information

Elevate – ICT & Barking & Dagenham Direct

ICT - The Division owns and champions the ICT strategy, ensuring ICT services are commissioned via the Elevate partnership to ensure effective governance, Value for Money (VFM) and fit with the Council's ICT strategy. This is driven from Policy and business drivers, taking the Government IT strategy, Local Government IT best practice (SOCITM – Society of IT managers in Local Government), and referenced against industry standards through Gartner.

- Responsible for Council's Data Protection Act and Freedom of Information Act requirements
- Compliance with Information Commissioner (ICO) regulations
- Compliance with Government Connect Secure Extranet (GCSx) and Code of Connection (Co-Co)
- IGSoc – NHS connectivity regulations
- Compliance with British Standard Institute (BSI) complaints standards.

- Local Government Ombudsman complaints practice.
- Customer Service standards (integrated into our Core Competencies)
- SOCITM - Society of [local government] IT managers IT benchmarking and best practice
- ESD-Toolkit Web Standards – design, structure and formatting of electronic service delivery (ESD) – local government community collaboration
- ITIL – IT delivery standards (OGC)

B&D Direct - comprises three services; the Contact Centre, the boroughs two One Stop Shops and the Careline service. The service is also the operational arm of mobility services and corporate complaints.

The general switchboard function is covered within the Contact Centre, as well as the logging and forwarding of Corporate Complaints and Freedom of Information / Data Protection requests for the entire Council.

Waste, environment and housing are the highest volume services areas. Revenues and Benefits services are now provided through a specialist team within the Contact centre. Information and signposting is provided for all other services.

Elevate – Revenues & Benefits

The Revenues & Benefits service which transferred to Elevate, manages NNDR, Council tax collection and Rent Collection services.

The NNDR Service is 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. We also have a duty to notify the Valuation Office Agency (HM Revenues and Customs) of all changes to the Rating List (new properties/deletion of demolished properties) to ensure maximum collection efficiency:

- All enforcement action against non-payers is governed by rating legislation e.g., bailiffs, insolvency, committal to prison
- Collection performance is measured as a percentage and the NNDR service at Barking and Dagenham operated by Elevate East London improved in 2011/12.
- Over £50 million pounds of Business Rates will be collected by the team for 2011/12.
- The first shared service partnership agreement in London has been operation since 2008 (with Havering Business Rates service) with the operation being managed from Barking and Dagenham and the IT being managed by L.B Havering

The Council Tax Section collects contributions from our residents to 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.

Within the Council Tax section there is a particular focus on the enforcement of larger debts or debts that have proved unsuccessful to collect via the mainstream recovery methods where resident have failed to pay. We work on multiple debts and takes joint actions to recover debts from across Revenues & Benefits. Action includes committal to prison and one resident was imprisoned for non-payment in 2011/12.

We also have a duty to make sure that we maximize the take up of discounts, exemptions and band reductions and to review these regularly to ensure that we have an accurate database for efficient and timely collection.

- The gross collectable debit for Council Tax is approximately £95 million and the net collectable amount after discounts, exemptions and benefits is approximately £52 million.
- The collection rate for 2010/11 was 92.9% and figure that will be improved upon for 2011/12.
- The Council Tax data base is made up of around 71,000 domestic properties.
- The data base 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 LBBB in line with many other London Boroughs.
- Approximately 70,000 recovery notices per year from reminders through to liability orders are issued.

The Rent collection Service is responsible for the rent collection of the Councils 19,000 properties (including 2,000 garages). The service ensures that tenants are notified of their correct rent liability; notifying those in arrears of their debt whenever the arrears are behind by one week or more; assisting tenants to claim housing benefit and signposting tenants to debt and money management advice. Close working between the rent collection service and the housing management service is vital in ensuring that income to the Council is maximised.

- The Rent collection service is also responsible for the recovery of current tenant rent arrears and Court action is taken if tenants do not maintain agreements to pay off debt. Staffs prepare legal documents for Court action and present cases at the local County Courts to obtain Possession Orders which could lead to eviction if the rent arrears are not paid.
- We offer various methods to pay rent including direct debit, on line payment and telephone payment 24 hours as well as payments via the Post Office/Pay point outlets and at the two One Stop Shops.
- The gross collectable debit for 2010/11 was in excess of £90m. Estimated to be over £100m for 2011/12.
- We provide as much debt advice as possible before taking our tenants to court.
- On average no more than 8,000 of our 19,000 tenants were in rents arrears during 2011/12.
- We expect to have carried out approximately 120 evictions in 2011/12 for non payment of rent.
- Over 60% of tenants receive help to pay their rent through housing benefit

Elevate – Support Services

Services being managed here are the Accounts Payable team and the Procurement team who provide advice and support on all matters relating to strategic and departmental procurement policies and contracting procedures and practices

The transactional services within HR and the Payroll service were transferred to Elevate in March 2012. Elevate will now be responsible for delivering the service which:

- Enables departments to recruit staff, ensuring they are paid correctly and ensuring the Council is fulfilling its safeguarding responsibilities
- Enables the maintenance of good data on Council's staff and the provision of management information that supports workforce planning
- Provides an HR service to the Boroughs Schools.

The Property Services & Technical support teams have also been transferred to Elevate from April 2012. This team manage the Councils Commercial property portfolios which include Council owned shops and industrial units and undertake any associated tasks with Land and property Acquisitions and Disposals. The technical support team provide a technical and administrative support function to the Capital Delivery, Corporate Client and Asset Management teams.

Registrars:

- The Registration service is 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.
- The service also oversees the citizenship application checking service (offered in the Barking Learning) which helps local residents applying for British citizenship.
- This year (October 2012) the service will be re-locating to Woodlands in Dagenham.

Mobility Services:

The operational delivery of mobility services (Taxicard, Blue Badge and Freedom Pass) on a day to day basis are managed within Elevate.

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Budget Holder	Nick Lane Tel: 020 8227 2420	Barking & Dagenham Client Officer (JV) E-mail: nick.lane@lbbd.gov.uk
Corporate Director	Tracie Evans Tel: 020 8227 2932	Corporate Director of Finance & Resources E-mail: tracie.evans@lbbd.gov.uk

CUSTOMER SERVICES, CONTRACTS & BUSINESS IMPROVEMENT

Customer Services, Contracts & Business Improvement	Customer Service Contracts & Business Imp. Team	Support Services	HR Transactional Services & Payroll	Property Services & Technical Support	Elevate - Revenue & Benefits	Elevate - ICT & B&DD	Commercial Properties - GF & HRA	Taxicard & Concess. Fares	Registrars	TOTAL
EMPLOYEE COSTS	507,200	0	3,100	0	0	0	1,400	0	198,000	709,700
PREMISES COSTS	0	0	0	0	0	0	378,000	0	22,500	400,500
TRANSPORT COSTS	1,500	0	0	0	0	0	0	5,784,300	500	5,786,300
SUPPLIES & SERVICES	68,100	0	0	0	250,000	0	6,900	0	28,200	353,200
THIRD PARTY PAYMENTS	0	801,500	1,300,600	1,801,800	6,388,000	13,003,100	272,900	17,000	5,300	23,590,200
DIRECT PAYMENTS SUPPORT	0	0	0	0	141,500	0	0	0	0	141,500
SERVICES/RECHARGE	(357,900)	27,000	252,600	(1,066,100)	1,547,100	1,097,700	2,065,400	0	104,900	3,670,700
DEPRECIATION	0	0	0	0	26,700	2,540,000	0	0	3,500	2,570,200
GRANTS	0	0	0	0	0	0	0	0	(141,500)	(141,500)
INCOME	0	(31,600)	0	0	(2,066,900)	(56,000)	(2,824,900)	(3,700)	(139,500)	(5,122,600)
RECHARGES OTHER RECHARGES (INC SCHOOL BUY- BACKS)	(218,900)	(739,800)	(823,300)	(174,000)	(2,517,700)	(14,686,000)	(1,356,500)	0	0	(20,516,200)
	0	(55,400)	(733,000)	0	(25,500)	(764,500)	0	0	0	(1,578,400)
	0	1,700	0	561,700	3,743,200	1,134,300	(1,456,800)	5,797,600	81,900	9,863,600

FINANCE & RESOURCES

Assets & Facilities Management

Description of Service

This group manages and maintains the Councils Assets including Land and Premises to ensure assets and resources are used in the most effective, value for money way and that community benefits and outcomes are realised. This division comprises of the Asset Strategy team, Facilities management and Energy & Compliance.

Key Information

The Asset and Facilities Management group is split into the following specific areas:

Asset Strategy

This is a small team that is responsible for the management of the Councils property and land assets and the implementation of the Corporate Accommodation Strategy. Specific areas covered by these budgets include Vacant Land Management, Public Conveniences, Leasehold Buildings and Property Services.

The section deals with the management of land within the Property Services portfolio including, 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.

The team also has overall responsibility for the development and delivery of a corporate property asset management plan.

Facilities Management

This area covers the day to day management of the Council's six administrative buildings, Building Cleaning, Security and Council wide Building Maintenance.

The administrative buildings include the Civic Centre, Town Hall, Roycraft House, Ripple Offices and the office buildings at 2 and 90 Stour Road. In addition to the premises related costs such as energy, NNDR and building maintenance, the budgets also include the employee costs of the facilities staff that support the running of these sites.

The Building Cleaning section currently employs around 400 part time staff and provides a cleaning service to approximately 120 sites which include schools, libraries, administrative offices, parks buildings, children's centres and depots. There is a team of 5 full time management and supervisory staff that support this function.

The Security Section is a small team that issue identification badges to council staff, offer a general security advice service for premises managers and also undertake surveillance work.

The Maintenance Section is responsible for the day to day maintenance needs of the Council's public buildings and many of its schools. Along with building, mechanical and electrical repairs and maintenance works the section also delivers projects that relates to major repairs and backlog maintenance needs.

Energy & Compliance

This team is responsible for the management of statutory obligations relating to asbestos and water quality management across the whole of the Council's property portfolio including public buildings, offices and schools. The group is also responsible for energy management and performance across the Council and are currently involved in producing the Councils Carbon Management Plan.

Divisional Support

This is a small group of budgets that show the Divisions total central support costs before being recharged, including Technical Support.

Budget Holder	Kevin Sullivan	Group Manager, Assets & Facilities Management
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ASSET & FACILITIES MANAGEMENT

Asset & Facilities Management	Energy & Compliance Group	Asset Strategy	Facilities Management	Divisional Support	TOTAL
EMPLOYEE COSTS	254,600	243,100	3,822,100	44,100	4,363,900
PREMISES COSTS	304,600	499,700	1,763,500	0	2,567,800
TRANSPORT COSTS	2,100	900	45,300	600	48,900
SUPPLIES & SERVICES	0	20,900	252,400	117,100	390,400
THIRD PARTY PAYMENTS	0	148,900	195,700	81,200	425,800
DIRECT PAYMENTS	0	0	0	0	0
SUPPORT SERVICES/RECHARGE	111,400	348,300	458,200	(164,000)	753,900
DEPRECIATION	0	160,100	420,000	0	580,100
GRANTS	0	0	0	0	0
INCOME	0	(10,400)	(16,300)	0	(26,700)
RECHARGES	(244,700)	(737,000)	(4,457,900)	0	(5,439,600)
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	(228,000)	(99,100)	(2,323,900)	0	(2,651,000)
	200,000	575,400	159,100	79,000	1,013,500

FINANCE & RESOURCES

Corporate Client

Description of Service

The Corporate Client Section provides technical support and expertise to all Departments of the Council that wish to develop new or refurbished building solutions to meet service needs.

The section liaises with client departments to establish requirements and specifications for proposed projects and then undertakes design and feasibility works.

Key Information

Corporate Client

There are a number of dedicated teams within the section that support specific areas of the Authority such as Children's Services, Housing, Highways and the Built Environment. There is also a Procurement team that deals with construction related framework agreements.

Budget Holder

Ian Saxby

Group Manager, Corporate Client

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FINANCE & RESOURCES

Capital Delivery

Description of Service

The Capital Delivery Section is responsible for building capital schemes once designs and specifications have been agreed and project funding has been put in place.

The section is split into two teams, one of which deals with the Built Environment which includes Schools; the other delivers projects for Housing and Highway areas.

Key Information

Capital Delivery

Capital Delivery has a trading account that is budgeted to break even each financial year. Income is recovered from fees which are either charged by way of agreed hourly rates or a fixed percentage of the total project value

Budget Holder	Tony Wiggins	Group Manager, Capital delivery
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CORPORATE CLIENT & CAPITAL DELIVERY

Corporate Client & Capital Delivery	Corporate Client	Capital Delivery	TOTAL
EMPLOYEE COSTS	846,800	1,201,800	2,048,600
PREMISES COSTS	0	0	0
TRANSPORT COSTS	7,800	14,700	22,500
SUPPLIES & SERVICES	0	0	0
THIRD PARTY PAYMENTS	0	20,000	20,000
DIRECT PAYMENTS	0	0	0
SUPPORT SERVICES/RECHARGE	318,700	640,000	958,700
DEPRECIATION	0	0	0
GRANTS	0	0	0
INCOME	0	0	0
RECHARGES	(1,123,300)	0	(1,123,300)
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	(50,000)	(1,876,500)	(1,926,500)
	0	0	0

**CHIEF EXECUTIVE'S
DIRECTORATE
REVENUE BUDGET -
2012/13**

Chief Executive's Directorate – Revenue Budgets - 2012/13

	EXPENDITURE	SUPPORT COSTS	RECHARGE INCOME	INCOME	NET - 2012/13	NET - 2011/12
Chief Executive Unit	525,000	126,000	(652,000)	0	0	0
Marketing & Communications	1,088,000	375,000	(1,266,000)	(197,000)	0	300,000
Policy & Performance	893,000	291,000	(1,184,000)	0	0	0
Legal and Democratic Services	3,880,000	861,000	(4,359,000)	(5,000)	377,000	441,000
Human Resources	1,719,000	543,000	(2,258,000)	(4,000)	0	250,000
CHIEF EXECUTIVE'S DIRECTORATE	8,105,000	2,197,000	(9,719,000)	(206,000)	377,000	991,000

Finance Contact	Jo Moore Tel: 020 8227 3415	Finance Manager, Housing & Environment, Finance & Resources and Chief Executive. E-mail: Jo.Moore@lbbd.gov.uk
Chief Executive	Stella Manzie Tel: 020 8227 2137	Chief Executive E-mail: stella.manzie@lbbd.gov.uk

Chief Executive's Directorate – Revenue Budgets – 2012/13

	GROSS BUDGET	SUPPORT COSTS	RECHARGE INCOME	INCOME	NET - 2012/13
	000's	000's	000's	000's	000's
CHIEF EXECUTIVE UNIT					
M10000 Chief Executive	525	127	(652)	0	0
	525	127	(652)	0	0
MARKETING & COMMUNICATIONS					
F40100 Marketing & Communications	1,088	375	(1,266)	(197)	0
	1,088	375	(1,266)	(197)	0
POLICY & PERFORMANCE					
F40200 Policy & Performance (incl. Corporate Complaints)	893	291	(1,184)	0	0
	893	291	(1,184)	0	0
LEGAL & DEMOCRATIC SERVICES					
R10010 Head of Service	162	49	(211)	0	0
R10119 Legal Services	1,554	418	(1,972)	0	0
R10200 Democratic Services	2,164	394	(2,176)	(5)	377
	3,880	861	(4,359)	(5)	377
HUMAN RESOURCES					
R30000 HR Management	640	393	(1,029)	(4)	(0)
R30100 Employee Relations	349	85	(434)	0	0
R30300 HR Strategy	730	66	(795)	0	0
	1,719	543	(2,258)	(4)	0
CHIEF EXECUTIVE TOTAL	8,105	2,197	(9,719)	(206)	377

CHIEF EXECUTIVE'S DIRECTORATE

Chief Executive's Unit

Description of Service

The Chief Executive is the statutory 'Head of the Paid Service' of the Council 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 this role, the 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.

The Chief Executive is responsible for the organisation and management arrangements of the council, and with the Directors of the four Departments, forms the Corporate Management Team which manages our £700 million plus revenue and capital budget and over 4,000 plus workforce to deliver elected Councillors ambitions for the community and area we serve.

Key Information:

The vision of the Council is building a better life for all and it is changing its "shape" and "style" to meet the needs of the communities it serves with far fewer resources. We aim to achieve this vision by:

- Raising household incomes
- School and post-16 education
- Housing and estate renewal

The Council has 4 main priorities to help meet the aims listed above and these are reflected in the Council's "Policy House" to show how our priorities, policies and strategies fit together, and to make clear what is important to the Council and to the Borough.

The Council's main priorities are:

- Better together
- Better homes
- Better health and well-being
- Better future

Budget Holder
M10000

Stella Manzie
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Chief Executive
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CHIEF EXECUTIVE UNIT

M10 Chief Executive's Unit	M10000 Chief Executive	TOTAL
EMPLOYEE COSTS	311,400	311,400
PREMISES COSTS	1,000	1,000
TRANSPORT COSTS	5,700	5,700
SUPPLIES & SERVICES	46,500	46,500
THIRD PARTY PAYMENTS	160,400	160,400
DIRECT PAYMENTS	0	0
SUPPORT SERVICES/RECHARGE	126,600	126,600
DEPRECIATION	0	0
GRANTS	0	0
INCOME	0	0
RECHARGES	(651,600)	(651,600)
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	0	0
	0	0

CHIEF EXECUTIVE'S DIRECTORATE

Marketing & Communications

Description of Service

The role of the Marketing & Communications Team is:

To protect and enhance the reputation of the council through improved strategic communications including media;

- Issue and crisis management;
- To inform key audiences about council services, achievements and information through various marketing and communications techniques;
- To manage the brand identity of the council and champion across the council, the use of easily understood language and tone of voice for all our communications;
- To advise senior officers and deliver communications during periods of crisis management when the council's reputation is at risk; both internally and externally;
- To support change management initiatives;
- To maximise use of new media including the intranet, internet and social media as marketing and communications tools;
- To support the staff engagement programme through effective communications with staff and the establishment of two-way dialogue

Key Information:

To effectively fulfil the role outlined above, the team will:

- Promote the council's work through the local, specialist, regional and national media;
- Offer professional communications support for officers and Executive Members;
- Provide reputation and issue management advice and support;
- Determine the strategy for the Council's web and social media presence;
- Oversee and manage corporate events;
- Assist in managing the brand, including the use of the logo, corporate photography, design and print (including the use of plain English and ensuring accessibility);
- Manage and coordinate external filming and television facilities for the borough;
- Manage the procurement for all design, print and promotional items for the council;
- Manage the production of leaflets, publications and other marketing materials delivered against a communications plan;
- Develop and maintain an open, honest and trusted channel of communication between residents and local businesses and the council.

Budget Holder	Paul Bates Tel: 020 8227 3362	Group Manager Marketing & Communications E-mail: paul.bates@lbbd.gov.uk
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CHIEF EXECUTIVE'S DIRECTORATE

Policy & Performance

Description of Service

The role of the Policy & Performance Team includes:

- Development and management of the strategic policy and performance framework;
- Development and project management of the corporate and business planning framework for the Council;
- Provide policy advice and support to the Corporate Management Team (CMT) and Members;
- Provide research and analysis on the impact of policy, legislative and demographic changes to CMT and Members;
- Performance reporting to CMT and Members ensuring performance issues are worked through as appropriate;
- Lead on organisational wide responses to Government policy and legislation which are of a corporate significance;
- Ensure the organisation keeps abreast of National policy and legislative changes, codes of practice and other developments related to the work of the Council and our Partners;
- Lead on coordinating any corporate inspection / improvement activity;
- Ensuring the Governance structure for the Partnership is fit for purpose;
- Support the strategic meetings of the Local Strategic Partnership (LSP) and Public Sector Board (PSB);
- Development of our analytical and research capability to ensure it is fit for purpose (Geographic Information System -GIS, Experian and community mapping);
- Supporting services on the use of business intelligence to support service improvement, transformation and marketing activity;
- Provision of specialist GIS information;
- Ensuring intelligence about our customers is utilised effectively;
- Provide research and analysis on issues to CMT, Members and the Partnership.

Policy & Performance also includes the **Stage 3 Complaints Team** which is responsible for the efficient management of complaints made to the Council at Stage 3 of the Corporate Complaints Procedure specifically appeals to the Chief Executive and Local Government Ombudsman cases.

Key Information:

The key targets for the Policy & Performance team are embedding policy and performance frameworks and developing robust service and financial planning processes.

In March 2010 the Council was reaccredited by the British Standards Institute which confirms that Barking & Dagenham remain compliant with ISO 10002:2004 for its Complaints Management System.

Budget Holder

Karen Wheeler
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Group Manager Policy & Performance
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CORPORATE POLICY & PERFORMANCE

Corporate Policy & Performance	F40110	F40210	F40213	TOTAL
	Marketing & Communication	Policy & Performance Team	Corporate Complaints	
EMPLOYEE COSTS	882,600	431,000	81,000	1,394,600
PREMISES COSTS	0	0	0	0
TRANSPORT COSTS	4,800	5,700	0	10,500
SUPPLIES & SERVICES	200,500	339,500	0	540,000
THIRD PARTY PAYMENTS	0	0	0	0
DIRECT PAYMENTS	0	0	0	0
SUPPORT SERVICES/RECHARGE	375,100	291,600	0	666,700
DEPRECIATION	0	35,100	500	35,600
GRANTS	0	0	0	0
INCOME	(196,500)	0	0	(196,500)
RECHARGES	(1,146,500)	(1,096,500)	(81,500)	(2,324,500)
OTHER RECHARGES (INC SCHOOL BUY-BACKS)	(120,000)	(6,400)	0	(126,400)
	0	0	0	0

CHIEF EXECUTIVE'S DIRECTORATE

Legal & Democratic Services

Description of Service

The Division comprises the following services:

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.

Democratic Services - Supports and administers the Council's Political Structure, provides secretariat support to all 51 elected Members and dedicated support to the annually elected Ceremonial Mayor and their chosen charity. Compiles and maintains the Register of Electors and organizes elections.

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

Legal Services

The objectives of the legal service are:

- To monitor the activities and the legal processes of the Council and its services to ensure legality, consistency and best practice.
- To contribute corporate legal advice and services to the development and implementation of corporate policies.

The Monitoring Officer provides support to Members and Client Services by:

- Giving legal advice.
- Specifying legal services to meet the requirements of the Council and its services.
- Procuring or providing services which meet the specification and are efficient and competitive.

Democratic Services

This section:

- Acts as the Independent Clerk to the Education school appeals process
- Organizes and runs all local, Parliamentary, European, Greater London Authority and London Mayoral elections and Referenda.

Budget Holder

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Group Manager, Democratic Services
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Divisional Director

Tasnim Shawkat
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Divisional Director , Legal & Democratic Services
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LEGAL & DEMOCRATIC SERVICES

R10	R10000	R10100	R10200	
Legal and Democratic Services	Head of Service	Legal Services	Democratic Services	TOTAL
EMPLOYEE COSTS	161,800	1,459,500	1,859,600	3,480,900
PREMISES COSTS	0	0	2,300	2,300
TRANSPORT COSTS	0	1,000	29,700	30,700
SUPPLIES & SERVICES	200	93,300	271,700	365,200
THIRD PARTY PAYMENTS	0	0	0	0
DIRECT PAYMENTS	0	0	0	0
SUPPORT SERVICES/RECHARGE	48,800	417,800	393,700	860,300
DEPRECIATION	0	0	1,200	1,200
GRANTS	0	0	0	0
INCOME	0	0	(5,100)	(5,100)
RECHARGES	(210,800)	(1,971,600)	(2,171,200)	(4,353,600)
OTHER RECHARGES (INC SCHOOL BUY- BACKS)	0	0	(5,000)	(5,000)
	0	0	376,900	376,900

CHIEF EXECUTIVE'S DIRECTORATE

Human Resources & Organisational Development

Description of Service

The Human Resource and Organisational Development (HR/OD) Service is made up of a number of different elements provided by the HR Strategy Team which includes :

- The development of the Councils Workforce (or "People") Strategy – this is focused on ensuring that we are a "well-run Council" from a people management and development perspective;
- The maintenance of a suite of people management policies – this provides the framework within which managers can effectively manage their staff, support and guidance to managers and members (as the employer);
- Support towards workforce planning activities and change management within services;
- Providing the learning and development opportunities that enable staff to be productive, ensure we fulfil our legal responsibilities, including keeping people safe;
- Promoting equality and diversity within our workforce, supporting managers as they protect the health and safety of their staff and promote their well-being.

In March 2012 the transactional HR teams were transferred to Elevate East London LLP who will deliver the services via a joint venture arrangement with LBBD.

Key Information

The transactional HR teams transferred to Elevate East London, will deliver the following service :

- Enabling teams to recruit staff, ensuring they are paid correctly and that we are fulfilling our safeguarding responsibilities;
- The maintenance of good data on our staff and the provision of management information that supports workforce planning;
- Providing a HR service to the Boroughs Schools.

The contract for these services will be managed by the HR Strategy Team.

The overall budget includes the Corporate Learning and Development Budget, through which mandatory training on health and safety, equality and diversity, information governance and recruitment is funded, as well as a development programme to equip managers fulfil their role.

The cost of the full-time Trade Union representatives is also met from this budget.

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Budget Holder	Peter Watson Tel: 020 8227 2092	Group Manager, Business Change E-mail: peter.watson2@lbbd.gov.uk
Divisional Director	Martin Rayson Tel: 020 8227 3113	Divisional Director of Human Resources and Organisational Development E-mail: martin.rayson@lbbd.gov.uk

HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT

R30	R30000	R30100	R30300	
Human Resources and OD	HR Management	Employee Relations	HR Strategy	TOTAL
EMPLOYEE COSTS	596,900	348,900	719,600	1,665,400
PREMISES COSTS	0	0	0	0
TRANSPORT COSTS	8,700	0	0	8,700
SUPPLIES & SERVICES	29,000	0	10,000	39,000
THIRD PARTY PAYMENTS	5,300	0	0	5,300
DIRECT PAYMENTS	0	0	0	0
SUPPORT SERVICES/RECHARGE	393,300	84,700	65,700	543,700
DEPRECIATION	0	0	0	0
GRANTS	0	0	0	0
INCOME	(4,300)	0	0	(4,300)
RECHARGES	(1,028,900)	(433,600)	(795,300)	(2,257,800)
OTHER RECHARGES (INC SCHOOL BUY- BACKS)	0	0	0	0
	0	0	0	0

CAPITAL BUDGET – 2012/13 – 2014/15

2012/13 Capital Programme

Project No.	DETAIL	Total External Funding	MRA	Section 106	HRA & GF Revenue	Departmental Borrowing	Corporate Borrowing	Total Borrowing	Capital Receipts	Total Funding
Adult & Community Services										
Leisure & Olympics										
1652	Contingency						85,000	85,000		85,000
2266	Barking Park Restoration & Improvement	325,400					325,400	325,400		650,800
2603	Becontree Heath Leisure Centre					252,000		252,000		252,000
2855	Mayesbrook Park Athletics Arena	349,707					15,580	15,580		365,287
2872	Fews Lodge Extra Care Scheme	500,000								500,000
2870	Barking Leisure Centre 12-14 80 Gascoigne Road	348,000					2,271,167	2,271,167		2,271,167
Total For Adult & Community Services		1,523,107				252,000	2,697,147	2,949,147		4,472,254
Children's Services										
Primary Schools										
	New Schools Places - Primary	17,000,000								17,000,000
2735	Campbell Infant & Juniors			30,000						30,000
2745	George Carey CE Primary School			220,000						220,000
2799	St Joseph's Primary - expansion	45,000								45,000
2776	Thames View Infants - London TG Agreement	59,065								59,065
2786	Thames View Juniors - Expansion & Refurb	35,000								35,000
2789	Westbury - New Primary School	50,000								50,000
2784	Manor Longbridge (Former UEL Site)			250,101						250,101
2790	St Georges - New Primary School	65,000								65,000
Other Schemes										
	New Schools Places - Various Schools/New Schools	14,000,000								14,000,000
2751	School's Kitchen Extension/Refurbishment 10/11 Basic Needs Projects (formerly Additional School Places)2011/12	20,000								20,000
2724	SMF - School Modernisation Fund	120,000								120,000
2793	St Peter's Primary - expansion	1,400,000								1,400,000
2800	Sydney Russell - Schools For The Future	30,000								30,000
		10,406,269								10,406,269
Skills, Learning & Enterprise										
2723	Advanced Skills Centre						3,482,000	3,482,000		3,482,000
Total For Children's Services		43,230,334		500,101			3,482,000	3,482,000		47,212,435

2012/13 Capital Programme

Project No.	DETAIL	Total External Funding	MRA	Section 106	HRA & GF Revenue	Departmental Borrowing	Corporate Borrowing	Total Borrowing	Capital Receipts	Total Funding
<u>Housing and Environment</u>										
HRA	HRA - Business Plan to be allocated	17,900,000			36,700,000	6,700,000		6,700,000		61,300,000
104	Housing Futures									
2731	Colne & Mersea Blocks		165,000							165,000
2844	Door Entry Project 11/12		945,000							945,000
2845	External Enveloping & Fire proofing project		1,328,000							1,328,000
2847	Central Heating Installation		300,000							300,000
2849	High Rise Surveys		450,000							450,000
2773	Council Housing & Thames		344,000							344,000
2888	Direct Pymt Adaptations				380,000					380,000
106	Private Sector Households	386,000					257,000	257,000		643,000
Environment & Enforcement										
	Principal Road Resurfacing (TFL)	450,000								450,000
	Highways - (Non-TFL)								2,000,000	2,000,000
2764	Street Light Replacing					1,000,000		1,000,000		1,000,000
2873	Environmental Improvements and Enhancements					87,000		87,000		87,000
PGSS										
	-									
2421	Staff Costs 12/14						38,500	38,500		38,500
2567	Abbey Green Park Development			12,441						12,441
Total For Housing & Environment		18,736,000	3,532,000	12,441	37,080,000	6,700,000	1,382,500	8,082,500	2,000,000	69,442,941

2012/13 Capital Programme

Project No.	DETAIL	Total External Funding	MRA	Section 106	HRA & GF Revenue	Departmental Borrowing	Corporate Borrowing	Total Borrowing	Capital Receipts	Total Funding
<u>Resources</u>										
Asset Strategy										
	Local Implementation Plan (LIP2)	2,273,000								2,273,000
	Corporate Accommodation Strategy						1,559,120	1,559,120		1,559,120
2565	Implement Corporate Accommodation Strategy						835,000	835,000		835,000
2819	London Road/North Street Site Acquisitions						549,916	549,916		549,916
2578	Asbestos (Public Buildings)						31,495	31,495		31,495
2771	Automatic Meter Reading Equipment						99,561	99,561		99,561
2542	Backlog Capital Improvements						348,000	348,000		348,000
ICT										
	-									
2738	Modernisation & Improvement Capital Fund						2,900,000	2,900,000		2,900,000
	-									
Regeneration										
2596	Legi Business Centres									
2856	Boroughwide Est Renewal - Resources/Master planning (all)					545,119	514,208	1,059,327		1,059,327
2857	Boroughwide Est Renewal - Demolition (all)					85,000		85,000		85,000
	Boroughwide Estate Renewal - Decants and Leaseholder Buyback					14,483,077		14,483,077		14,483,077
2871	New Market Square (Barking)									
Total For Resources		2,273,000				15,113,196	6,837,300	21,950,496	1,000,000	24,223,496
	Asset Management Plans (All Directorates)								1,000,000	1,000,000
	Capitalisation of Redundancies						3,000,000	3,000,000		3,000,000
Grand Total		65,762,441	3,532,000	512,542	37,080,000	22,065,196	17,398,947	39,464,143	3,000,000	149,351,126

2013/14 – Capital Programme

Project No.	DETAIL	Total Ext. Funding	MRA	Section 106	HRA & GF Revenue	Departmental Borrowing	Corporate Borrowing	Total Borrowing	Capital Receipts	Total Funding
<u>Adult & Community Services</u>										
	Leisure & Olympics									
2870	Barking Leisure Centre 12-14						5,939,000	5,939,000		5,939,000
Total For Adult & Community Services							5,939,000	5,939,000		5,939,000
<u>Children's Services</u>										
Primary Schools										
	New Schools Places - Primary	7,395,000								7,395,000
Other Schemes										
	New Schools Places - Various Schools/New Schools	7,395,000								7,395,000
Skills, Learning & Enterprise										
2723	Advanced Skills Centre						22,585	22,585		22,585
Total For Children's Services		14,790,000					22,585	22,585		14,812,585
<u>Housing and Environment</u>										
HRA Environment & Enforcement										
	HRA - Business Plan (schemes to be identified)	15,000,000			37,400,000					52,400,000
	Principal Road Resurfacing (TFL) Highways - (Non-TFL)	450,000					2,000,000	2,000,000		450,000
PGSS										
2421	Staff Costs 12/14						38,500	38,500		38,500
Total For Housing & Environment		15,450,000			37,400,000		2,038,500	2,038,500		54,888,500
<u>Resources</u>										
Asset Strategy										
	Local Implementation Plan (LIP2)	2,130,000								2,130,000
Total For Resources		2,130,000								2,130,000
All Directorates										
	Asset Management Plans (All Directorates)						1,000,000	1,000,000		1,000,000
	Capitalisation of Redundancies						3,000,000	3,000,000		3,000,000
Grand Total		32,370,000			37,400,000		12,000,085	12,000,085		81,770,085

2014/15 – Capital Programme

Project No.	DETAIL	Total External Funding	MRA	Section 106	HRA & GF Revenue	Departmental Borrowing	Corporate Borrowing	Total Borrowing	Capital Receipts	Total Funding
<u>Adult & Community Services</u>										
	Leisure & Olympics 2870 Barking Leisure Centre 12-14						4,350,000	4,350,000		4,350,000
Total For Adult & Community Services							4,350,000	4,350,000		4,350,000
<u>Children's Services</u>										
Total For Children's Services										
<u>Housing and Environment</u>										
HRA	HRA - Business Plan (March 2012 - schemes to be identified)	25,500,000			38,300,000					63,800,000
	Environment & Enforcement Highways - (Non-TFL)						2,000,000	2,000,000		2,000,000
Total For Housing & Environment		25,500,000			38,300,000		2,000,000	2,000,000		65,800,000
<u>Resources</u>										
	Asset Strategy Local Implementation Plan (LIP2)	1,892,000								1,892,000
Total For Resources		1,892,000								1,892,000
<u>All Directorates</u>										
	Asset Management Plans (All Directorates)						1,000,000	1,000,000		1,000,000
	Capitalisation of Redundancies						3,000,000	3,000,000		3,000,000
Grand Total		27,392,000			38,300,000		10,350,000	10,350,000		76,042,000