

# Revenue and Capital Budget Book 2013/14



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# **INTRODUCTION & MEDIUM TERM FINANCIAL STRATEGY**

## **Message from Jonathan Bunt, Divisional Director of Finance**

This year's budget comes as we enter the third year of the CSR (Comprehensive Spending Review) period, and continued austerity as the Government seeks to tackle a double-dip recession and global financial crisis. As a result of this wider economic climate, the Council finds its funding base reducing, with fewer resources available to realise the Council's priorities. There is a further enormous reduction in the amount of money the Government gives us to deliver services required, coupled with increasing cost pressures from inflation, and increased demand for Council services. Members of the community are requiring more and complex types of help, as they continue to suffer the effects of the economic downturn. In addition, Barking & Dagenham has one of the fastest growing populations, partly as a consequence of government policy encouraging movement of families to cheaper accommodation to reduce the national cost of housing benefit.

The MTFs had forecast cuts of 28% over this 4 year CSR period. However, the Government has announced a further cut of 2% on top of this, leading to cuts in our core funding of £37m. At the same time there have been cost pressures of £34m, thus requiring £71m of savings in total. Further funding reductions and changes in the way local authorities are funded provide even greater challenges for the future.

In this context, the Council has had to be very focused in its priorities and ensuring there are drivers for change and stimulants for growth in the Borough. This has been reflected in the Regeneration and significant Housing schemes. A prime example of this has been the opening of the new Skills Centre in Barking early 2013.

The Government has radically changed the way Local Government is funded from 2013/14. The main change is associated with localism – the shifting of responsibility and ownership from Central Government to Local Government. Through the new settlement, and specifically through the localisation of Council Tax and NNDR, it is intended that the incentive for generating economic growth and helping people off of benefits and into employment is devolved down to Councils. A significant consequence of this is that the Council will now bear many of the financial risks that used to rest with central government. However, there is also the potential to reap the benefits if a proactive approach can create growth within the Borough.

The Council has consulted widely on its budget proposals for this year to ensure that resources are focused on its priorities. This MTFs lays down the principles by which this Council intends to not only manage its resources through these very tough times, but also ensure that every penny the Council spends will deliver services that the communities we serve need and are important to them.

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## 1. Council's Corporate Plan 2013/14 and Medium Term Financial Strategy

The Council's draft Corporate Plan 2013/14 sets out the vision for the Borough and the Council (Cabinet 19<sup>th</sup> March 2013):

*'Encourage growth and unlock the potential of Barking and Dagenham residents'.*

The five priorities are:

1. Ensure every child is valued so that they can succeed;
  - Our Council will improve standards in school by investing £75m over three years in the Borough's primary and secondary schools and other programmes to provide additional places;
  - Continued improvement in GCSE results aiming to match national levels for pupils gaining A\*-C and maximise the opportunities for post 16 education and training
2. Reduced crime and the fear of crime;
  - Reduce violent crime by tackling domestic violence and addressing the issues of gangs
  - Reduce substance misuse as a driver for crime and disorder through the delivery of the Alcohol, Drugs and Licensing strategies;
  - Deliver the priorities identified in the anti-social behaviour strategy and respond to the Anti-Social Behaviour Act 2013;
  - To work with partners to reduce Acquisitive Crime and support victims;
  - Build and support a place where people respect one another and enjoy safe and peaceful lives through the delivery of the Cohesion Strategy.
3. Improve health and wellbeing through all stages of life;
  - Work with partners to reduce health inequalities and encourage healthy lifestyle choices;
  - Work with GP's and local providers to improve joined up services through children's centres and schools to improve children's health and give them the best start in life;
  - Promote physical activity including the building of Abbey Leisure Centre by 2014;
  - Support older people to be active and healthy.
4. Create thriving communities by maintaining and investing in new and high quality homes;
  - Complete the estate renewal programmes to provide 831 new Council and mixed-tenure homes in 2015;
  - Deliver 472 new and affordable homes through the innovative Housing Local Education Partnership by 2014;
  - Deliver a major regeneration programme on key sites such as Academy Central and Lymington Fields by 2016 and there is planning consent for 10,000 new homes on Barking Riverside.
5. Maximise growth opportunities and increase the household income of Borough residents.

- Deliver key strategic plans e.g. the Economic Regeneration Strategy and the Barking Town Centre Strategy to improve Barking Station, add commercial space, develop 4,000 new homes and create 10,000 new jobs by 2026;
- Redevelop Dagenham Dock as a sustainable industrial area;
- Provide access to training through the Adult College and work with the Borough's other education providers to increase skills amongst the adult population.

The Council's Medium Term Financial Strategy (MTFS) has been developed in conjunction with the draft Corporate Plan. To meet a substantially shrinking revenue funding base, the Council has identified and agreed savings for 2013/14 of £16.6m in order to set a balanced budget for the year ahead. A strategy has also been put in place to meet the remaining budget gap for 2014/15 of £7.7m in addition to previously agreed planned savings. These savings have required some difficult decisions particularly in the light of new and ongoing pressures. A key part their identification was a comprehensive consultation process, both within the Council and with the wider communities.

The Community Strategy 2013-16 and Corporate Plan 2013/14 is scheduled to be on the Assembly agenda in May 2013.

## 2. **Financial Objectives**

The financial principles the Council follows are:

- A balanced budget with 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," ensuring continued efficiency, elimination of waste and value for money;
- Managers are responsible and accountable for their budgets delivered through strong financial systems and processes;
- Robust but not excessive levels of reserves and contingencies, with affordable investments to improve services and maintain assets;
- Effective commissioning of services and a continued focus on Income maximisation

## 3. **Development of the 2013/14 Budget**

### ***Key Principles***

The key principles used in the production of the Budget and MTFS were:

- 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.



## Timeline

To develop the Budget and MTFs the Council followed a thorough process:

April	<ul style="list-style-type: none"><li>- Production of Departmental service plans and identification of service pressures and opportunities</li><li>- Initial budget discussions to generate ideas for savings</li><li>- Cross-Directorate groups to identify ideas for savings</li><li>- CMT (Corporate Management Team) discussions on next steps</li></ul>
May	<ul style="list-style-type: none"><li>- Directorates submitted initial savings proposals</li></ul>
June	<ul style="list-style-type: none"><li>- Issue and completion of savings pro formas</li><li>- Feedback to Cabinet on initial proposals and budget gap</li></ul>
July	<ul style="list-style-type: none"><li>- Completion of detailed savings proposals following CMT and Cabinet feedback</li><li>- Analysis of statutory and non-statutory services / allocation of remaining budget gap</li></ul>
August	<ul style="list-style-type: none"><li>- Final savings pro formas returned to Finance</li><li>- CMT reviewed the detailed savings pro formas</li></ul>
September	<ul style="list-style-type: none"><li>- Budget discussions at Cabinet and Labour Group</li></ul>
October	<ul style="list-style-type: none"><li>- Star Chamber meetings to analyse budgets</li></ul>
November	<ul style="list-style-type: none"><li>- Select Committees scrutinise budget options</li></ul>
December	<ul style="list-style-type: none"><li>- Publication of the LG finance settlement by DCLG</li><li>- Cabinet approved Budget Strategy report</li></ul>
January	<ul style="list-style-type: none"><li>- Analysis of settlement, calculation of final budget gap, and presentation to Assembly</li></ul>
February	<ul style="list-style-type: none"><li>- Cabinet approved Budget Framework report</li><li>- Cabinet approved fees and charges schedule for 2013/14</li></ul>
March	<ul style="list-style-type: none"><li>- Council approved Medium Term Financial Strategy</li><li>- Council approved Council Tax and Revenue Budgets</li><li>- Council approved Capital Programme</li><li>- Council approved Capital Strategy</li><li>- Council approved Treasury management Statement</li><li>- Council Tax leaflet and bills dispatched</li><li>- NNDR bills dispatched</li><li>- Completion of Revenue Allocation (RA) Government return</li></ul>

## **4. New Challenges for 2013/14**

**4.1 Public Sector Pay** - In the Autumn budget statement on 29 November 2011, the Chancellor announced a 1% cap on public sector pay when the current pay freeze period ends in 2013/14. Implementing a 1% pay rise, in line with the rest of the public sector, resulted in a pressure of c.£1m for the Council's General Fund.

**4.2.1 Council Tax Localisation** - Council Tax Benefit (CTB) is currently administered by local authorities on behalf of Central Government. However, this will now become localised, with local authorities taking over financial as well as operational responsibility. The Council put in place a new Council Tax Support Scheme to take effect from 1<sup>st</sup> April 2013 as it will no longer merely recover its costs from

Government but instead will receive a fixed grant, equal to 90% of the previous year's spend.

4.2.2 **Business Rates Retention Scheme** – National Non-Domestic Rates (NNDR) have been collected locally and paid over to central government before being redistributed back nationally based on a needs formula grant. As from 1<sup>st</sup> April 2013, the NNDR system will be localised, with a direct link between how much the Authority collects in rates and its own income. The government's intention is to encourage Councils to stimulate development with consequent growth of NNDR income, much of which will go to the Council and Greater London Authority.

4.2.3 **Welfare Reform** - this is being introduced over several years and happening in a number of ways. Many of these will take effect in 2013/14 and have a direct impact on the Council

- **Direct payment of rent:**  
Rent rebate payments will go direct to the tenant. Experience in the pilot authorities is that this is likely to lead to higher arrears and increased costs of collection.
- **Accommodation size criteria**, (often referred to as the 'bedroom tax'):  
There are over 1,600 tenants affected by this change. Support is being given to these individuals to help them understand the change and help adapt to this change e.g. proactive matching of properties to enable transfers. It is probable that arrears will increase for tenants in this category.
- **Total benefit cap at £500 per week:**  
This is applied to the combined income from out of work benefits, and is effected by reducing the amount of housing benefit paid. It is probable that this will lead to added pressures on the Council's homelessness and Children's budgets as 69% of households impacted by this change have 3 or more children.
- **Social Fund changes**  
The responsibility to run this moves from DWP (Department for Work and Pensions) to the Council. In order to ensure this gets to the intended client group, this will be run through the voluntary sector in the Borough.

The following will have an indirect impact: Universal Credit; Personal Independence payments; Employment Support Allowance – time limiting; lone parent obligations; and State Pension single tier.

4.2.4 **Community Rights** – Under the 'Community Right to Buy' the Authority is required to maintain a list of assets that have community value. If such an asset were to be sold, local community groups would have a fairer chance to make a bid to buy it on the open market. Under the 'Community Right to Challenge' communities are granted the power to challenge to take over local services that they think they can run differently and better.

- 4.2.5 **Temporary Accommodation** - The Council has a duty to house those applicants who meet the criteria as being statutorily homeless and there has been a significant increase in the number of applicants who meet the criteria. The increased demand and shortage of suitable private sector dwellings has already resulted in the need to use expensive bed and breakfast accommodation which does not attract full housing benefit. The impact of Welfare Reform will make it difficult for the Council to reduce this as quickly as would be desired during 2013/14.
- 4.2.6 **Academy Top Slicing** - The Local Authority Central Spend Equivalent Grant (LACSEG) was paid to Academies to cover the cost of the services and functions that local authorities provide to maintained schools without charge but which academies must secure for themselves. Prior to 2011-12, local authorities' funding for these services within formula grant did not take account of the fact that academies had taken over some of these responsibilities and have been funded separately for them. In order to address this double funding a £1.2 billion top slice is now being made from the formula grant. From 2013/14 the Local Authority is paid the Education Support Grant to fund the cost of local authority services and functions provided to maintained schools. As schools convert to academy status, the Education Support Grant will be reduced by an agreed rate per pupil. The Council has very few Academies at present, but new schools being built can only be Academies.
- 4.2.7 **Early Intervention Grant (EIG)** – From 2013/14 the funding for the statutory provision of early education to two year olds has been transferred from the EIG to the DSG (Dedicated Schools Grant), and on transfer £150m was top sliced by central government to fund child related projects. This means Barking and Dagenham's EIG will fall from £13.9m in 2012/13 to £10.2m in 2013/14, and it is estimated to fall to £9.6m in 2014/15. The £150m of top-sliced funding has since been given out to Authorities as the Adoption Support Grant for 2013/14.

## 5. Opportunities for 2013/14

- 5.1 **Community Infrastructure Levy (CIL)** – This is a new charge which the Council will start levying on developers in respect of each square metre of development from April 2013. This will provide the Borough will funding for new capital infrastructure.
- 5.2 **New Homes Bonus** - LBBB has an ambitious estate renewal programme, which entails the decanting, demolition, and rebuilding of several estates across the borough. All net new homes will generate a new homes bonus, and the Council will also receive an additional bonus for the gross number of 'affordable' homes built. This money will help fund some of the pressures on services that an increased population brings.
- 5.3 **Council Tax Freeze grant** - The Government has announced a Council Tax Freeze grant for the third consecutive year. It will be paid for 2013/14 and will recur in 2014/15. However, this time the grant will only be for 1% rather than the 2.5% offered in previous years. The upside of this grant is accompanied by a downside when it is no longer provided, as the base of funding from Council Tax is lower than would it would otherwise be.

The Government imposed a new threshold for Council Tax rises of 2% or greater. If Councils wanted to increase Council tax by 2% or more they would have had to hold and win a local referendum.

- 5.4.1 **Weekly Waste Collection Grant** – This year the Council will receive a new Government Grant of £417k in order to continue providing a weekly refuse service. This will enable the Council to continue with its current levels of refuse collection.
- 5.4.2 **Public Health Grant** – From 2013/14 local authorities will take responsibility for delivery of local public health services. This will cover a number of key areas including Health Protection and preventative services, sexual health and health promotion including areas of public health relating to children and adults. The majority of these services will be commissioned, and a number of the contractual arrangements from the PCT will pass over to the Council. This will present an opportunity to the Council in terms of creating synergy and efficiency by aligning public health with current services and objectives in this area.

## 6. Challenges in the Medium Term

- 6.1 **Funding Cuts to Formula Grant** - The Comprehensive Spending Review (CSR) announced in October 2010 plus a recent update saw cuts of 30% applied to LBBB over the four year period. This presented and still presents a particular challenge to all Councils, and especially here in view of the local population, demand and inflation challenges. More recent budget updates from the Government indicate that the Government spending cuts could continue until 2019.
- 6.2 **Housing Revenue Account (HRA)** - The Housing Revenue Account changed last year, as the previous subsidy system ended on March 2012. The Council took on £266m of debt to support the continued development of its social housing stock. This will have to be paid for directly from housing rent income.
- 6.3 **Population growth** - As part of the overall context for setting the Council's budget, the significant population growth of 22,000 to 186,000 people in the last 10 years should be noted. Projections show that the population will increase by a further 20% between 2010 and 2020, putting even further pressure on Council services such as school places and housing.
- 6.4 **Carbon Commitment Reduction** – This is a scheme introduced by Government designed to make organisations reduce their carbon footprint (the amount of carbon emissions produced each year). Under the scheme, organisations buy allowances from the Government each year to cover their emission in the previous year. The price of allowances is currently set at £12 per tonne – and this is due to increase to £16 per tonne from 2015/16.
- 6.5 **East London Waste Authority (ELWA)** – Each year the Council receives a levy from ELWA in respect of its waste disposal and landfill costs. Current indications are that the levy will increase by 25% over the next three years.
- 6.6 **Sport and Olympics** - In 2012 Barking and Dagenham was a host borough of the Olympic Games. Now that the Games have passed, the Borough has a challenge in terms of maintaining a sporting legacy and providing sporting opportunities to local

residents, which also links with public health objectives. Abbey Leisure Centre in Barking will be built to be opened in 2014, replacing Goresbrook leisure centre and Abbey Sports Centre. This new centre, combined with the Becontree Heath leisure centre which opened in Dagenham in 2011, means the Borough is on track to have two top quality sporting facilities.

## 7. The Council's Funding

### 7.1 Net Budget Requirement

The Council has a net budget requirement for 2013/14 of £178.112 million. This is funded from by a mixture of formula grant, specific grant, Council Tax and NNDR as shown in the summary table below.

	<b>2013/14 £'000</b>
Formula Funding	95,863
Rolled In Grants	30,348
Special and Specific Grant	10,431
<b>Government Funding</b>	<b>136,642</b>
Council Tax Requirement	40,610
Council Tax Surplus	450
NNDR Surplus	410
<b>Local Funding</b>	<b>41,470</b>
<b>Total Funding</b>	<b>178,112</b>

### 7.2 Government Funding

#### 7.2.1 Start Up Funding and Special & Specific Grants

The Government now determines a **Start Up Funding Assessment (SUFA)** figure for each Authority. This is broadly equivalent to the former 'Formula Grant' allowing for 'grants rolled in', i.e. a number of transfers that have been made in to and out of this from 2013/14. It is calculated as the formula funding figure (£95.863m) plus the grants rolled in (£30.348m), totalling £126.172m. In addition to this, the Council also receives a number of special and specific grants as part of its core funding.

The table below breaks down the Council's core funding in terms of its Start Up Funding and special and specific grants for 2013/14.

<b>Government Funding: Start Up Funding and Specific Grants</b>	<b>2013/14 £'000</b>
Grant Rolled In Using Tailored Distributions	9,431
Relative Needs Amount	81,029
Relative Resource Amount	(8,686)
Central Allocation	26,996
Floor Damping	(7,908)
LACSEG top slice	(4,999)
<b>Formula Funding</b>	<b>95,863</b>
Learning Disability Grant	4,345
Early Years Intervention Grant (EIG)	9,942
Homeless Grant	422
Lead Local Flood Funding	122
Lead Local Flood Funding – Additional	41
Council Tax Freeze Grants 2011/12	1,340
Council Tax Support Grant	14,136
<b>Rolled In Grants</b>	<b>30,348</b>
<b>Sub-Total: Start Up Funding</b>	
Community Right to Challenge	9
Community Right to Bid	8
Benefits Subsidy Administration Grant	1,860
Education Support Grant*	4,700
Council Tax Freeze Grants 2013/14	545
Weekly Collection Grant	417
New Homes Bonus Grant	2,892
<b>Special and Specific Grants</b>	<b>10,431</b>
<b>Total</b>	<b>136,642</b>

\* At the time the Cabinet and Assembly approved the base budget for 2013/14 the Education Support was estimated to be £4.7 million. The final announcement of the grant confirmed that the actual amount will be for £4.9 million. This additional £200k will go to Children's Services and will be adjusted for in the 2013/14 Revised Budget, as the base budget has already been approved.

## 7.2.2 Spending Power

The Government also calculates a figure for **Spending Power** for each Authority, which adds a collection of grants and an estimated level of Council tax to the start up level of funding. This calculation is shown in the table below.

<b>Analysis of 'Spending Power'</b>	<b>£'000</b>
<b>Total: Start Up Funding (13/14)</b>	<b>126,172</b>
Council Tax (Government estimate)	39,821
Lead Local Flood Authorities Grant (additional)	41
Social Fund Admin Grant	162
Community Right to Challenge	9
Community Right to Bid	8
Council Tax Freeze Grant	545
New Homes Bonus	2,892
Local Reform and Community Voices DH revenue grant	160
NHS funding to support social care and benefit health	3,268
<b>Total: Spending Power (13/14)</b>	<b>173,076</b>

The following table shows how the Council's Spending Power figure allocated by the Government reconciles to the net budget requirement of £178.112 million. The main differences are that the Education Services Grant has not been included in the Spending Power figure; the difference between estimated and actual Council tax and NNDR collected; and some grants within Adult & Community Services have been included (which are instead shown as contributing towards the Council's gross expenditure rather than funding its net budget requirement).

<b>Spending Power</b>	<b>173,076</b>
Council Tax Surplus	450
NNDR Surplus	410
Weekly Collection Grant	417
Actual Council Tax adjustment	789
Benefits Subsidy Administration Grant	1,860
NHS funding to support social care and benefit health – (in ACS gross budget)	(3,268)
Social Fund Admin Grant – (In ACS Budget)	(162)
Local Reform and Community Voices DH revenue grant - (In ACS gross budget)	(160)
Education Services Grant (ESG)	4,700
<b>Net Budget Requirement</b>	<b>178,112</b>

### 7.3.3 Explanation of the Formula Funding elements:

- **Grants Rolled In:** Certain special and specific grants rolled into formula grant and allocations are calculated based on individual grant models.
- **Relative Needs Amount:** This is the amount based on seven separate relative needs blocks. These reflect factors that affect the costs of service delivery, such as levels of deprivation and labour costs in different areas. More needy areas will receive more formula grant.
- **Relative Resource Amount:** This is the amount deducted to account for the Council's ability to generate its own income, by charging for Council tax and fees and charges. Areas with a higher Council tax base will receive less formula grant.
- **Central Allocation:** This is the remaining amount that is shared out evenly on a per capita basis to each local authority based on the services they provide.
- **Floor Damping:** Provides stability through a minimum 'floor' level in order to cushion against significant changes in funding.

### 7.4 Council tax requirement

Assembly have agreed to keep the Authority's element of the Council Tax for 2013/14 at the current levels (£1,016.40 for a Band D property). This will be the fifth consecutive year the Council has set a budget without increasing Council Tax. The GLA element of the Council tax has decreased by 1%, from £306.72 down to £303.00. This means that the overall charge to the tax payer has decreased by -0.2%.

The Government has once again issued a Council tax freeze grant, which this time is equal to a 1% rise in Council tax and will be for two years. For Barking & Dagenham this equates to £545k per year. The Government has also instructed that a local referendum should be held if a Council proposes to increase Council Tax by 2% or more.

Barking & Dagenham has a Council tax base (equivalent number of band D properties) of 39,955.7. This is a significant reduction from last year's figure of 53,086.9 due to the localisation of Council tax benefit (CTB) and the removal of CTB claimants from calculating the base. This reduction has been made up for by the new Council Tax Support Grant of £14.1m (shown in the table above). Therefore the Authority has total Council tax of £40.610m.

### 7.5 Gross Income

In addition to the funding above the Council also receives other income, as shown in the table below. This income goes towards funding the Council's gross expenditure, and the resultant net budget requirement is then funded by Government grant and



Council Tax as described above. This income is achieved and spent by each Council department for specific purposes. This includes grants and fees and charges in respect of individual services delivered and outcomes achieved. The top part of the table below summarises the total income by Council Department, and the bottom part summarises the same income by type of income.

<b>General Fund Income</b>	<b>ACS</b>	<b>CHS</b>	<b>H&amp;E</b>	<b>F&amp;R/CEx</b>	<b>Central</b>	<b>TOTAL</b>
2013/14						
Grants Within Aggregate External Finance (AEF)	(14,516)	(11,246)		(136,181)		<b>(161,944)</b>
Grants Outside Aggregate External Finance (AEF)		(24)				<b>(24)</b>
Contributions from Other Authorities	(288)	(226)		(145)		<b>(658)</b>
Recharges to Outside Bodies	(3,484)	(585)	(608)			<b>(4,677)</b>
Income - Standard Rate	(1,383)	(266)	(1,876)	(180)		<b>(3,705)</b>
Income - Zero Rate	(3)	(69)		(6)		<b>(77)</b>
Income - Exempt	(394)	(1,617)	(1,170)	(1,620)		<b>(4,801)</b>
Income - Outside Scope	(2,552)	(1,945)	(1,660)	(6,130)		<b>(12,287)</b>
Income - Non Business	(5,475)	(483)	(16,695)	(803)		<b>(23,455)</b>
Interest Received on Managed Investments					(895)	<b>(895)</b>
Other Income	(130)	(203)		(5)		<b>(339)</b>
<b>TOTAL</b>	<b>(28,225)</b>	<b>(16,664)</b>	<b>(22,008)</b>	<b>(145,070)</b>	<b>(895)</b>	<b>(212,862)</b>

The Council has an agreed charging policy. Each year, the fees and charges are reviewed and reported to Cabinet in advance of the financial year following a benchmarking and market testing exercise by each directorate.

For 2013/14 Cabinet agreed to a corporate overall increase of 3% across fees and charges which is broadly in line with inflation. This was adjusted down to 2.25% to allow for non-achievability in certain areas. This contributed total savings of £191k per year.

## **7.6 Ring-fenced Income (HRA and DSG)**

All of the funding and income described above goes towards funding the Authority's General Fund services. In addition to this the Council receives two other main sources of ring-fenced funding, i.e. the Dedicated Schools Grant (DSG) and Housing Revenue Account (HRA) funding, the total amounts of which are shown in the table below. This funding is not allowed to fund general services, although the General

Fund can recharge and draw down either funding stream in respect of services provided for it (in a similar way as it would do to any other external organisation).

<b>Ring-fenced Income</b>	<b>2013/14 £'000</b>
Dedicated Schools Grant (DSG)	215,625
Housing Revenue Account (HRA)	106,995
<b>Total</b>	<b>322,620</b>

The Council receives its DSG 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, although the Council retains an element to fund some services that are run on behalf of schools.

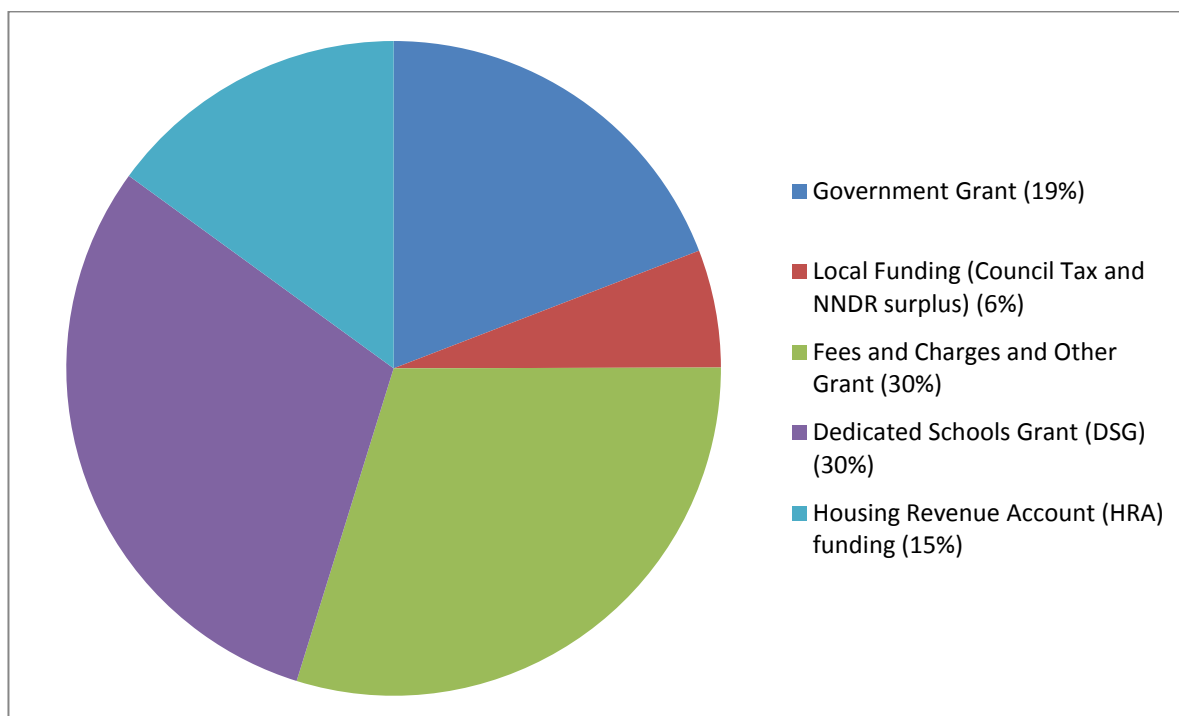
The HRA income is what the Council receives in rents from its Council tenants, and it is used to fund the housing stock, such as building maintenance.

## **7.7 Total Funding and Income**

In summarising the various funding and income sources above, the Council has total gross income of £714 million as set out below.

<b>Total Funding and Income</b>	<b>2013/14 £'000</b>
Government Grant	136,642
Local Funding (Council Tax and NNDR surplus)	41,470
Fees and Charges and Other Grant	212,863
Dedicated Schools Grant (DSG)	215,625
Housing Revenue Account (HRA) funding	106,995
<b>Total</b>	<b>713,595</b>

**Pie Chart: Total Income.** The following pie chart presents the Councils total income (as per the table above) in a graphical format, in order to depict the relative proportions of each main funding source.



## 8.0 The Council's Expenditure

### 8.1 Budget by Council Directorate

The net budget of £178 million is allocated by Council Directorate as follows:

Service	2013/14 £'000
Adult & Community Services (ACS)	57,229
Children's Services (CHS)	67,927
Housing & Environment (H&E)	22,593
The Chief Executive Directorate (CEX)	19,761
General Finance, Contingencies & Levies	10,602
<b>Total</b>	<b>178,112</b>

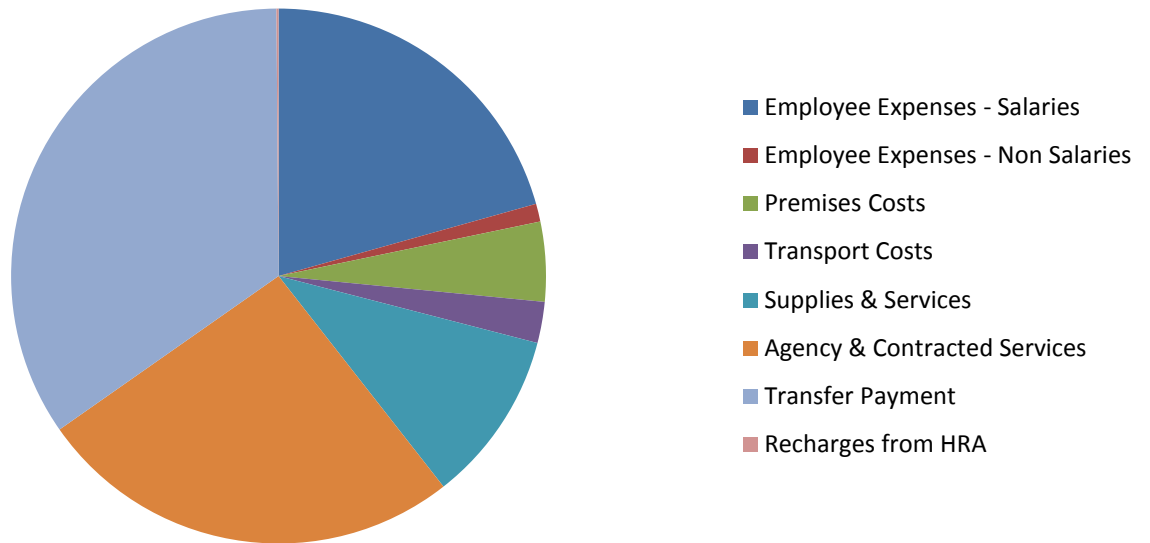
The following table expands on the summary above of net expenditure by Directorate, and gives a detailed breakdown of gross expenditure and income.

<b>Total Expenditure by Council Directorate</b>	<b>ACS £'000</b>	<b>CHS £'000</b>	<b>H&amp;E £'000</b>	<b>CEx £'000</b>	<b>Central Budgets £'000</b>	<b>TOTAL £'000</b>
<b><u>EXPENSE</u></b>						
Employee Expenses - Salaries	22,998	26,216	16,350	20,203	1,000	86,767
Employee Expenses - Non Salaries	183	1,789	233	337	2,000	4,542
Premises Costs	2,425	11,896	3,085	2,819	-	20,225
Transport Costs	146	1,212	3,159	5,927	-	10,444
Supplies & Services	3,735	5,616	2,359	3,583	28,384	43,677
Agency & Contracted Services	42,793	21,402	12,302	24,263	7,852	108,612
Transfer Payment	4,441	671	(235)	140,511	-	145,388
Recharges from HRA	501	-	-	37	-	538
<b>Gross Controllable Expenditure</b>	<b>77,222</b>	<b>68,802</b>	<b>37,253</b>	<b>197,680</b>	<b>39,236</b>	<b>420,193</b>
					-	-
<b><u>INCOME</u></b>						
Income - Grants, Fees & Charges & Other	(28,225)	(16,664)	(22,008)	(145,070)	(895)	(212,862)
Income - recharges to HRA	(626)	-	(5,077)	(7,562)	-	(13,264)
Income - recharges to DSG & Schools	(226)	(6,279)	(458)	(4,051)	-	(11,014)
Income - recharges to Capital Programme & Other	(148)	-	(602)	(4,415)	-	(5,164)
<b>Gross Controllable Income</b>	<b>(29,225)</b>	<b>(22,943)</b>	<b>(28,145)</b>	<b>(161,098)</b>	<b>(895)</b>	<b>(242,306)</b>
					-	-
<b>NET CONTROLLABLE BUDGET</b>	<b>47,997</b>	<b>45,859</b>	<b>9,107</b>	<b>36,582</b>	<b>38,341</b>	<b>177,887</b>
					-	-
<b><u>OTHER BUDGETS</u></b>						
Support Services	6,950	7,735	10,954	11,737	-	37,376
Income - recharges to GF	(860)	(22)	(6,732)	(29,536)	-	(37,150)
Capital Charges	3,142	14,355	9,264	978	(27,739)	-
<b>BUDGET REQUIREMENT</b>	<b>57,229</b>	<b>67,927</b>	<b>22,594</b>	<b>19,761</b>	<b>10,602</b>	<b>178,112</b>

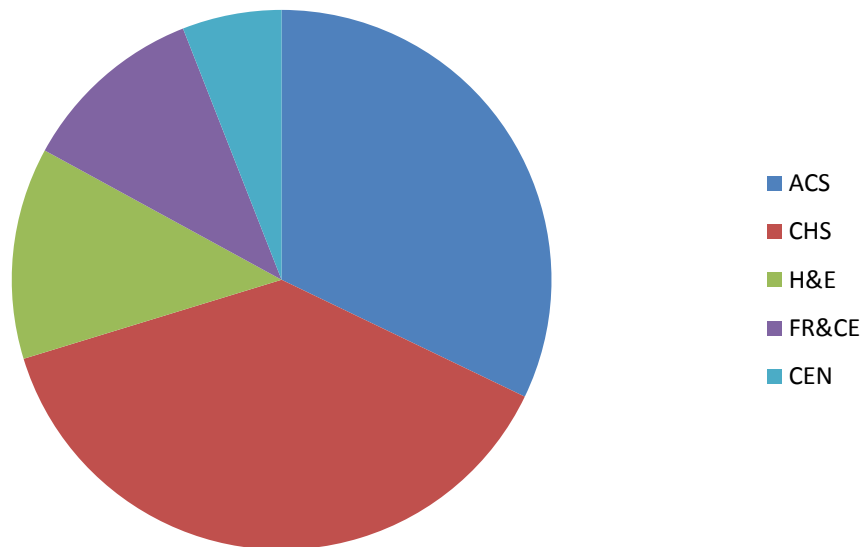
**8.2 Budget by SeRCOP Category.** In comparison to the table above, which presents the Councils total expenditure by Council Directorate (for management accounting purposes), the following table presents the Councils total expenditure in terms of SeRCOP headings, as reported in the Council Tax Leaflet. SeRCOP is the Service Reporting Code of Practice for Local Authorities, and requires the allocation / apportionment of expenditure against specified headings.

Total Expenditure by SeRCOP Category	Gross Spend (£'000)	Gross Income (£'000)	Net Spend (£'000)	Per Band D Property (£)	Per band D property per week (£)
Adult Social Care	58,030	(10,030)	48,000	1,201	23.10
Central Services to the Public	4,618	(2,529)	2,089	52	1.00
Children's & Education Services	84,782	(15,578)	69,205	1,732	33.31
Corporate & Democratic Core	3,758	0	3,758	94	1.81
Cultural & Related Services	13,753	(4,471)	9,282	232	4.47
Environmental & Regulatory Services	11,416	(2,923)	8,493	213	4.09
Highways & Transport	22,258	(7,223)	15,035	376	7.24
Housing Services	159,332	(150,921)	8,411	211	4.05
Planning Services	5,727	(1,065)	4,663	117	2.24
Public Health	12,921	(12,921)	0	0	0
<b>Total Expenditure on General Fund Services</b>	<b>376,595</b>	<b>(207,660)</b>	<b>168,935</b>	<b>4,228</b>	<b>81.31</b>
Other – Reserves, Interest Payable and Investment Income	4,759	(5,201)	(443)	(11)	(0.21)
Charges from Other Bodies			9,620	<b>4,217</b>	<b>81.10</b>
<b>BUDGET REQUIREMENT</b>	<b>390,974</b>	<b>(212,862)</b>	<b>178,112</b>	241	4.63
				<b>4,458</b>	<b>85.73</b>
<b>Funded by:</b>					
Government Grant and Collection Fund			137,502		
Council Tax			40,610	3,441	66.18
<b>TOTAL</b>			<b>178,112</b>	<b>1,017</b>	<b>19.55</b>

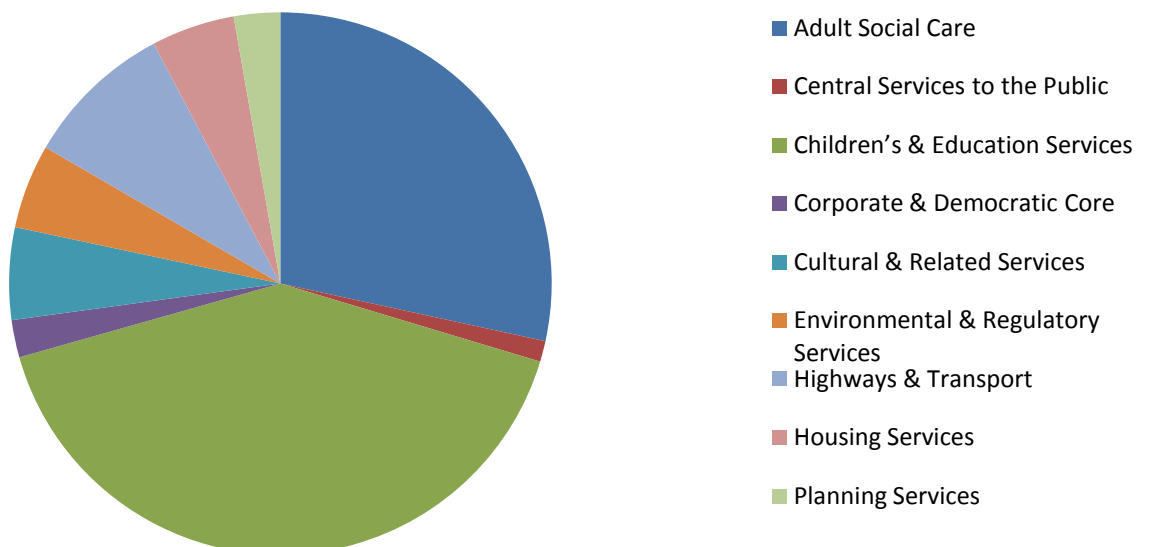
**Pie Chart 1:** Council Expenditure by type of expenditure (CIPFA classification)



**Pie Chart 2:** Council expenditure by Directorate



**Pie Chart 3:** Council expenditure by SeRCOP classification



## 9.0 Levies

The amount the Council pays to levying bodies has increase by 5% overall. This is shown in the table below:

Levy	2012/13 (£)	2013/14 (£)	Change %
East London Waste Authority (ELWA)	8,507,000	9,010,000	6%
London Pension Fund Authority (LPFA)	179,390	160,142	(11%)
Lee Valley Regional Park Authority*	152,409	131,122	(14%)
Environment Agency	103,546	93,840	(9%)
<b>Total Levies</b>	<b>8,942,345</b>	<b>9,395,104</b>	<b>5%</b>

## 10.0 Reserves and Contingency

In order to ensure that the budgets are robust, the Divisional Director of Finance must ensure that there are adequate reserves to mitigate against unforeseen pressures and risks associated with the delivery of the budget.

An important consideration in the Budget and MTFs is the level of balances and contingency to be held. This is determined by the financial risks the Council faces. Previously this has been set at £10m balances and £2m contingency. The level of financial risk faced by the Council has increased significantly in the last 12 months from a number of sources:

- The new funding system for local government transferring financial risk from central to local government, especially through CTS and NNDR;
- Welfare reforms leading to direct pressures on key Housing budget, and potentially also to Children's and Adults budgets;
- Continued poor economic performance impacting on the Council's income streams; and
- Demographic changes, especially in the demand for school places.

In view of this increased risk, the minimum level of balances is increased to £15m. In return for maintaining a higher minimum level of balances, the Council can operate on a lower contingency within the base budget therefore releasing recurring savings.

The Council also holds a number of earmarked reserves. The overall position is summarised in the table below:

## Forecast Position of Reserves at start of 2013/14:

Reserve	£m	Note
Balances held by schools under a scheme of delegation	14.2	Only usable by schools. This is the 11/12 balance; the 12/13 balance will be confirmed following school returns in June.
Housing Revenue Account (HRA) balance	8.5	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	2.1	Earmarked reserves for specific projects to generate savings
Budget Support	3.7	To support the in-year revenue budget monitoring position
General Fund reserve	17.0	To support the delivery of the Council's budget
PFI Reserve	6.9	For potential PFI costs
Children's Services Reserves	3.0	For specific projects across the Children's Services.
Insurance Fund	1.0	Additional funding to pay for insurance claims (if needed)
Elections Reserve	0.12	Used to fund the cost of holding an election every four years
Repairs & Maintenance Reserve	0.5	For repairs and maintenance

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.

### 11.0 Budget Discipline, Governance, and Value for Money

#### 11.1 Budget discipline

The MTFs needs to be underpinned by sound budget discipline and forecasting. Budget discipline is critical as the Council has to ensure it balances its budget without taking funding from reserves. The delivery of the 2013/14 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 2013/14 financial year. Staffing establishments have been reviewed and costed, as have non-employee budgets, and an assessment of income targets and fees and charges has been completed to ensure these are realistic. These are vital pieces of work to ensure the Council's budgets are robust and that expenditure can be delivered on budget for 2013/14.



## **11.2 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.

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 also remains a need to resolve key challenges such as improving the quality of the housing stock and delivering the capital programme on a timely basis.

## **11.3 Value for money**

The Audit Commission, as part of the 2011/12 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 confirmed that the Council is securing economy, efficiency and effectiveness, and there is financial resilience. During 2012/13 work has been undertaken: to reduce slippage in delivery of the capital programme; to improve compliance in relation to corporate governance; to review the impact of savings to create an explicit link between financial and operational performance; and to ensure adequate managerial capacity. Any further work required will be undertaken during 2013/14 to ensure these issues are addressed and best practice becomes fully embedded.

## **12.0 Treasury Management Strategy**

The Council's Treasury Management Strategy has three 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;
- Minimum Revenue Provision (MRP) Strategy – relating to charging to the General Fund an MRP considered to be prudent.

### **12.1 The Council's cash position**

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

2011/12 -	£100m
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.

## 12.2 Changes to Investment Strategy

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

1. Security – how safe is the Council's investment
2. Liquidity – can the Council access its money when it needs to?
3. Yield – rate of return on the Council's investment

On the basis of these principles, the following actions will be followed:

- Continued use of UK banks until Euro-zone crisis is resolved;
- Maintain Increased investment limits for Government supported UK banks due to limited number of counterparties;
- Monitor counterparty risk using Sector's model which combines views from the Credit Rating Agencies with three other factors/considerations. This will ensure views taken are balanced;
- Not to use derivative products due to potential instability in the financial markets at this time and their being consequently unsuitable.

## 12.3 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 December 2012 was made up of four elements:

- i. External loans from Public Works Loan Board and private banks - £60m;
- ii. HRA PWLB Loans - £266m;
- iii. PFI/finance lease liabilities - £58m; and
- iv. "Internal" borrowing - £99m.

Internal borrowing represents the use of surplus available cash balances to pay for capital spend, rather than undertaking new external loans. The Council will use internal cash balances by reducing investments when deposit rates on investments are lower than interest rates on new loans. This is because the lost interest earnings on reduced cash balances are cheaper than increased interest payable on a new external loan. An additional advantage of maintaining a lower cash holding amount is that it ensure that the Council's investment risk exposure is lower.

## 13.0 Capital Strategy

Members' objective is to minimise the Council's external borrowing requirements.

### Proposed capital programme 2012 to 2016

The proposed capital programme is shown below. It includes the year 2012/13 as there has been considerable slippage in developing schemes. Therefore whilst the programme below reflects an updated position, it is anticipated that it will need to be re-profiled comprehensively during 2013/14.

### 13.1 Proposed capital programme by Directorate:

Capital Expenditure	2012/13	2013/14	2014/15	2015/16
£000's	Estimate	Estimate	Estimate	Estimate
Adult & Community Services	6,205	5,939	4,350	170
Children's Services	37,507	56,588	21,775	5,305
Housing & Environment	8,136	3,119		
Chief Executive	15,739	8,933	5,892	
<b>General Fund</b>	<b>67,587</b>	<b>74,579</b>	<b>32,017</b>	<b>5,475</b>
HRA	43,350	83,240	74,090	45,620
<b>Total</b>	<b>110,937</b>	<b>157,819</b>	<b>106,107</b>	<b>51,095</b>

### 13.2 Funding for capital programme 2012 to 2015

Funding for the Capital will follow Members' wishes to minimize / avoid any new borrowing. The current expectation in relation to funding of the capital programme is reflected in the table below.

Capital Expenditure	2012/13	2013/14	2014/15	2015/16
£000's	Estimate	Estimate	Estimate	Estimate
General Fund	67,587	74,579	32,017	5,475
HRA (as at Jan 2013)	43,350	83,240	74,090	45,620
HRA settlement	-	-	-	-
<b>Approved Capital Prog</b>	<b>110,937</b>	<b>157,819</b>	<b>106,107</b>	<b>51,095</b>
<b>Financed by:</b>				
Capital Receipts	6,037	12,429	5,700	1,920
Capital Grants and Contributions	54,161	96,990	33,557	7,225
Revenue contributions	607	-	-	-
Capital Reserves	1,195	-	-	-
HRA Resources	33,850	42,260	45,250	41,950
<b>Net financing need for the year</b>	<b>15,087</b>	<b>6,140</b>	<b>21,600</b>	<b>-</b>

The full detailed capital programme by scheme is shown at the back of this budget book, in the Capital Programme Section.

# ADULT AND COMMUNITY SERVICES REVENUE BUDGET 2013/14

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<b>ADULT AND COMMUNITY SERVICES</b>	<b>Adult Social Care</b>	<b>Adult Commissioning</b>	<b>Mental Health</b>	<b>Culture and Sport</b>	<b>Community Safety and Public Protection</b>	<b>Service Strategy &amp; Regulation</b>	<b>Public Health</b>	<b>Management &amp; Central</b>	<b>TOTAL</b>
<b>BUDGETS 2013-14</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>EXPENSE</b>									
Employee Expenses - Salaries	10,363	626	1,108	5,205	2,616	354	1,775	952	<b>22,999</b>
Employee Expenses - Non Salaries	10	2	-	19	11	8	16	117	<b>183</b>
Premises Costs	240	20	-	1,950	153	1	50	11	<b>2,425</b>
Transport Costs	71	-	31	22	19	3	-	-	<b>146</b>
Supplies & Services	365	353	11	1,230	436	6	1,430	(95)*	<b>3,736</b>
Agency & Contracted Services	22,323	6,866	2,108	50	1,753	42	9,650	-	<b>42,792</b>
Transfer Payment	4,380	-	60	-	-	-	-	-	<b>4,440</b>
Recharges from HRA		-	-	-	-	-	-	501	<b>501</b>
<b>Gross Controllable Expenditure</b>	<b>37,752</b>	<b>7,867</b>	<b>3,318</b>	<b>8,476</b>	<b>4,988</b>	<b>414</b>	<b>12,921</b>	<b>1,486</b>	<b>77,222</b>
<b>INCOME</b>									<b>0</b>
Income - Grants, Fees & Charges & Other	(8,840)	(7)	(421)	(4,131)	(1,437)	(405)	(12,921)	(64)	<b>(28,226)</b>
Income - recharges to HRA		-	-	(1)	(625)	-	-	-	<b>(626)</b>
Income - recharges to DSG & Schools		-	-	(127)	(98)	-	-	-	<b>(225)</b>
Income - recharges to Capital Programme & Other	(148)	-	-	-	-	-	-	-	<b>(148)</b>
<b>Gross Controllable Income</b>	<b>(8,988)</b>	<b>(7)</b>	<b>(421)</b>	<b>(4,259)</b>	<b>(2,160)</b>	<b>(405)</b>	<b>(12,921)</b>	<b>(64)</b>	<b>(29,225)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>28,764</b>	<b>7,860</b>	<b>2,897</b>	<b>4,217</b>	<b>2,828</b>	<b>9</b>	<b>-</b>	<b>1,422</b>	<b>47,997</b>
<b>OTHER BUDGETS</b>									
Support Services		-	-	-	(39)**	20	-	6,969	<b>6,950</b>
Income - recharges to GF		-	-	(697)	(137)	(27)	-	-	<b>(861)</b>
Capital Charges	112	17	-	2,218	126	-	-	670	<b>3,143</b>
<b>BUDGET REQUIREMENT</b>	<b>28,876</b>	<b>7,877</b>	<b>2,897</b>	<b>5,738</b>	<b>2,778</b>	<b>2</b>	<b>0</b>	<b>9,061</b>	<b>57,229</b>

Notes on Summary above

\* This relates to a prior saving, which will be allocated across the Department in the 2013/14 Revised Budget.

\*\* This relates to an internal recharge for the Divisional Director of Community Safety. It is offset by corresponding charges within Service Strategy and management & Central

**RECHARGES TO ADULT & COMMUNITIES SERVICES**  
**2013/14 (1 OF 2)**

Types of support services provided	2013-14	2012-13	Movement
	£'000	£'000	£'000

**CHIEF EXECUTIVE**

Asset Strategy & Management	108	99	9
Building Cleaning	327	265	62
Building Maintenance	137	145	(8)
Business Unit & Graduate Trainees	45	78	(33)
Civic Buildings Accommodation	491	381	110
Corporate Client	130	121	9
Elevate Client Team (includes Programme Mgt)	-	172	(172)
Elevate Services*	2,211	3,892	(1,681)
Energy & Compliance	82	82	-
Finance	708	754	(46)
Innovation & Funding	31	-	31
Insurance & Risk Management	10	37	(27)
Internal Audit	74	92	(18)
Leasehold Buildings (Maritime House) & (Crown House) Accommodation	-	124	(124)
Security	5	5	-
Democratic Services	9	10	(1)
HR Support	565	566	(1)
Legal Services	152	249	(97)
Marketing & Communications	174	254	(80)
Members And Mayoral Expenses including Members Transport and Post Delivery	6	9	(3)
Policy & Performance including Corporate Complaints	84	101	(17)
<b>TOTAL CHIEF EXECUTIVE</b>	<b>5,349</b>	<b>7,436</b>	<b>(2,087)</b>

**RECHARGES TO ADULT & COMMUNITIES SERVICES**  
**2013/14 (2 OF 2)**

Types of support services provided	2013-14	2012-13	Movement
	£'000	£'000	£'000

**HOUSING & ENVIRONMENT - GF**

Fleet Management	1	4	(3)
Grounds Maintenance	27	55	(28)
Passenger Transport	1,129	1,234	(105)
Refuse Collection	79	94	(15)
<b>TOTAL HOUSING, ENVIRONMENT &amp; ENFORCEMENT - GF</b>	<b>1,236</b>	<b>1,387</b>	<b>(151)</b>

**ADULT & COMMUNITY SERVICES**

Alarm Monitoring & Magnetic Locks	9	37	(28)
Barking Learning Centre (BLC)	349	289	60
Equalities & Diversity	-	27	(27)
Security Contract	6	18	(12)
Sports Centres	1	3	(2)
<b>TOTAL ADULT &amp; COMMUNITY SERVICES</b>	<b>365</b>	<b>373</b>	<b>(8)</b>

<b>TOTAL SUPPORT CHARGES TO ADULT &amp; COMMUNITIES SERVICES</b>	<b>6,950</b>	<b>9,196</b>	<b>(2,246)</b>
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**RECHARGES FROM HRA**

Sheltered Housing	501	501	-
<b>TOTAL HOUSING &amp; ENVIRONMENT - HRA</b>	<b>501</b>	<b>501</b>	<b>-</b>

\* Elevate Services include: Rents, Cashiers, General Income, Property Services, Accounts for payments and Corporate procurement, HR and Payroll (Including Schools), B&D Direct and ICT (JV) including departmental

## ADULT AND COMMUNITY SERVICES

### Adult Social Care

#### **Description of Service**

Adult Social Care provision is delivered through a number of key services. Following approval of proposals approved by Cabinet, changes will be made to the way the services are organised and delivered during 2013/14.

#### **First Response**

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

#### **Care and Support**

Manages all 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 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 which currently 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.

#### **Intensive Support**

Includes management of a multi-disciplinary Community Learning Disability Service with nurses, psychologists and medical staff employed by the NHS (NELFT). The 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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<b>Budget Holder</b>	Lisa Wilde Tel: 020 8227 5189	Group Manager, Care & Support E-mail: <a href="mailto:lisa.wilde@lbbd.gov.uk">lisa.wilde@lbbd.gov.uk</a>
<b>Budget Holder</b>	Bill Brittain Tel: 020 8227 8373	Group Manager, Intensive Support E-mail: <a href="mailto:bill.brittain@lbbd.gov.uk">bill.brittain@lbbd.gov.uk</a>
<b>Budget Holder</b>	Tudur Williams Tel: 020 8227 5409	Group Manager, Assessment & Support Planning E-mail: <a href="mailto:tudur.williams@lbbd.gov.uk">tudur.williams@lbbd.gov.uk</a>
<b>Divisional Director</b>	Bruce Morris Tel: 020 8227 2749	Divisional Director of Adult Social Care E-mail: <a href="mailto:bruce.morris@lbbd.gov.uk">bruce.morris@lbbd.gov.uk</a>

<b>ACS - Adult Social Care</b>	<b>Learning Disabilities - Commissioning</b>	<b>Learning Disabilities - In-house Provision</b>	<b>Older Persons - Commissioning</b>	<b>Physical &amp; Sensory Disabilities Commissioning</b>	<b>Older Persons - In-house Provision</b>	<b>TOTAL</b>
<b>BUDGETS 2013-14</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>EXPENSES</b>						
Employee Expenses - Salaries	1,227	2,092	2,491	184	4,368	<b>10,362</b>
Employee Expenses - Non Salaries	-	-	-	-	10	<b>10</b>
Premises Costs	-	160	14	-	66	<b>240</b>
Transport Costs	18	-	39	-	14	<b>71</b>
Supplies & Services	20	140	81	-	124	<b>365</b>
Agency & Contracted Services	3,847	112	15,052	1,609	1,704	<b>22,324</b>
Transfer Payment	800	-	1,580	2,000	1	<b>4,381</b>
Recharges from HRA	-	-	-	-	-	<b>-</b>
<b>Gross Controllable Expenditure</b>	<b>5,912</b>	<b>2,503</b>	<b>19,257</b>	<b>3,793</b>	<b>6,287</b>	<b>37,752</b>
<b>INCOME</b>						
Income - Grants, Fees & Charges & Other	(327)	(295)	(5,496)	(116)	(2,607)	<b>(8,841)</b>
Income - recharges to HRA	-	-	-	-	-	<b>-</b>
Income - recharges to DSG & Schools	-	-	-	-	-	<b>-</b>
Income - recharges to Capital Programme & Other	-	-	(148)	-	-	<b>(148)</b>
<b>Gross Controllable Income</b>	<b>(327)</b>	<b>(295)</b>	<b>(5,643)</b>	<b>(116)</b>	<b>(2,607)</b>	<b>(8,988)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>5,585</b>	<b>2,208</b>	<b>13,614</b>	<b>3,677</b>	<b>3,680</b>	<b>28,764</b>
<b>OTHER BUDGETS</b>						
Support Services	-	-	-	-	-	
Income - recharges to GF	-	-	-	-	-	
Capital Charges	7	16	28	-	61	<b>112</b>
<b>BUDGET REQUIREMENT</b>	<b>5,592</b>	<b>2,224</b>	<b>13,642</b>	<b>3,677</b>	<b>3,741</b>	<b>28,876</b>

## ADULT AND COMMUNITY SERVICES

### 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 the Council’s health partners including NELC and local GPs.

<b>Budget Holder</b>	Jenny Beasley Tel: 020 8227 8423	Group Manager, Commissioning and Supporting People E-mail: <a href="mailto:jenny.beasley@lbbd.gov.uk">jenny.beasley@lbbd.gov.uk</a>
<b>Divisional Director</b>	Glynis Rogers Tel: 020 8227 2827	Divisional Director, Community Safety & Public Protection E-mail: <a href="mailto:glynis.rogers@lbbd.gov.uk">glynis.rogers@lbbd.gov.uk</a>

ACS - Adult Commissioning (1 of 3)	Commissioning & Supporting People Team	Supporting people contracts ACS	Supporting people contracts housing	LD Residential block contracts	27-29 Woodward Road (Mencap)	Learning Disabilities Contracts/ Commissioning
BUDGETS 2013-14	£'000	£'000	£'000	£'000	£'000	£'000
<b>EXPENSES</b>						
Employee Expenses - Salaries	626	-	-	-	-	-
Employee Expenses - Non Salaries	-	-	-	-	-	-
Premises Costs	-	-	-	-	8	-
Transport Costs	-	-	-	-	-	-
Supplies & Services	5	-	-	-	2	-
Agency & Contracted Services	-	604	1,167	2,326	-	196
Transfer Payment	-	-	-	-	-	-
Recharges from HRA	-	-	-	-	-	-
<b>Gross Controllable Expenditure</b>	<b>631</b>	<b>604</b>	<b>1,167</b>	<b>2,326</b>	<b>10</b>	<b>196</b>
<b>INCOME</b>						
Income - Grants, Fees & Charges & Other	-	-	-	-	(7)	-
Income - recharges to HRA	-	-	-	-	-	-
Income - recharges to DSG & Schools	-	-	-	-	-	-
Income - recharges to Capital Programme & Other	-	-	-	-	-	-
<b>Gross Controllable Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(7)</b>	<b>-</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>631</b>	<b>604</b>	<b>1,167</b>	<b>2,326</b>	<b>3</b>	<b>196</b>
<b>OTHER BUDGETS</b>						
Support Services	-	-	-	-	-	-
Income - recharges to GF	-	-	-	-	-	-
Capital Charges	-	-	-	-	13	-
<b>BUDGET REQUIREMENT</b>	<b>631</b>	<b>604</b>	<b>1,167</b>	<b>2,326</b>	<b>16</b>	<b>196</b>

ACS - Adult Commissioning (2 of 3)	Osborne Day Centre	White House	Carers UK Memory Lane Building	Older Persons Extra Care Schemes External	Carers Services	Disabled Association of Barking & Dagenham (DABD)
BUDGETS 2013-14	£'000	£'000	£'000	£'000	£'000	£'000
<b>EXPENSES</b>						
Employee Expenses - Salaries	-	-	-	-	-	-
Employee Expenses - Non Salaries	-	-	-	-	-	-
Premises Costs	-	8	-	-	4	-
Transport Costs	-	-	-	-	-	-
Supplies & Services	-	-	-	-	-	-
Agency & Contracted Services	-	-	-	1,351	558	57
Transfer Payment	-	-	-	-	-	-
Recharges from HRA	-	-	-	-	-	-
<b>Gross Controllable Expenditure</b>	-	8	-	1,351	561	57
<b>INCOME</b>						
Income - Grants, Fees & Charges & Other	-	-	-	-	-	-
Income - recharges to HRA	-	-	-	-	-	-
Income - recharges to DSG & Schools	-	-	-	-	-	-
Income - recharges to Capital Programme & Other	-	-	-	-	-	-
<b>Gross Controllable Income</b>	-	-	-	-	-	-
<b>NET CONTROLLABLE BUDGET</b>	-	8	-	1,351	561	57
<b>OTHER BUDGETS</b>						
Support Services	-	-	-	-	-	-
Income - recharges to GF	-	-	-	-	-	-
Capital Charges	-	2	-	-	03	-
<b>BUDGET REQUIREMENT</b>	-	10	-	1,351	564	57

ACS - Adult Commissioning (3 of 3)	Physical & Sensory Contracts/ Commissioning	Community Cohesion	Corporate Grants Programme	Independent Sector Schemes (Mental Health)	Adult Commissioning Total
BUDGETS 2013-14	£'000	£'000	£'000	£'000	£'000
<b>EXPENSES</b>					
Employee Expenses - Salaries	-	-	-	-	626
Employee Expenses - Non Salaries	-	2	-	-	2
Premises Costs	-	-	-	-	20
Transport Costs	-	-	-	-	-
Supplies & Services	-	-	346	-	353
Agency & Contracted Services	188	13	220	187	6,866
Transfer Payment	-	-	-	-	-
Recharges from HRA	-	-	-	-	-
<b>Gross Controllable Expenditure</b>	<b>188</b>	<b>14</b>	<b>566</b>	<b>187</b>	<b>7,867</b>
<b>INCOME</b>					
Income - Grants, Fees & Charges & Other	-	-	-	-	(7)
Income - recharges to HRA	-	-	-	-	-
Income - recharges to DSG & Schools	-	-	-	-	-
Income - recharges to Capital Programme & Other	-	-	-	-	-
<b>Gross Controllable Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(7)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>188</b>	<b>14</b>	<b>566</b>	<b>187</b>	<b>7,860</b>
<b>OTHER BUDGETS</b>					
Support Services	-	-	-	-	-
Income - recharges to GF	-	-	-	-	-
Capital Charges	-	-	-	-	17
<b>BUDGET REQUIREMENT</b>	<b>188</b>	<b>14</b>	<b>566</b>	<b>187</b>	<b>7,877</b>

## ADULT AND COMMUNITY SERVICES

### Mental Health Joint with NELFT

#### **Description of Service**

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

LBBB members of 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 45 service users in either residential or supported living placements. Work is underway to reduce this number through the provision of care closer to home and the increasing use of Personalisation to speed the recovery of individual residents.

<b>Budget Holder</b>	David Horne Tel: 0300 555 1201 ext 5348	Service Director, Mental Health Services, NELFT E-mail: <a href="mailto:david.horne@nelft.nhs.uk">david.horne@nelft.nhs.uk</a>
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<b>ACS - Mental Health Services</b>	<b>Mental Health Services</b>
<b>BUDGETS 2013-14</b>	<b>£'000</b>
<b><u>EXPENSES</u></b>	
Employee Expenses - Salaries	1,108
Employee Expenses - Non Salaries	-
Premises Costs	-
Transport Costs	31
Supplies & Services	11
Agency & Contracted Services	2,108
Transfer Payment	60
Recharges from HRA	-
<b>Gross Controllable Expenditure</b>	<b>3,318</b>
<b><u>INCOME</u></b>	
Income - Grants, Fees & Charges & Other	(421)
Income - recharges to HRA	-
Income - recharges to DSG & Schools	-
Income - recharges to Capital Programme & Other	-
<b>Gross Controllable Income</b>	<b>(421)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>2,897</b>
<b><u>OTHER BUDGETS</u></b>	
Support Services	-
Income - recharges to GF	-
Capital Charges	-
<b>BUDGET REQUIREMENT</b>	<b>2,897</b>



## ADULT AND COMMUNITY SERVICES

### Culture & Sport

#### **Description of Service**

This budget includes Libraries, Heritage, Leisure Centres, Community Halls, Arts development, Broadway theatre, and Events and Volunteering.

#### **Key Information**

##### **Libraries**

The Library Services is delivered through two central libraries (Barking Learning Centre and Dagenham Library), five 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.

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.

##### **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.

##### **Community Sports & Arts**

In 2013/14 the Community Sport and Arts team will be involved in the delivery and building of the new Leisure Centre in Barking which is due to open in Spring 2014. This new centre will replace Abbey Sports Centre and Goresbrook Leisure Centre.

Despite the closure of Goresbrook Leisure Centre in June 2012, the leisure centres have seen 10% growth in visits to over 1 million visits during 2012/13.

Services offered include a 'learn to swim' programme which has over 4000 children enrolled; 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 Hearty Lives programme

In August 2012 The Broadway Theatre transferred back to Council to operate where it saw record box office figures for the pantomime which was co-produced with Arc Theatre. Working in partnership with Barking and Dagenham College a full schedule of both amateur and professional performances will be produced for 2013/14.

The arts development team will work in partnership as part of the core group of arts organisations

in developing the Creative People and Places delivery plan as part of the successful 2012 Arts Council England funding application.

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

### **Volunteering**

The Volunteer Manager supports all teams within Adult and Community Services to develop existing and new volunteer programmes, advising on best practise, promoting volunteer opportunities, recruiting and placing volunteers.

### **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, St. George's Day and the Classical Concert. The team supports the local community to deliver their own events and also facilitates commercial events.

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<b>Budget Holder</b>	Chris Foord Tel: 020 8227 5231	Group Manager, Heritage & Archives E-mail: <a href="mailto:chris.foord@lbbd.gov.uk">chris.foord@lbbd.gov.uk</a>
<b>Budget Holder</b>	Andy Knight Tel: 020 8724 8522	Group Manager, Community Sport & Arts E-mail: <a href="mailto:andy.knight@lbbd.gov.uk">andy.knight@lbbd.gov.uk</a>
<b>Divisional Director</b>	Paul Hogan Tel: 020 8227 3576	Divisional Director, Culture & Sport E-mail: <a href="mailto:paul.hogan@lbbd.gov.uk">paul.hogan@lbbd.gov.uk</a>

<b>ACS - Culture and Sport</b>	<b>Libraries</b>	<b>Heritage</b>	<b>Community Sport and Arts</b>	<b>Events</b>	<b>TOTAL</b>
<b>BUDGETS 2013-14</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>EXPENSE</b>					
Employee Expenses - Salaries	2,108	761	2,268	68	<b>5,205</b>
Employee Expenses - Non Salaries	8	2	9	-	<b>19</b>
Premises Costs	952	89	910	-	<b>1,950</b>
Transport Costs	13	1	8	-	<b>22</b>
Supplies & Services	464	90	675	1	<b>1,230</b>
Agency & Contracted Services	6	42	2	-	<b>50</b>
Transfer Payment	-	-	-	-	-
Recharges from HRA	-	-	-	-	-
<b>Gross Controllable Expenditure</b>	<b>3,551</b>	<b>985</b>	<b>3,872</b>	<b>68</b>	<b>8,476</b>
<b>INCOME</b>					
Income - Grants, Fees & Charges & Other	(606)	(228)	(3,297)	-	<b>(4,131)</b>
Income - recharges to HRA	-	-	(1)	-	<b>(1)</b>
Income - recharges to DSG & Schools	(50)	-	(77)	-	<b>(127)</b>
Income - recharges to Capital Programme & Other	-	-	-	-	-
<b>Gross Controllable Income</b>	<b>(657)</b>	<b>(228)</b>	<b>(3,375)</b>	<b>-</b>	<b>(4,259)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>2,894</b>	<b>757</b>	<b>497</b>	<b>68</b>	<b>4,217</b>
<b>OTHER BUDGETS</b>					
Support Services	-	-	-	-	-
Income - recharges to GF	(693)	-	(3)	-	<b>(697)</b>
Capital Charges	736	250	1,232	-	<b>2,218</b>
<b>BUDGET REQUIREMENT</b>	<b>2,937</b>	<b>1,007</b>	<b>1,726</b>	<b>68</b>	<b>5,738</b>

## 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 and adult safeguarding.

#### **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 and the Tenant Funded Estates Police Team report into this group. Furthermore the service manages the CCTV Control Room and system and the Council's Contracted Security Service. The team also supports the Community Safety Partnership 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.

##### **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.

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<b>Budget Holder</b>	Helen Oliver Tel: 020 8724 8857	Group Manager, Adult Safeguarding E-mail: <a href="mailto:helen.oliver@lbbd.gov.uk">helen.oliver@lbbd.gov.uk</a>
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<b>Divisional Director</b>	Glynis Rogers Tel: 020 8227 2827	Divisional Director, Community Safety & Public Protection E-mail: <a href="mailto:glynis.rogers@lbbd.gov.uk">glynis.rogers@lbbd.gov.uk</a>
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ACS - Community Safety and Public Protection	Community Safety and Public Protection	Head of Service - CS&PP	Youth Offending Services	Substance Misuse	Adult Safeguarding	Prevent Strategy	TOTAL
BUDGETS 2013-14	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>EXPENSES</b>							
Employee Expenses - Salaries	843	118	1,232	34	305	85	2,617
Employee Expenses - Non Salaries	-	-	11	-	-	-	11
Premises Costs	2	-	151	-	-	-	153
Transport Costs	1	-	18	-	-	-	19
Supplies & Services	382	-	34	-	20	-	436
Agency & Contracted Services	691	-	315	740	8	-	1,754
Transfer Payment	-	-	-	-	-	-	-
Recharges from HRA	-	-	-	-	-	-	-
<b>Gross Controllable Expenditure</b>	<b>1,919</b>	<b>118</b>	<b>1,761</b>	<b>774</b>	<b>333</b>	<b>85</b>	<b>4,989</b>
<b>INCOME</b>							
Income - Grants, Fees & Charges & Other	(306)	-	(765)	(279)	(2)	(85)	(1,436)
Income - recharges to HRA	(625)	-	-	-	-	-	(625)
Income - recharges to DSG & Schools	(98)	-	-	-	-	-	(98)
Income - recharges to Capital Programme & Other	-	-	-	-	-	-	-
<b>Gross Controllable Income</b>	<b>(1,030)</b>	<b>-</b>	<b>(765)</b>	<b>(279)</b>	<b>(2)</b>	<b>(85)</b>	<b>(2,160)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>889</b>	<b>118</b>	<b>995</b>	<b>495</b>	<b>332</b>	<b>-</b>	<b>2,829</b>
<b>OTHER BUDGETS</b>							
Support Services	29	(118)	20	20	10	-	(39)
Income - recharges to GF	(137)	-	-	-	-	-	(137)
Capital Charges	126	-	-	-	-	-	126
<b>BUDGET REQUIREMENT</b>	<b>908</b>	<b>-</b>	<b>1,015</b>	<b>515</b>	<b>342</b>	<b>-</b>	<b>2,779</b>

## ADULT AND COMMUNITY SERVICES

### Public Health

#### **Description of Service**

From 1 April 2013, the Council will have a new duty to take appropriate steps to improve the health of their residents. The Council is also required to provide specific services or take particular steps set out in the Local Authorities (Public Health Functions and Entry to Premise by Local Healthwatch Representatives) Regulations 2013. This includes the responsibility for commissioning services locally, informed by Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies developed by the Health and Wellbeing Board.

There is also a need to have regard to the Public Health Outcomes Framework which sets out key indicators of public health from the wider determinants of health through to effectiveness in reducing premature mortality. In discharging these functions, the Council will be supported by a ring-fenced budget for public health.

#### **Key Information**

The ring-fenced budget has been established for local authorities to use when commissioning services to satisfy their public health functions. These can include, but are not limited to:

##### **1. Mandated Services**

- National Child Measurement Programme
- Health Check assessments
- Comprehensive sexual health services (including testing and treatment for sexually transmitted infections, contraception outside of the GP contract and sexual health promotion and disease prevention)
- Public Health Advice service to NHS Commissioners
- Taking steps to protect the health of the population

##### **2. Discretionary Services**

- Tobacco control and smoking cessation services
- Alcohol and drug misuse services
- Public health services for children and young people aged 5-19 (including Healthy Child Programme 5-19) (and in the longer term all public health services for children and young people)
- Interventions to tackle obesity such as community lifestyle and weight management services
- Initiatives to Increase levels of physical activity in the local population
- initiatives on workplace health

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ACS - Public Health	Sexual Health	Health Protection	Promoting Health	Healthy Children	Healthy Adults	Healthy Intelligence	Public Health-Health Care	Public Health-Services Team	Public Health Corporate	TOTAL
BUDGETS 2013-14	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>EXPENSES</b>										
Employee Expenses - Salaries	-	-	160	300	230	-	-	1,020	65	1,775
Employee Expenses - Non Salaries	-	-	-	-	-	-	-	16	-	16
Premises Costs	-	-	-	-	50	-	-	-	-	50
Transport Costs	-	-	-	-	-	-	-	-	-	-
Supplies & Services	45	-	155	620	350	95	-	-	165	1,430
Agency & Contracted Services	2,570	100	3,292	1,415	715	120	100	-	1,338	9,650
Transfer Payment	-	-	-	-	-	-	-	-	-	-
Recharges from HRA	-	-	-	-	-	-	-	-	-	-
<b>Gross Controllable Expenditure</b>	<b>2,615</b>	<b>100</b>	<b>3,607</b>	<b>2,335</b>	<b>1,345</b>	<b>215</b>	<b>100</b>	<b>1,036</b>	<b>1,568</b>	<b>12,921</b>
<b>INCOME</b>										
Income - Grants, Fees & Charges & Other	-	-	-	-	-	-	-	-	(12,921)	(12,921)
Income - recharges to HRA	-	-	-	-	-	-	-	-	-	-
Income - recharges to DSG & Schools	-	-	-	-	-	-	-	-	-	-
Income - recharges to Capital Programme & Other	-	-	-	-	-	-	-	-	-	-
<b>Gross Controllable Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(12,921)</b>	<b>(12,921)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>2,615</b>	<b>100</b>	<b>3,607</b>	<b>2,335</b>	<b>1,345</b>	<b>215</b>	<b>100</b>	<b>1,036</b>	<b>(11,353)</b>	<b>-</b>
<b>OTHER BUDGETS</b>										
Support Services	-	-	-	-	-	-	-	-	-	-
Income - recharges to GF	-	-	-	-	-	-	-	-	-	-
Capital Charges	-	-	-	-	-	-	-	-	-	-
<b>BUDGET REQUIREMENT</b>	<b>2,615</b>	<b>100</b>	<b>3,607</b>	<b>2,335</b>	<b>1,345</b>	<b>215</b>	<b>100</b>	<b>1,036</b>	<b>(11,353)</b>	<b>-</b>



## 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.

#### **Key Information**

The budget also covers the relevant costs of the Council's emergency planning and business continuity service, thus meeting the Council's statutory obligations under the Civil Contingencies Act 2004.

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<b>ACS - Service Strategy &amp; Regulation</b>	<b>Director/ SSR</b>	<b>Emergency Planning</b>	<b>TOTAL</b>
<b>BUDGETS 2013-14</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>EXPENSES</b>			
Employee Expenses - Salaries	161	193	<b>354</b>
Employee Expenses - Non Salaries	-	8	<b>08</b>
Premises Costs	-	1	<b>1</b>
Transport Costs	-	3	<b>3</b>
Supplies & Services	-	6	<b>6</b>
Agency & Contracted Services	-	42	<b>42</b>
Transfer Payment	-	-	-
Recharges from HRA	-	-	-
<b>Gross Controllable Expenditure</b>	<b>161</b>	<b>252</b>	<b>413</b>
<b>INCOME</b>			
Income - Grants, Fees & Charges & Other	(300)	(105)	<b>(405)</b>
Income - recharges to HRA	-	-	-
Income - recharges to DSG & Schools	-	-	-
Income - recharges to Capital Programme & Other	-	-	-
<b>Gross Controllable Income</b>	<b>(300)</b>	<b>(105)</b>	<b>(405)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>(139)</b>	<b>148</b>	<b>08</b>
<b>OTHER BUDGETS</b>			
Support Services	-	20	<b>20</b>
Income - recharges to GF	(27)	-	<b>(27)</b>
Capital Charges	-	-	-
<b>BUDGET REQUIREMENT</b>	<b>(166)</b>	<b>167</b>	<b>1</b>

## ADULT AND COMMUNITY SERVICES

### ACS – Management & Central

#### **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. 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.

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<b>Budget Holder</b>	Anne Bristow Tel: 020 8227 2300	Corporate Director Adult and Community Services E-mail: <a href="mailto:anne.bristow@lbbd.gov.uk">anne.bristow@lbbd.gov.uk</a>
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<b>ACS - Management &amp; Central</b>	<b>Management</b>	<b>Head Of Adult Commissioning</b>	<b>Service Support &amp; Improvement Group</b>	<b>TOTAL</b>
<b>BUDGETS 2013-14</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>EXPENSES</b>				
Employee Expenses - Salaries	-	118	835	<b>952</b>
Employee Expenses - Non Salaries	117	-	-	<b>117</b>
Premises Costs	11	-	-	<b>11</b>
Transport Costs	-	-	-	-
Supplies & Services	(113)*	-	17	<b>(95)</b>
Agency & Contracted Services	-	-	-	-
Transfer Payment	-	-	-	-
Recharges from HRA	501	-	-	<b>501</b>
<b>Gross Controllable Expenditure</b>	<b>516</b>	<b>118</b>	<b>852</b>	<b>1,485</b>
<b>INCOME</b>				
Income - Grants, Fees & Charges & Other	(64)	-	-	<b>(64)</b>
Income - recharges to HRA	-	-	-	-
Income - recharges to DSG & Schools	-	-	-	-
Income - recharges to Capital Programme & Other	-	-	-	-
<b>Gross Controllable Income</b>	<b>(64)</b>	<b>-</b>	<b>-</b>	<b>(64)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>452</b>	<b>118</b>	<b>852</b>	<b>1,422</b>
<b>OTHER BUDGETS</b>				
Support Services	6,949	-	20	<b>6,969</b>
Income - recharges to GF	-	-	-	-
Capital Charges	670	-	-	<b>670</b>
<b>BUDGET REQUIREMENT</b>	<b>8,071</b>	<b>118</b>	<b>872</b>	<b>9,061</b>

\* As indicated on the Summary sheet, this is a previous saving, that will be allocated across the Department in the Revised Budget.

# CHILDRENS SERVICES REVENUE BUDGET 2013/14

**Corporate Director:** Helen Jenner  
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**Group Manager - Finance:** Dawn  
Calvert  
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<b>CHILDREN SERVICES</b>	<b>Education</b>	<b>Targeted Support</b>	<b>Complex Needs and Social Care</b>	<b>Commissioning and Safeguarding</b>	<b>Management &amp; Central</b>	<b>TOTAL</b>
<b>BUDGETS 2013-14</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>EXPENSES</b>						
Employee Expenses - Salaries	7,230	6,686	9,030	2,870	401	<b>26,216</b>
Employee Expenses - Non Salaries	242	378	116	272	783	<b>1,789</b>
Premises Costs	11,234	603	60	-	-	<b>11,896</b>
Transport Costs	119	29	1,054	9	-	<b>1,212</b>
Supplies & Services	1,902	545	941	447	1,782	<b>5,616</b>
Agency & Contracted Services	73	1,192	18,603	674	859	<b>21,402</b>
Transfer Payment	-	-	666	-	5	<b>671</b>
Recharges from HRA	-	-	-	-	-	<b>-</b>
<b>Gross Controllable Expenditure</b>	<b>20,800</b>	<b>9,432</b>	<b>30,470</b>	<b>4,272</b>	<b>3,830</b>	<b>68,802</b>
<b>INCOME</b>						
Income - Grants, Fees & Charges & Other	(13,472)	(1,444)	(1,135)	(423)	(190)	<b>(16,664)</b>
Income - recharges to HRA	-	-	-	-	-	<b>-</b>
Income - recharges to DSG & Schools	(5,605)	-	(184)	(290)	(200)	<b>(6,279)</b>
Income - recharges to Capital Programme & Other	-	-	-	-	-	<b>-</b>
<b>Gross Controllable Income</b>	<b>(19,077)</b>	<b>(1,444)</b>	<b>(1,319)</b>	<b>(713)</b>	<b>(390)</b>	<b>(22,943)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>1,723</b>	<b>7,987</b>	<b>29,151</b>	<b>3,558</b>	<b>3,440</b>	<b>45,860</b>
<b>OTHER BUDGETS</b>						
Support Services	-	-	-	-	7,735	<b>7,735</b>
Income - recharges to GF	-	-	-	-	(22)	<b>(22)</b>
Capital Charges	58	-	-	-	14,297	<b>14,355</b>
<b>BUDGET REQUIREMENT</b>	<b>1,781</b>	<b>7,987</b>	<b>29,151</b>	<b>3,558</b>	<b>25,449</b>	<b>67,927</b>

## RECHARGES TO CHILDREN'S SERVICES 2013-14

Types of support services provided	2013-14	2012-13	Movement
	£'000	£'000	£'000

### CHIEF EXECUTIVE

Asset Strategy & Management	109	81	28
Building Cleaning	196	254	(58)
Building Maintenance	138	148	(10)
Business Unit & Graduate Trainees	45	87	(42)
Civic Buildings Accommodation	641	793	(152)
Corporate Client	350	396	(46)
Elevate Client Team (includes Programme Mgt)	-	181	(181)
* Elevate Services	2,089	3,597	(1,508)
Energy & Compliance	46	46	-
Finance	778	887	(109)
Innovation & Funding	31	-	31
Insurance & Risk Management	10	44	(34)
Internal Audit	121	146	(25)
Security	5	5	-
Democratic Services	125	124	1
HR Support	741	670	71
Legal Services	661	762	(101)
Marketing & Communications	174	254	(80)
Members And Mayoral Expenses including Members Transport and Post Delivery	6	9	(3)
Policy & Performance including Corporate Complaints	84	103	(19)
<b>TOTAL CHIEF EXECUTIVE</b>	<b>6,350</b>	<b>8,587</b>	<b>(2,237)</b>

## RECHARGES TO CHILDREN'S SERVICES 2013-14

Types of support services provided	2013-14	2012-13	Movement
	£'000	£'000	£'000

### HOUSING , ENVIRONMENT & ENVIRONMENT - GF

Fleet Management	1	9	(8)
Grounds Maintenance	7	-	7
Passenger Transport	1,320	1,651	(331)
Refuse Collection	48	78	(30)
<b>TOTAL HOUSING, ENVIRONMENT &amp; ENFORCEMENT - GF</b>	<b>1,376</b>	<b>1,738</b>	<b>(362)</b>

### ADULT & COMMUNITY SERVICES

Alarm Monitoring & Magnetic Locks	6	16	(10)
Barking Learning Centre (BLC)	-	106	(106)
Equalities & Diversity	-	24	(24)
Security Contract	2	13	(11)
Sports Centres	1	3	(2)
<b>TOTAL ADULT &amp; COMMUNITY SERVICES</b>	<b>9</b>	<b>162</b>	<b>(153)</b>

<b>TOTAL SUPPORT CHARGES TO CHILDREN'S SERVICES</b>	<b>7,735</b>	<b>10,487</b>	<b>(2,752)</b>
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\* Elevate Services include: Rents, Cashiers, General Income, Property Services, Accounts for payments and Corporate procurement, HR and Payroll (Including Schools), B&D Direct and ICT (JV) including departmental



## 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 Adult College.

#### Key Information

##### **C20000 – School Estate**

The team has a statutory duty to explore 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 22,100 primary places and 14,448 secondary places. The team provides advice, guidance and support to schools on issues relating to buildings and investment.

##### **C20050 – Attendance/Children Missing Education/Elected Home Education**

The service has a statutory duty (function ) to;

- Monitor children who are missing from Council education provision
- Review and monitor school attendance registers
- Monitor children who are not attending education provisions and take legal action when parent/ carers fail to ensure their children attend school
- Issue licenses for children under 16 who are undertaking paid employment

##### **C20100 - Education Inclusion Admin Support**

This service records and analyses detailed data information on children who are at risk of, or have been excluded from school. The service also enables the local authority to meet its statutory obligation to provide information for school exclusion Independent Review Panels and to provide the Secretary of State with summary information on exclusions from all the LA schools.

The service also provides a rapid response system to ensure children continue with their educational provision. It also holds the data base of children who are Missing from Education or are Home Educated

##### **C20300 - School Improvement**

There are two main statutory duties in relation to School Improvement;

- (1) Promote high standards, challenge and intervene where schools causing concern. Support and challenge schools to set high targets, monitor progress to these targets. Provide feedback to schools and governing bodies on their performance. Monitor and act in relation to schools causing concern using statutory and other intervention powers. Ensure the National Curriculum and statutory RE is implemented. Provide moderation in relation to assessment at Key Stage 1 and Key Stage 2.
- (2) School governance for maintained community and voluntary aided/controlled schools. Appoint LA governors in line with the terms of the schools' instrument of governance. Provide training to enable governors to effectively to discharge their duties. Advise governing bodies on the appointment of a headteacher.

## **C20400 – 14-19 Education, Employment & Training (EET)**

This function covers the Careers Advice Service, the Flexible Learning Service, the Apprenticeship Programme, the work experience service and the Education Business Partnership. This team provides a range of services to support schools to meet their statutory responsibilities in providing impartial careers advice to young people in Years 8-14. For young people with a learning difficulty/disability, the careers support extends to the age of 24.

The Trident team provides a service which will also be able to support schools to deliver the work experience components of newly devised study programmes for Post 16 provision and undertakes employer checks so the placements used are vetted appropriately.

The Flexi-Learning team monitors and quality assures providers being used to place pupils aged 14-16 years in out-of-school provision and monitors the progress of pupils on behalf of the school.

The data services within in this area also work with schools to track the current EET status of their pupils and leavers, and this data is used to inform a school's performance relating to destination measures and in preparation for Ofsted inspections.

## **C20500 – Adult College**

The Adult college is the Local Authority's main provider of part time courses to adults .The college caters for learners 16+ and draws down funding from the Skills Funding Agency and the Education Funding Agency .The college delivers a broad range of accredited and non accredited provision via multiple sites across the borough to meet the adult learning needs of the community.

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<b>Budget Holder</b>	Helen Richardson Tel: 020 8227 5896	Lead Commissioner 14-19 Education, Employment & Training E-mail: <a href="mailto:helen.richardson@lbbd.gov.uk">helen.richardson@lbbd.gov.uk</a>
<b>Budget Holder</b>	Pat Pearson Tel: 020 8227 4729	Group Manager, Adult College E-mail: <a href="mailto:patricia.pearson@lbbd.gov.uk">patricia.pearson@lbbd.gov.uk</a>

<b>Divisional Director</b>	Jane Hargreaves Tel: 020 8227 2686	Divisional Director of Education E-mail: <a href="mailto:jane.hargreaves@lbbd.gov.uk">jane.hargreaves@lbbd.gov.uk</a>
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<b>CHS - Education</b>	<b>School Estates and Organisation</b>	<b>Attendance Service</b>	<b>Education Inclusion</b>	<b>School Improvement</b>	<b>14-19 Education and Training</b>	<b>Adult College</b>	<b>TOTAL</b>
<b>BUDGETS 2013-14</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>EXPENSES</b>							
Employee Expenses - Salaries	963	401	73	3,048	717	2,028	<b>7,230</b>
Employee Expenses - Non Salaries	11	2	-	177	10	44	<b>242</b>
Premises Costs	10,910	-	-	138	-	186	<b>11,234</b>
Transport Costs	5	5	7	100	1	2	<b>119</b>
Supplies & Services	258	3	-	1,135	16	490	<b>1,902</b>
Agency & Contracted Services	30	-	-	43	-	-	<b>73</b>
Transfer Payment	-	-	-	-	-	-	-
Recharges from HRA	-	-	-	-	-	-	-
<b>Gross Controllable Expenditure</b>	<b>12,176</b>	<b>410</b>	<b>80</b>	<b>4,641</b>	<b>744</b>	<b>2,750</b>	<b>20,800</b>
<b>INCOME</b>							
Income - Grants, Fees & Charges & Other	(9,228)	-	-	(1,442)	-	(2,802)	<b>(13,472)</b>
Income - recharges to HRA	-	-	-	-	-	-	-
Income - recharges to DSG & Schools	(2,705)	(210)	-	(2,397)	(293)	-	<b>(5,605)</b>
Income - recharges to Capital Programme & Other	-	-	-	-	-	-	-
<b>Gross Controllable Income</b>	<b>(11,933)</b>	<b>(210)</b>	<b>-</b>	<b>(3,839)</b>	<b>(293)</b>	<b>(2,802)</b>	<b>(19,077)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>242</b>	<b>200</b>	<b>80</b>	<b>802</b>	<b>451</b>	<b>(52)</b>	<b>1,723</b>
<b>OTHER BUDGETS</b>							
Support Services	-	-	-	-	-	-	-
Income - recharges to GF	-	-	-	-	-	-	-
Capital Charges	-	-	-	-	-	58	<b>58</b>
<b>BUDGET REQUIREMENT</b>	<b>242</b>	<b>200</b>	<b>80</b>	<b>802</b>	<b>451</b>	<b>6</b>	<b>1,781</b>

# 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. The service also provides up to date information for parents and families through the Family Information Service 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**

Youth Services is responsible for the provision of open-access positive activities for nearly 20,000 young people in the borough, aged 11-19. This is delivered through 4 youth centres, a network of StreetBase Locals (pop-up youth clubs in community settings, such as Children's Centres), and the mobile youth bus, which allows the service to target specific areas and estates. It also provides additional 1-2-1 support for vulnerable young people, whether they have needs around sexual health, housing, are NEET or substance misuse.

### **C30600 – Engagement**

This team works to support the participation and rights of Children in Care, including advocacy, independent visiting, our Children in Care Council and other forms of engagement such as the BAD Youth Forum, Young People’s Safety Group and the Borough Wide Parent Board.

### **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.

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<b>Budget Holder</b>	Joy Barter Tel: 020 8227 5533	Group Manager, Early Years & Childcare E-mail: <a href="mailto:joy.barter@lbbd.gov.uk">joy.barter@lbbd.gov.uk</a>
<b>Budget Holder</b>	Erik Stein Tel: 020 8227 3163	Group Manager, Youth Services E-mail: <a href="mailto:erik.stein@lbbd.gov.uk">erik.stein@lbbd.gov.uk</a>

<b>Divisional Director</b>	Christine Pryor Tel: 020 8227 5277	Divisional Director of Targeted Support E-mail: <a href="mailto:christine.Pryor@lbbd.gov.uk">christine.Pryor@lbbd.gov.uk</a>
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<b>CHS - Targeted Support</b>	<b>Early Intervention</b>	<b>Early Years &amp; Childcare</b>	<b>Youth Services</b>	<b>Participation and rights</b>	<b>Targeted Support - Central Costs</b>	<b>Family Support</b>	<b>TOTAL</b>
<b>BUDGETS 2013-14</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>EXPENSES</b>							
Employee Expenses - Salaries	4,295	931	1,005	-	157	297	<b>6,686</b>
Employee Expenses - Non Salaries	-	369	-	-	5	4	<b>378</b>
Premises Costs	532	-	67	-	-	4	<b>603</b>
Transport Costs	11	-	9	-	8	-	<b>29</b>
Supplies & Services	242	53	91	-	100	58	<b>545</b>
Agency & Contracted Services	742	258	132	10	7	42	<b>1,192</b>
Transfer Payment	-	-	-	-	-	-	-
Recharges from HRA	-	-	-	-	-	-	-
<b>Gross Controllable Expenditure</b>	<b>5,822</b>	<b>1,612</b>	<b>1,305</b>	<b>10</b>	<b>278</b>	<b>405</b>	<b>9,432</b>
<b>INCOME</b>							
Income - Grants, Fees & Charges & Other	(977)	(103)	(95)	-	(100)	(169)	<b>(1,444)</b>
Income - recharges to HRA	-	-	-	-	-	-	-
Income - recharges to DSG & Schools	-	-	-	-	-	-	-
Income - recharges to Capital Programme & Other	-	-	-	-	-	-	-
<b>Gross Controllable Income</b>	<b>(977)</b>	<b>(103)</b>	<b>(95)</b>	<b>-</b>	<b>(100)</b>	<b>(169)</b>	<b>(1,444)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>4,845</b>	<b>1,508</b>	<b>1,210</b>	<b>10</b>	<b>178</b>	<b>236</b>	<b>7,987</b>
<b>OTHER BUDGETS</b>							
Support Services	-	-	-	-	-	-	-
Income - recharges to GF	-	-	-	-	-	-	-
Capital Charges	-	-	-	-	-	-	-
<b>BUDGET REQUIREMENT</b>	<b>4,845</b>	<b>1,508</b>	<b>1,210</b>	<b>10</b>	<b>178</b>	<b>236</b>	<b>7,987</b>

## 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. The team have a particular role around the provision of additional educational support for children with such needs (SEN)

##### **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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<b>Budget Holder</b>	Nicholas Evans Tel: 020 8270 6900	Principal Educational Psychologist, Complex Needs & Social Care E-mail: <a href="mailto:chris.martin@lbbd.gov.uk">chris.martin@lbbd.gov.uk</a>
<b>Budget Holder</b>	Joanne Tarbutt Tel: 020 8227 5807	Group Manager, Adoption, Fostering & Learn2Live E-mail: <a href="mailto:joanne.tarbutt@lbbd.gov.uk">joanne.tarbutt@lbbd.gov.uk</a>
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<b>Divisional Director</b>	Chris Martin Tel: 020 8227 2233	Divisional Director, Complex Needs & Social Care E-mail: <a href="mailto:chris.martin@lbbd.gov.uk">chris.martin@lbbd.gov.uk</a>
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CHS - Complex Needs and Social Care	Assessment & Care Management	Emergency Duty Team	Community Educational Psychology	Learn to live	CWD Specialist Localities	Placement	Prevention	Divisional Director and Central Spend	School Transport & special needs team	Catering	TOTAL
BUDGETS 2013-14	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		£'000
<b>EXPENSES</b>											
Employee Expenses - Salaries	3,631	439	642	1,483	633	1,308	414	150	330	3,587	12,618
Employee Expenses - Non Salaries	1	-	46	59	-	8	1	-	-	18	133
Premises Costs	15	-	9	-	-	23	14	-	-	-	61
Transport Costs	163	12	26	42	47	36	23	60	645	35	1,089
Supplies & Services	360	05	33	39	33	102	22	310	37	2,949	3,890
Agency & Contracted Services	1,444	-	11	1,986	812	14,262	-	90	-	306	18,911
Transfer Payment	136	-	-	234	296	-	-	-	-	-	666
<b>Gross Controllable Expenditure</b>	<b>5,750</b>	<b>456</b>	<b>767</b>	<b>3,842</b>	<b>1,821</b>	<b>15,737</b>	<b>474</b>	<b>610</b>	<b>1,012</b>	<b>6,896</b>	<b>37,366</b>
<b>INCOME</b>											
Income - Grants, Fees & Charges & Other	-	(226)	(223)	(421)	(100)	(150)	-	(15)	-		(1,135)
Income - recharges to HRA	-	-	-	-	-	-	-	-	-	(7,126)	(7,126)
Income - recharges to DSG & Schools	-	-	(184)	-	-	-	-	-	-		(184)
Income - recharges to Capital Programme & Other	-	-	-	-	-	-	-	-	-		-
<b>Gross Controllable Income</b>	<b>-</b>	<b>(226)</b>	<b>(407)</b>	<b>(421)</b>	<b>(100)</b>	<b>(150)</b>	<b>-</b>	<b>(15)</b>	<b>-</b>	<b>(7,126)</b>	<b>(8,445)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>5,750</b>	<b>230</b>	<b>360</b>	<b>3,421</b>	<b>1,721</b>	<b>15,587</b>	<b>474</b>	<b>596</b>	<b>1,013</b>	<b>(230)</b>	<b>28,922</b>
<b>OTHER BUDGETS</b>											
Support Services	-	-	-	-	-	-	-	-	-	230	230
Income - recharges to GF	-	-	-	-	-	-	-	-	-		-
Capital Charges	-	-	-	-	-	-	-	-	-		-
<b>BUDGET REQUIREMENT</b>	<b>5,750</b>	<b>230</b>	<b>360</b>	<b>3,421</b>	<b>1,721</b>	<b>15,587</b>	<b>474</b>	<b>596</b>	<b>1,012</b>	<b>0</b>	<b>29,151</b>

## **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.

### **D50000 – Catering Services**

The schools catering service provides school meals for 54 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:

- Help raise pupil achievement;
- Help reduce health inequalities;
- Help promote social inclusion;
- Support children and young people in developing healthy behaviour.

The service has key links with the healthy outcomes provided with the Every Child Matters agenda.

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<b>CHS - Commissioning and Safeguarding</b>	<b>Management (Div Director, PA and GM's) and Access and Connect</b>	<b>Performance and Support</b>	<b>Social Care Learning and Development</b>	<b>Safeguarding, Quality and Reviews</b>	<b>CAMHS</b>	<b>Information Sharing &amp; Assessment</b>	<b>Commissioning &amp; Partnerships</b>	<b>TOTAL</b>
<b>BUDGETS 2013-14</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>EXPENSES</b>								
Employee Expenses - Salaries	394	543	202	846	274	299	312	<b>2,870</b>
Employee Expenses - Non Salaries	-	5	254	13	-	-	-	<b>272</b>
Premises Costs	-	-	-	-	-	-	-	-
Transport Costs	7	-	-	2	-	-	-	<b>9</b>
Supplies & Services	279	40	-	24	-	-	104	<b>447</b>
Agency & Contracted Services	128	-	-	45	114	-	388	<b>674</b>
Transfer Payment	-	-	-	-	-	-	-	-
Recharges from HRA	-	-	-	-	-	-	-	-
<b>Gross Controllable Expenditure</b>	<b>808</b>	<b>587</b>	<b>456</b>	<b>930</b>	<b>388</b>	<b>299</b>	<b>803</b>	<b>4,272</b>
<b>INCOME</b>								
Income - Grants, Fees & Charges & Other	(380)	-	-	(43)	-	-	-	<b>(423)</b>
Income - recharges to HRA	-	-	-	-	-	-	-	-
Income - recharges to DSG & Schools	(230)	(60)	-	-	-	-	-	<b>(290)</b>
Income - recharges to Capital Programme & Other	-	-	-	-	-	-	-	-
<b>Gross Controllable Income</b>	<b>(610)</b>	<b>(60)</b>	<b>-</b>	<b>(43)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(713)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>198</b>	<b>527</b>						<b>3,558</b>
<b>OTHER BUDGETS</b>								
Support Services	-	-	-	-	-	-	-	-
Income - recharges to GF	-	-	-	-	-	-	-	-
Capital Charges	-	-	-	-	-	-	-	-
<b>BUDGET REQUIREMENT</b>	<b>198</b>	<b>527</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,558</b>

## CHILDRENS SERVICES

### Management & Central

#### **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.

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<b>CHS - Management &amp; Central</b>	<b>Capital Charges</b>	<b>Central Support Costs</b>	<b>Other Management Costs</b>	<b>TOTAL</b>
<b>BUDGETS 2013-14</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>EXPENSES</b>				
Employee Expenses - Salaries	-	-	401	<b>401</b>
Employee Expenses - Non Salaries	-	-	783	<b>783</b>
Premises Costs	-	-	-	-
Transport Costs	-	-	-	-
Supplies & Services	-	-	1,782	<b>1,782</b>
Agency & Contracted Services	-	-	859	<b>859</b>
Transfer Payment	-	-	5	<b>5</b>
Recharges from HRA	-	-	-	-
<b>Gross Controllable Expenditure</b>	-	-	<b>3,830</b>	<b>3,830</b>
<b>INCOME</b>				-
Income - Grants, Fees & Charges & Other	-	(190)	-	<b>(190)</b>
Income - recharges to HRA	-	-	-	-
Income - recharges to DSG & Schools	-	(200)	-	<b>(200)</b>
Income - recharges to Capital Programme & Other	-	-	-	-
<b>Gross Controllable Income</b>	-	<b>(390)</b>	-	<b>(390)</b>
				-
<b>NET CONTROLLABLE BUDGET</b>	-	<b>(390)</b>	<b>3,830</b>	<b>3,440</b>
				-
<b>OTHER BUDGETS</b>				-
Support Services	-	7,735	-	<b>7,735</b>
Income - recharges to GF	-	(22)	-	<b>(22)</b>
Capital Charges	12,727	1,570	-	<b>14,297</b>
<b>BUDGET REQUIREMENT</b>	<b>12,727</b>	<b>8,893</b>	<b>3,830</b>	<b>25,449</b>

# **CHILDRENS SERVICES – DEDICATED SCHOOL GRANT (DSG) REVENUE BUDGET 2013/14**

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<b>CHILDREN SERVICES – DEDICATED SCHOOLS GRANT</b>	<b>Early Years Block</b>	<b>High Needs Block</b>	<b>Schools Block</b>	<b>Total</b>
<b>BUDGETS 2013-14</b>				
<b>EXPENSES</b>				
Employee Expenses - Salaries	1,267	3,528	1,017	<b>5,811</b>
Employee Expenses - Non Salaries	2	176	3	<b>181</b>
Premises Costs	16	183	250	<b>449</b>
Transport Costs	16	28	8	<b>52</b>
Supplies & Services	3,837	966	2,066	<b>6,869</b>
Agency & Contracted Services	11,047	19,411	176,008	<b>206,466</b>
Transfer Payment				-
Recharges from HRA				-
<b>Gross Controllable Expenditure</b>	<b>16,184</b>	<b>24,292</b>	<b>179,352</b>	<b>219,828</b>
<b>INCOME</b>				
Dedicated Schools Grant (DSG)	(16,285)	(24,416)	(177,235)	<b>(217,936)</b>
Income - Grants, Fees & Charges & Other		(265)	(2,315)	<b>(2,580)</b>
Income - recharges to DSG & Schools				
Income - recharges to Capital Programme & Other				
<b>Gross Controllable Income</b>	<b>(16,285)</b>	<b>(24,681)</b>	<b>(179,550)</b>	<b>(220,516)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>(101)</b>	<b>(389)</b>	<b>(198)</b>	<b>(688)</b>
<b>OTHER BUDGETS</b>				
Support Services	101	389	198	<b>688</b>
Income - recharges to GF				
Capital Charges				
<b>BUDGET REQUIREMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## CHILDREN'S SERVICES – DSG

### Schools Block

#### RECHARGES TO DSG 2013-14

Types of support services provided	2013-14	2012-13	Movement
	£'000	£'000	£'000

#### CHIEF EXECUTIVE

Civic Buildings Accommodation	111	112	(1)
Elevate Services	307	300	7
Insurance & Risk Management	-	3	(3)
HR Support	-	105	(105)
Legal Services	232	127	105
School Appeals	36	36	-
<b>TOTAL CHIEF EXECUTIVE</b>	<b>686</b>	<b>683</b>	<b>3</b>

#### ADULT & COMMUNITY SERVICES

Alarm Monitoring & Magnetic Locks	2	2	-
Equalities & Diversity	-	3	(3)
Security Contract	-	-	-
<b>TOTAL ADULT &amp; COMMUNITY SERVICES</b>	<b>2</b>	<b>5</b>	<b>(3)</b>

<b>TOTAL SUPPORT CHARGES TO DSG</b>	<b>688</b>	<b>688</b>	<b>-</b>
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## CHILDREN'S SERVICES – DSG

### 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.

Central Education Services – Includes:

- De-delegated Services - where maintained schools agree a service should be provided centrally because of economies of scale or pooled risk. There is a limited list of services that can be provided centrally.
- Historic commitments – for example combined DSG and General fund budgets.
- Statutory functions of the local authority – These include the co-ordinated admissions scheme, the Carbon Reduction Commitment and the administration of the Schools Forum.

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## Early years

### **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.

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<b>Divisional Director</b>	Christine Pryor Tel: 020 8227 5277	Divisional Director of Targeted Support E-mail: <a href="mailto:Christine.Pryor@lbbd.gov.uk">Christine.Pryor@lbbd.gov.uk</a>
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## CHILDREN'S SERVICES – DSG

### High Needs Block

#### **Description of Service**

These budgets are for pupils and students with high needs. This includes pupils aged from birth to 19 with high-level SEN; pupils of compulsory school age in alternative provision (AP); and those aged 16-25 with high-level learning difficulties or disabilities (LDD). The new approach defines high needs pupils and students as those who require provision costing more than about £10,000 per year in total. This threshold will distinguish between the needs the Council expects will be met through mainstream funding and the point at which additional high needs funding is provided from these budgets.

Services include -

- 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.
- Pupil referral units, SEN bases & units, Additional Resource Provision (ARP).

**Divisional Director**

Jane Hargreaves

Divisional Director of Education

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# HOUSING & ENVIRONMENT REVENUE BUDGET 2013/14

**Corporate Director:** Darren Henaghan  
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Housing & Environment	Housing General Fund	Direct Services	Enforcement & Network Services	Parks & Environmental Design	Fleet & Transport Services	Barking Market	TOTAL
BUDGETS 2013-14	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>EXPENSES</b>							
Employee Expenses - Salaries	1,918	7,647	3,241	1,866	1,633	45	16,350
Employee Expenses - Non Salaries	66	85	16	13	53	-	233
Premises Costs	77	397	249	2,032	310	20	3,085
Transport Costs	12	2,372	117	39	618	1	3,159
Supplies & Services	553	457	880	399	46	23	2,358
Agency & Contracted Services	10,253	779	336	558	-	376	12,302
Transfer Payment	-	-	-	(235)	-	-	(235)
Recharges from HRA	-	83	142	-	-	-	225
<b>Gross Controllable Expenditure</b>	<b>12,879</b>	<b>11,820</b>	<b>4,981</b>	<b>4,672</b>	<b>2,660</b>	<b>465</b>	<b>37,477</b>
<b>INCOME</b>							
Income - Grants, Fees & Charges & Other	(10,822)	(2,307)	(6,872)	(832)	(3160)	(860)	(22,009)
Income - recharges to HRA	(1,872)	(2,696)	(42)	(180)	(287)	-	(5,077)
Income - recharges to DSG & Schools	-	(406)	-	-	(52)	-	(458)
Income - recharges to Capital Programme & Other	(448)	-	-	(154)	-	-	(602)
<b>Gross Controllable Income</b>	<b>(13,142)</b>	<b>(5,409)</b>	<b>(6,914)</b>	<b>(1,166)</b>	<b>(655)</b>	<b>(860)</b>	<b>(28,146)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>(263)</b>	<b>6,411</b>	<b>(1,933)</b>	<b>3,506</b>	<b>2,005</b>	<b>(395)</b>	<b>9,331</b>
<b>OTHER BUDGETS</b>							
Support Services	2,464	4,325	1,350	1,666	530	393	10,728
Income - recharges to GF	-	(3,573)	(105)	(43)	(3,010)	-	(6,731)
Capital Charges	14	1,271	144	7,617	219	-	9,265
<b>BUDGET REQUIREMENT</b>	<b>2,215</b>	<b>8,434</b>	<b>(544)</b>	<b>12,746</b>	<b>(256)</b>	<b>(2)</b>	<b>22,593</b>

\* This is a service efficiency target following a zero based budgeting review

**RECHARGES TO HOUSING & ENVIRONMENT - GF 2013-14 (1 OF 2)**

Types of support services provided	2013-14	2012-13	Movement
	£'000	£'000	£'000

**CHIEF EXECUTIVE**

Asset Strategy & Management	100	73	27
Building Cleaning	162	235	(73)
Building Maintenance	72	74	(2)
Business Management	31	31	-
Business Unit & Graduate Trainees	45	87	(42)
Civic Buildings Accommodation	226	311	(85)
Corporate Client	169	242	(73)
Elevate Client Team (includes Programme Mgt)	-	178	(178)
* Elevate Services	2,742	3,033	(291)
Energy & Compliance	98	98	-
Finance	610	600	10
Innovation & Funding	23	0	23
Insurance & Risk Management	15	90	(75)
Internal Audit	57	79	(22)
Land & Property	6	13	(7)
Leasehold Buildings (Maritime House) & (Crown House) Accommodation	-	67	-(67)
Regeneration - Sustainable Communities & Economic Development	-	4	(4)
Security	96	96	-
Subsidy	1,500	1,500	-
Tenancy Investigation Team	0	100	(100)
Democratic Services	9	22	(13)
HR Support	519	412	107
Legal Services	157	199	(42)
Marketing & Communications	112	158	(46)
Members And Mayoral Expenses including Members Transport and Post Delivery	6	9	(3)
Policy & Performance including Corporate Complaints	84	212	(128)
<b>TOTAL CHIEF EXECUTIVE</b>	<b>6,839</b>	<b>7,923</b>	<b>(1,084)</b>

**RECHARGES TO HOUSING & ENVIRONMENT - GF 2013-14 (2 OF 2)**

Types of support services provided	2013-14	2012-13	Movement
	£'000	£'000	£'000

**HOUSING & ENVIRONMENT - GF**

Cleansing	227	167	60
Enforcement Officer EHTS	15	-	15
Fleet Management	189	392	(203)
Frizland Depot	351	207	144
Grounds Maintenance	2,207	2,245	(38)
Highway Engineer	43	104	(61)
Highways	555	452	103
Refuse Collection	192	187	5
<b>TOTAL HOUSING, ENVIRONMENT &amp; ENFORCEMENT - GF</b>	<b>3,779</b>	<b>3,754</b>	<b>25</b>

**ADULT & COMMUNITY SERVICES**

Alarm Monitoring & Magnetic Locks	7	10	(3)
CCTV	100	100	
Equalities & Diversity	-	27	(27)
Security Contract	2	4	(2)
Sports Centres	1	2	(1)
<b>TOTAL ADULT &amp; COMMUNITY SERVICES</b>	<b>110</b>	<b>143</b>	<b>(33)</b>

<b>TOTAL SUPPORT CHARGES TO HOUSING &amp; ENVIRONMENT - GF</b>	<b>10,728</b>	<b>11,820</b>	<b>(1,092)</b>
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**RECHARGES FROM THE HRA**

Localities	225	-	225
<b>TOTAL HOUSING &amp; ENVIRONMENT - HRA</b>	<b>225</b>	<b>-</b>	<b>225</b>

\* Elevate Services include: Rents, Cashiers, General Income, Property Services, Accounts for payments and Corporate procurement, HR and Payroll (Including Schools), B&D Direct and ICT (JV) including departmental



## **HOUSING & ENVIRONMENT**

### **Housing General Fund**

#### **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;

The 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 the team will ensure 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 the service's 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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<b>Budget Holder</b>	James Goddard Tel: 020 8724 8238	Group Manager, Housing Strategy & Private Sector Housing Email: james.goddard@lbbd.gov.uk
<b>Divisional Director</b>	Ken Jones Tel: 020 8227 5703	Divisional Director, Housing Strategy Email: ken.jones@lbbd.gov.uk

H&E - Housing General Fund	Housing Advice & Temporary Accommodation	Private Sector Housing	Housing Strategy	TOTAL
BUDGETS 2013-14	£'000	£'000	£'000	£'000
<b>EXPENSES</b>				
Employee Expenses - Salaries	1,257	322	340	1,918
Employee Expenses - Non Salaries	34	32	-	66
Premises Costs	77	-	-	77
Transport Costs	4	3	5	12
Supplies & Services	536	8	9	553
Agency & Contracted Services	10,244	8	1	10,253
Transfer Payment	-	-	-	-
Recharges from HRA	-	-	-	-
<b>Gross Controllable Expenditure</b>	<b>12,151</b>	<b>373</b>	<b>355</b>	<b>12,878</b>
<b>INCOME</b>				
Income - Grants, Fees & Charges & Other	(10,822)	-	-	(10,822)
Income - recharges to HRA	(1,600)	-	(272)	(1,872)
Income - recharges to DSG & Schools	-	-	-	-
Income - recharges to Capital Programme & Other	-	(245)	(203)	(448)
<b>Gross Controllable Income</b>	<b>(12,422)</b>	<b>(245)</b>	<b>(475)</b>	<b>(13,142)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>(271)</b>	<b>128</b>	<b>(120)</b>	<b>(264)</b>
<b>OTHER BUDGETS</b>				
Support Services	2,465	-	-	2,465
Income - recharges to GF	-	-	-	-
Capital Charges	14	-	-	14
<b>BUDGET REQUIREMENT</b>	<b>2,207</b>	<b>128</b>	<b>(120)</b>	<b>2,215</b>

## HOUSING & ENVIRONMENT

### Direct Services

#### 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 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.

##### **J20120 – East London Waste Authority (ELWA)**

The authority, as one of the four East London Waste Authority (ELWA) members, provides several support services to ELWA. The costs incurred include those of the Monitoring Officer, Legal & Committee Services, HR & IT Support, Payroll Services and Contract Monitoring, together with other minor supplies & services.

##### **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, and 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.

##### **J20800 – Pest Control**

Dedicated team providing a range of pest control services to residents and business across the borough.

## **J20810 – Arboriculture & Grounds Maintenance**

The Arboriculture 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.

## **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. The service also 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.

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H&E - Direct Services	Refuse Collection	Cleansing	ELWA	Highways	Cemeteries & Crematoria	Parks & Open Spaces	Pest Control	Grounds Maintenance	TOTAL
BUDGETS 2013-14	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>EXPENSES</b>									
Employee Expenses - Salaries	2,774	1,624	395	372	-	-	91	2,391	7,647
Employee Expenses - Non Salaries	-	15	-	3	-	-	-	67	85
Premises Costs	-	17	4	-	52	324	-	-	397
Transport Costs	954	663	7	120	-	-	14	614	2,372
Supplies & Services	143	97	20	30	16	30	13	108	457
Agency & Contracted Services	556	125	-	4	-	-	-	95	780
Transfer Payment	-	-	-	-	-	-	-	-	-
Recharges from HRA	-	83	-	-	-	-	-	-	83
<b>Gross Controllable Expenditure</b>	<b>4,427</b>	<b>2,624</b>	<b>426</b>	<b>529</b>	<b>68</b>	<b>354</b>	<b>118</b>	<b>3,275</b>	<b>11,821</b>
<b>INCOME</b>									
Income - Grants, Fees & Charges & Other	(1,102)	-	(570)	-	(483)	(65)	(27)	(61)	(2,307)
Income - recharges to HRA	(871)	(611)	-	(110)	-	-	(160)	(944)	(2,696)
Income - recharges to DSG & Schools	(196)	-	-	-	-	-	(8)	(202)	(406)
Income - recharges to Capital Programme & Other	-	-	-	-	-	-	-	-	-
<b>Gross Controllable Income</b>	<b>(2,169)</b>	<b>(611)</b>	<b>(570)</b>	<b>(110)</b>	<b>(483)</b>	<b>(65)</b>	<b>(195)</b>	<b>(1,207)</b>	<b>(5,409)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>2,258</b>	<b>2,013</b>	<b>-144</b>	<b>419</b>	<b>-415</b>	<b>289</b>	<b>-77</b>	<b>2,068</b>	<b>6,412</b>
<b>OTHER BUDGETS</b>									
Support Services	883	451	100	125	145	2,062	76	482	4,324
Income - recharges to GF	(407)	(317)	-	(555)	-	-	-	(2,294)	(3,573)
Capital Charges	761	184	-	13	10	303	-	-	1,271
<b>BUDGET REQUIREMENT</b>	<b>3,495</b>	<b>2,331</b>	<b>-44</b>	<b>2</b>	<b>-260</b>	<b>2,654</b>	<b>-1</b>	<b>256</b>	<b>8,434</b>

## HOUSING & ENVIRONMENT

### Enforcement & Network Services

#### Description Of Service

##### **J20200 & J20300 – Highways Maintenance/Highways**

Undertaking reactive highways maintenance, gulley 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 Standards**

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, 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.

##### **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

##### **J20500 – Parking**

This budget represents expenditure and income from on-street and off-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**

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

## 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.

### 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)

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.

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<b>H&amp;E - Enforcement &amp; Network Services</b>	<b>Environmental Health &amp; Trading Standards</b>	<b>Parking</b>	<b>Enforcement</b>	<b>Building Control</b>	<b>TOTAL</b>
<b>BUDGETS 2013-14</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>EXPENSES</b>					
Employee Expenses - Salaries	831	1,727	223	460	3,241
Employee Expenses - Non Salaries	16	-	-	-	16
Premises Costs	5	244	-	-	249
Transport Costs	29	72	-	15	116
Supplies & Services	131	724	11	14	880
Agency & Contracted Services	255	72	-	9	336
Transfer Payment	-	-	-	-	0
Recharges from HRA	-	-	142	-	142
<b>Gross Controllable Expenditure</b>	<b>1,267</b>	<b>2,839</b>	<b>376</b>	<b>498</b>	<b>4,980</b>
<b>INCOME</b>					
Income - Grants, Fees & Charges & Other	(130)	(6,379)	(72)	(290)	(6,871)
Income - recharges to HRA	-	(42)	-	-	(42)
Income - recharges to DSG & Schools	-	-	-	-	0
Income - recharges to Capital Programme & Other	-	-	-	-	0
<b>Gross Controllable Income</b>	<b>(130)</b>	<b>(6,421)</b>	<b>(72)</b>	<b>(290)</b>	<b>(6,913)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>1,137</b>	<b>(3,582)</b>	<b>304</b>	<b>208</b>	<b>(1,933)</b>
<b>OTHER BUDGETS</b>					
Support Services	279	838	107	126	1,350
Income - recharges to GF	(15)	-	-	(90)	(105)
Capital Charges	7	137	-	-	144
<b>BUDGET REQUIREMENT</b>	<b>1,408</b>	<b>(2,607)</b>	<b>411</b>	<b>244</b>	<b>(544)</b>

## HOUSING & ENVIRONMENT

### Parks and Environmental Designs

#### J20750 – Parks Events

The Parks Management & Development Group is made up of the Park Development Team, who is 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.

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H&E - Parks & Environmental Design	Environment & Enforcement Division Support	Highways Maintenance	Highways Engineers	Land Drainage	Parks & Events	Safe & Sustainable Transport (Road Safety)	TOTAL
BUDGETS 2013-14	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>EXPENSES</b>							
Employee Expenses - Salaries	566	594	98	14	363	231	1,866
Employee Expenses - Non Salaries	-	-	-	-	7	6	13
Premises Costs	-	1,797	-	30	206	-	2,032
Transport Costs	5	12	5	-	16	1	39
Supplies & Services	64	196	7	-	116	15	399
Agency & Contracted Services	-	488	-	24	46	-	558
Transfer Payment	(235)*	-	-	-	-	-	(235)
Recharges from HRA	-	-	-	-	-	-	-
<b>Gross Controllable Expenditure</b>	<b>400</b>	<b>3,087</b>	<b>110</b>	<b>68</b>	<b>754</b>	<b>253</b>	<b>4,671</b>
<b>INCOME</b>							
Income - Grants, Fees & Charges & Other	(47)	(469)	-	-	(317)	-	(832)
Income - recharges to HRA	-	(180)	-	-	-	-	(180)
Income - recharges to DSG & Schools	-	-	-	-	-	-	-
Income - recharges to Capital Programme & Other	-	-	(114)	-	(40)	-	(154)
<b>Gross Controllable Income</b>	<b>(47)</b>	<b>(649)</b>	<b>(114)</b>	<b>-</b>	<b>(357)</b>	<b>-</b>	<b>(1,166)</b>
							-
<b>NET CONTROLLABLE BUDGET</b>	<b>353</b>	<b>2,438</b>	<b>(04)</b>	<b>68</b>	<b>398</b>	<b>253</b>	<b>3,505</b>
<b>OTHER BUDGETS</b>							
Support Services	93	1,046	67	64	308	88	1,666
Income - recharges to GF	-	-	(43)	-	-	-	(43)
Capital Charges	542	6,994	-	-	80	-	7,617
<b>BUDGET REQUIREMENT</b>	<b>988</b>	<b>10,478</b>	<b>20</b>	<b>132</b>	<b>786</b>	<b>341</b>	<b>12,745</b>

\* As indicated on the Summary, this is a service efficiency target following a zero based budgeting review

## HOUSING & ENVIRONMENT

### Fleet and Transport Services

#### Description Of Service

##### **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.

##### **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 the Council's 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.

##### **J20900 – Passenger Transport Services**

The transport service is delivered from Frizlands depot in Dagenham and delivers the service to the whole of the Borough of Barking and Dagenham.

It transports 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.

It also delivers 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.

<b>Budget Holder</b>	Mark Fransener	Group Manager, Highways Maintenance, Highways DLO, Highways Engineers, Street Lighting, Land Drainage, Road Safety, Parks Events
	Tel: 020 8227 1222	Email: @lbbd.gov.uk
<b>Divisional Director</b>	Robin Payne	Divisional Director, Environmental Services
	Tel: 020 8227 5660	Email: robin.payne@lbbd.gov.uk

H&E - Fleet & Transport Services	Vehicle Fleet	Frizlands Depot	Transport Services	TOTAL
BUDGETS 2013-14	£'000	£'000	£'000	£'000
<b>EXPENSES</b>				
Employee Expenses - Salaries	207	36	1,390	1,633
Employee Expenses - Non Salaries	-	4	49	53
Premises Costs	10	198	102	310
Transport Costs	40	1	577	618
Supplies & Services	9	18	19	46
Agency & Contracted Services	-	-	-	-
Transfer Payment	-	-	-	-
Recharges from HRA	-	-	-	-
<b>Gross Controllable Expenditure</b>	<b>266</b>	<b>257</b>	<b>2,137</b>	<b>2,661</b>
<b>INCOME</b>				
Income - Grants, Fees & Charges & Other	(172)	(53)	(91)	(316)
Income - recharges to HRA	(237)	(50)	-	(287)
Income - recharges to DSG & Schools	-	-	(52)	(52)
Income - recharges to Capital Programme & Other	-	-	-	-
<b>Gross Controllable Income</b>	<b>(408)</b>	<b>(103)</b>	<b>(144)</b>	<b>(655)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>(142)</b>	<b>154</b>	<b>1,994</b>	<b>2,006</b>
<b>OTHER BUDGETS</b>				
Support Services	163	120	247	530
Income - recharges to GF	(192)	(368)	(2,450)	(3,010)
Capital Charges	-	40	179	219
<b>BUDGET REQUIREMENT</b>	<b>(171)</b>	<b>(53)</b>	<b>(31)</b>	<b>(256)</b>

## HOUSING & ENVIRONMENT

### Barking Market

#### 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.

<b>Budget Holder</b>	Kath Stent Tel: 020 8227 3994	Group Manager, Enforcement & Environmental Health and Trading Standards, Building Control, Barking Market Email: <a href="mailto:kath.stent@lbbd.gov.uk">kath.stent@lbbd.gov.uk</a>
<b>Divisional Director</b>	Robin Payne Tel: 020 8227 5660	Divisional Director, Environmental Services Email: <a href="mailto:robin.payne@lbbd.gov.uk">robin.payne@lbbd.gov.uk</a>

<b>H&amp;E - Barking Market</b>	<b>Barking Market</b>
<b>BUDGETS 2013-14</b>	<b>£'000</b>
<b><u>EXPENSES</u></b>	
Employee Expenses - Salaries	45
Employee Expenses - Non Salaries	-
Premises Costs	20
Transport Costs	1
Supplies & Services	23
Agency & Contracted Services	376
Transfer Payment	-
Recharges from HRA	-
<b>Gross Controllable Expenditure</b>	<b>465</b>
<b><u>INCOME</u></b>	
Income - Grants, Fees & Charges & Other	(860)
Income - recharges to HRA	-
Income - recharges to DSG & Schools	-
Income - recharges to Capital Programme & Other	-
<b>Gross Controllable Income</b>	<b>(860)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>(395)</b>
<b><u>OTHER BUDGETS</u></b>	
Support Services	393
Income - recharges to GF	-
Capital Charges	-
<b>BUDGET REQUIREMENT</b>	<b>(2)</b>

# **HOUSING & ENVIRONMENT – HOUSING REVENUE ACCOUNT BUDGET 2013/14**

**Corporate Director:** Darren Henaghan  
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**Group Accountant:** Jahangir Mannan  
**Tel:** 020 8227 2158  
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<b>HRA Estimate 2013/14 – Statutory Format</b>	<b>2012/13</b>	<b>2013/14</b>	<b>Change</b>	<b>Change</b>
<b>BUDGETS 2013-14</b>	<b>(£'000)</b>	<b>(£'000)</b>	<b>(£'000)</b>	<b>(%)</b>
<b>INCOME</b>				
Rents of dwelling	(84,616)	(86,627)	(2,011)	2.4
Non Dwelling rents	(2,574)	(2,502)	72	(2.8)
Charges for services and facilities	(17,153)	(17,529)	(376)	2.2
Capitalisation of revenue repairs	(1,000)	(1,000)	0	0.0
<b>Total Income</b>	<b>(105,343)</b>	<b>(107,658)</b>	<b>(2,315)</b>	<b>2.2</b>
<b>EXPENDITURE</b>				
Repairs and maintenance	20,522	20,000	(522)	(2.5)
Supervision and management	36,204	37,847	1,643	4.5
Rent, rates, taxes and other charges	893	700	(193)	(21.6)
Depreciation of fixed assets	14,875	9,500	(5,375)	(36.1)
Provision for bad debts	992	3,158	2,166	218.3
Interest charges	9,684	9,759	75	0.8
<b>Total Expenditure</b>	<b>83,170</b>	<b>80,964</b>	<b>(2,206)</b>	<b>(2.7)</b>
<b>Net Income – HRA Services</b>	<b>(22,173)</b>	<b>(26,694)</b>	<b>(4,521)</b>	<b>20.4</b>
Corporate & Democratic Core	811	811	0	0.0
Revenue Contributions towards Capital	21,455	26,219	4,764	22.2
<b>Net Cost of HRA Services</b>	<b>93</b>	<b>336</b>	<b>243</b>	<b>261.3</b>
Interest & Investment Income	(93)	(336)	(243)	261.3
<b>Deficit / (Surplus) for the year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## RECHARGES TO HRA 2013-14 (1 OF 3)

Types of support services provided	2013-14	2012-13	Movement
	£'000	£'000	£'000

### **CHIEF EXECUTIVE**

Asset Management/Right to Buy	-	44	(44)
Building Cleaning	94	79	15
Civic Buildings Accommodation	206	250	(44)
Corporate Client	239	239	-
Corporate Management	811	811	-
* Elevate Services	3,851	3,584	267
Energy & Compliance	19	19	-
Finance	250	277	(27)
HRA Commercial Properties	740	825	(85)
Innovation & Funding	38	47	(8)
Insurance & Risk Management	53	69	(16)
Internal Audit	55	67	(13)
Management & Admin	94	139	(45)
Property Services - Pondfield House	200	479	(279)
Regeneration - Sustainable Communities & Economic Development	218	19	199
Tenancy Investigation Team	149	156	(7)
HR Support	163	119	44
Legal Services	247	222	25
Marketing & Communications	61	96	(35)
Policy & Performance including Corporate Complaints	74	112	(39)
<b>TOTAL CHIEF EXECUTIVE</b>	<b>7,562</b>	<b>7,653</b>	<b>(91)</b>

2013-14 HRA £'000	2013-14 DLO £'000	2013-14 TOTAL £'000
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-	-	-
49	45	94
206	-	206
239	-	239
811	-	811
3,768	83	3,851
19	-	19
250	-	250
740	-	740
38	-	38
53	-	53
55	-	55
94	-	94
-	200	200
218	-	218
149	-	149
163	-	163
172	75	247
61	-	61
74	-	74
<b>7,159</b>	<b>403</b>	<b>7,562</b>

## RECHARGES TO HRA 2013-14 (2 OF 3)

Types of support services provided	2013-14	2012-13	Movement
	£'000	£'000	£'000

2013-14 HRA	2013-14 DLO	2013-14 TOTAL
£'000	£'000	£'000

## HOUSING & ENVIRONMENT - GF

Cleansing	611	574	37
Environmental Health & Trading Standards - Pest Control	160	101	59
Fleet Management	237	19	218
Frizland Depot	50	-	50
Grounds Maintenance	944	927	17
Highways	110	91	19
Highways Maintenance	180	-	180
Housing Advice	1,600	1,600	-
Housing Strategy	272	275	(3)
Off Street Parking	42	42	-
PPP	-	40	(40)
Refuse Collection	871	667	205
<b>TOTAL HOUSING &amp; ENVIRONMENT - GF</b>	<b>5,077</b>	<b>4,335</b>	<b>742</b>

611	-	611
160	-	160
52	185	237
50	-	50
944	-	944
110	-	110
180	-	180
1,600	-	1,600
272	-	272
42	-	42
-	-	-
702	169	871
<b>4,723</b>	<b>354</b>	<b>5,077</b>

## RECHARGES TO HRA 2013-14 (3 OF 3)

Types of support services provided	2013-14	2012-13	Movement
	£'000	£'000	£'000

2013-14 HRA	2013-14 DLO	2013-14 TOTAL
£'000	£'000	£'000

### ADULT & COMMUNITY SERVICES

Alarm Monitoring & Magnetic Locks	12	11	1
Anti-social behaviour	116	116	-
CCTV	188	188	-
Domestic Violence	40	40	-
Neighbourhood Management	92	92	-
Security Contract	2	-	2
Sports Centres	1	1	(1)
Surveillance and Monitoring Service (SAMS)	176	176	-
<b>TOTAL ADULT &amp; COMMUNITY SERVICES</b>	<b>626</b>	<b>624</b>	<b>2</b>

12	-	12
116	-	116
188	-	188
40	-	40
92	-	92
2	-	2
1	-	1
176	-	176
<b>626</b>	<b>-</b>	<b>626</b>

### CENTRAL

ELEVATE - Gainshare: Procurement savings		308	(308)
<b>TOTAL CENTRAL</b>	<b>-</b>	<b>308</b>	<b>(308)</b>

-	-	-
-	-	-

<b>TOTAL SUPPORT CHARGES TO HRA</b>	<b>13,264</b>	<b>12,920</b>	<b>345</b>
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<b>12,507</b>	<b>757</b>	<b>13,264</b>
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\* Elevate Services include: Rents, Cashiers, General Income, Property Services, Accounts for payments and Corporate procurement, HR and Payroll (Including Schools), B&D Direct and ICT (JV) including departmental

## HOUSING AND ENVIRONMENT – HRA

### HOUSING & NEIGHBOURHOOD 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 2013 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). There are six locality areas where integrated services covering housing, environmental health, caretaking, grounds maintenance and street cleansing are provided through six locality managers, and two main areas providing a range of housing management services.

The Cabinet on 12th February 2013 agreed the above estimates for 2013-14 and agreed an average weekly rent increase of £4.21 (4.96%).

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 came into effect from 1 April 2012 upon the introduction of HRA self-financing. Future subsidy payments to CLG have been replaced by additional borrowing costs associated with the debt acquired as a result of the self-financing settlement, which is approx £266m. 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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<b>Budget Holder</b>	Christopher Boyo Tel: 020 8724 8380	Group Manager, Housing & Neighbourhoods Email: Christopher.boyo@lbbd.gov.uk
<b>Budget Holder</b>	Robert Wood Tel: 020 8724 8831	Head of Repairs & Maintenance Email: robert.wood@lbbd.gov.uk
<b>Budget Holder</b>	Danny Caine Tel: 020 8227 3363	Group Manager, Business Services Email: danny.caine@lbbd.gov.uk
<b>Divisional Director</b>	Maureen McEleney Tel: 020 8227 3738	Interim Divisional Director, Housing & Neighbourhoods Email: Maureen.mceleney@lbbd.gov.uk

# CHIEF EXECUTIVE DIRECTORATE BUDGET 2013/14

**Chief Executive:** Graham Farrant  
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**Group Accountant:** Olufunke Johnson  
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CHIEF EXECUTIVE (part 1 of 2)	Finance	Corporate Management	Asset and Facilities Management	Customer Services, Contracts and Business Improvements (incl Elevate)	Regeneration & Economic Development (inc Corp Client and Capital Delivery)
BUDGETS 2013-14	£'000	£'000	£'000	£'000	£'000
<b>EXPENSES</b>					
Employee Expenses - Salaries	3,880	426	4,419	918	4,637
Employee Expenses - Non Salaries	49	70	(186)	18	52
Premises Costs	-	-	2,680	126	-
Transport Costs	16	2	49	5,788	35
Supplies & Services	792	682	681	422	279
Agency & Contracted Services	200	360	109	22,826	753
Transfer Payment	140,369	-	-	142	-
Recharges from HRA	-	37	-	-	-
<b>Gross Controllable Expenditure</b>	<b>145,306</b>	<b>1,577</b>	<b>7,752</b>	<b>30,240</b>	<b>5,756</b>
<b>INCOME</b>					
Income - Grants, Fees & Charges & Other	(139,773)	-	(73)	(3,931)	(1,127)
Income - recharges to HRA	(545)	(811)	(319)	(4,791)	(551)
Income - recharges to DSG & Schools	(314)	-	(2,358)	(1,085)	-
Income - recharges to Capital Programme & Other	(369)	(84)	(1,067)	(800)	(2,031)
<b>Gross Controllable Income</b>	<b>(141,001)</b>	<b>(895)</b>	<b>(3,817)</b>	<b>(10,607)</b>	<b>(3,709)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>4,305</b>	<b>682</b>	<b>3,935</b>	<b>19,633</b>	<b>2,047</b>
<b>OTHER BUDGETS</b>					
Support Services	594	4,397	1,760	1,793	1,512
Income - recharges to GF	(5,023)	(727)	(4,883)	(10,359)	(687)
Capital Charges	-	-	276	420	274
<b>BUDGET REQUIREMENT</b>	<b>(124)</b>	<b>4,352</b>	<b>1,088</b>	<b>11,487</b>	<b>3,146</b>

CHIEF EXECUTIVE (part 2 of 2)	Chief Executive	Marketing & Communication	Policy & Performance Team	Legal Services	Democratic Services	Human Resources	TOTAL
BUDGETS 2013-14	£'000	£'000	£'000	£'000	£'000	£'000	
<b>EXPENSES</b>							
Employee Expenses - Salaries	(303)	715	490	1,508	1,857	1,655	20,202
Employee Expenses - Non Salaries	17	10	19	46	42	200	337
Premises Costs	1	-	-	-	12	1	2,820
Transport Costs	6	1	2	5	19	5	5,928
Supplies & Services	17	28	283	90	272	38	3,584
Agency & Contracted Services	10	-	-	-	-	5	24,263
Transfer Payment	-	-	-	-	-	-	140,511
Recharges from HRA	-	-	-	-	-	-	37
<b>Gross Controllable Expenditure</b>	<b>(252)</b>	<b>754</b>	<b>794</b>	<b>1,649</b>	<b>2,201</b>	<b>1,904</b>	<b>197,682</b>
		-	-	-	-	-	
<b>INCOME</b>							
Income - Grants, Fees & Charges & Other	-	(111)	-	(25)	(5)	(25)	(145,070)
Income - recharges to HRA	-	(61)	(74)	(247)	-	(163)	(7,562)
Income - recharges to DSG & Schools	-	-	-	(258)	(36)	-	(4,051)
Income - recharges to Capital Programme & Other	-	-	-	(55)	(9)	-	(4,415)
<b>Gross Controllable Income</b>	<b>-</b>	<b>(172)</b>	<b>(74)</b>	<b>(585)</b>	<b>(50)</b>	<b>(188)</b>	<b>(161,098)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>(252)</b>	<b>582</b>	<b>720</b>	<b>1,064</b>	<b>2,151</b>	<b>1,716</b>	<b>36,584</b>
<b>OTHER BUDGETS</b>							
Support Services	152	148	126	454	317	484	11,737
Income - recharges to GF	(497)	(730)	(846)	(1,518)	(2,067)	(2,200)	(29,537)
Capital Charges	-	-	-	-	8	-	978
<b>BUDGET REQUIREMENT</b>	<b>(597)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>410</b>	<b>-</b>	<b>19,762</b>



**RECHARGES TO THE CHIEF EXECUTIVE DIRECTORATE**  
**2013-14 (1 OF 3)**

Types of support services received	2013-14	2012-13	Movement
	£'000	£'000	£'000

**CHIEF EXECUTIVE DIRECTORATE (INTERNAL RECHARGES)**

Asset Strategy & Management	130	-	130
Building Cleaning	22	11	11
Business Unit & Graduate Trainees	180	208	(28)
Civic Buildings Accommodation	1,456	801	655
Corporate Client	-	125	(125)
Elevate Client Team (includes Programme Mgt)	-	108	(108)
* Elevate Services	3,316	4,543	(1,227)
Finance	925	995	(70)
Innovation & Funding	31	0	31
Insurance & Risk Management	94	58	36
Internal Audit	259	211	48
Leasehold Buildings (Maritime House) & (Crown House) Accommodation	229	293	(64)
Security	6	6	-
Treasury Management	160	168	(8)
Chief Executive	497	652	(155)
Democratic Services	784	820	(36)
HR Support	376	385	(9)
Legal Services	548	622	(74)
Marketing & Communications	269	383	(114)
Members And Mayoral Expenses including Members Transport and Post Delivery	1,123	1,134	(11)
Policy & Performance including Corporate Complaints	593	649	(56)
<b>TOTAL CHIEF EXECUTIVE</b>	<b>10,998</b>	<b>12,172</b>	<b>(1,174)</b>

**RECHARGES TO THE CHIEF EXECUTIVE DIRECTORATE**  
**2013-14 (2 OF 3)**

Types of support services provided	2013-14	2012-13	Movement
	£'000	£'000	£'000

**HOUSING & ENVIRONMENT - GF**

Building Control	90	90	-
Cleansing	90	82	8
Fleet Management	2	5	(3)
Frizland Depot	17	11	6
Grounds Maintenance	52	40	12
Highway Engineer	-	100	(100)
Refuse Collection	88	83	5
Safe & Sustainable Transport	-	7	(7)
<b>TOTAL HOUSING, ENVIRONMENT &amp; ENFORCEMENT - GF</b>	<b>339</b>	<b>418</b>	<b>(79)</b>

**ADULT & COMMUNITY SERVICES**

Alarm Monitoring & Magnetic Locks	3	3	-
Barking Learning Centre (BLC)	149	166	-17
Centrally Controlled items - Service Strategy	27	27	-
Dagenham Library & One Stop Shop	196	196	-
Equalities & Diversity	-	27	(27)
Security Contract	2	12	(10)
Sports Centres	1	3	(2)
<b>TOTAL ADULT &amp; COMMUNITY SERVICES</b>	<b>378</b>	<b>434</b>	<b>(56)</b>

**RECHARGES TO THE CHIEF EXECUTIVE DIRECTORATE**  
**2013/14 (3 OF 3)**

Types of support services provided	2013-14	2012-13	Movement
	£'000	£'000	£'000

**CHILDRENS director charge to CDC**

Corporate and Democratic Core (CDC) function related to those activities that provide the infrastructure that allows services to be provided and the information that is required for public accountability.	21	21	-
<b>TOTAL CHILDRENS DIRECTOR CHARGE TO CDC</b>	<b>21</b>	<b>21</b>	<b>-</b>

<b>TOTAL SUPPORT CHARGES TO THE CHIEF EXECUTIVE DIRECTORATE</b>	<b>11,737</b>	<b>13,046</b>	<b>(1,309)</b>
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**RECHARGES FROM THE HRA**

Director's Cost	37	37	-
HRA Commercial Properties	-	1,455	(1,455)
<b>TOTAL HOUSING &amp; ENVIRONMENT - HRA</b>	<b>37</b>	<b>1,492</b>	<b>(1,455)</b>

\* Elevate Services include: Rents, Cashiers, General Income, Property Services, Accounts for payments and Corporate procurement, HR and Payroll (Including Schools), B&D Direct and ICT (JV) including departmental

# CHIEF EXECUTIVE DIRECTORATE

## FINANCE

### Description of Service

The Finance service covers a diverse range of financial, commercial and advisory support activities to all the departments, members of the public, local businesses, elected members and partnership organisations which enable the delivery of the community priorities. The service's vision is to provide excellent, timely, accurate services and professional advice. Its 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.

The service aims 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 Accountancy, Internal Audit and Anti Fraud, Pensions & Treasury, Insurance & Risk, Innovation & 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;
- Ownership, development and improvement of the Council's financial processes;
- Development of the Council's efficiency and value for money agenda;
- Provide support to budget managers with regards to budget setting, monitoring and reporting for the four Council directorates namely:
  1. Adult & Community services
  2. Children's Services
  3. Housing & Environment
  4. The Chief Executive Directorate

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 independent assurance & consulting activity to add value and improve the Council's operations
- Delivers an overall opinion on the Council's internal control systems using a risk based Audit Program
- Supports and advises management and the Public Accounts and Audit Select Committee (PAASC)
- Provides a proactive and reactive investigation function supporting management to protect the Council from, and effectively respond to, instances of fraud and corruption, underpinning the Council's zero tolerance to fraud policy
- Responsible for key Anti-Fraud Policies & leads on the National Fraud Initiative on behalf of the Council
- Protects the Council Housing stock, recovering Council properties from people who shouldn't have them and preventing those not eligible from obtaining them.
- Provides an evidenced independent view to Management, PAASC and External Audit on the following:
  - Risk management arrangements;
  - Governance arrangements;
  - Controls and checks in place (adequate control environment)
  - Safeguarding of assets and fraud prevention
  - Organisational compliance

### **Pensions & Treasury:**

- Manage the Council's Pension Fund and Treasury Management activities
- Administering 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 and PAASC;
- Supports and advises corporately on risk issues, impacts and mitigation;
- 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.

## **Housing Benefit Subsidy:**

The Local Authority administers Housing Benefits on behalf of Central Government and, in doing so the Council is required to pay out these Benefits and claims a Government Subsidy to fund them from the Department for Work & Pensions (DWP). This must be administered effectively in order to maximise the Subsidy paid to the Council.

- This budget is required to monitor the Benefit payments and Subsidy receipts and ensure the service is delivering this accurately and effectively.
- The total amount claimed from DWP for the Subsidy budget is around £160million. The Benefits provided are 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 the Council's One Stop Shops.
- The service currently administers approximately 27,500 claims from residents dealing with on average 1,000 new claims each month and 7,400 changes in circumstances each month. Currently new claims are assessed within an average of 22 days and changes actioned within 21 days.

Subsidy formerly covered Council Tax Benefits. Council Tax Benefit was abolished from 1 April 2013 in favour of a local scheme of Council Tax reduction (Council Tax Support). Therefore, Council Tax Subsidy is no longer claimed but rather a fixed amount is paid up front.

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<b>Budget Holder</b>	David Dickinson Tel: 020 8227 2722	Group Manager, Treasury & Pensions Email: david.dickinson@lbbd.gov.uk
<b>Budget Holder</b>	Andrew Sivess Tel: 020 8227 5732	Group Manager, Innovation & Funding Email: Andrew.sivess@lbbd.gov.uk
<b>Divisional Director</b>	Jonathan Bunt Tel: 020 8227 8427	Divisional Director of Finance Email: jonathan.bunt@lbbd.gov.uk

Finance	Accountancy	Internal Audit & Anti Fraud	Risk & Insurance	Innovation & Funding	Pensions & Treasury	Subsidy	TOTAL
<b>BUDGETS 2013-14</b>							<b>£'000</b>
<b>EXPENSES</b>							
Employee Expenses - Salaries	2,576	497	223	154	430	-	<b>3,880</b>
Employee Expenses - Non Salaries	36	11	2	-	1	-	<b>49</b>
Premises Costs	-	-	-	-	-	-	<b>-</b>
Transport Costs	10	6	-	-	-	-	<b>16</b>
Supplies & Services	81	120	8	-	40	544	<b>792</b>
Agency & Contracted Services	-	-	3	197	-	-	<b>200</b>
Transfer Payment	-	-	-	-	-	140,369	<b>140,369</b>
Recharges from HRA	-	-	-	-	-	-	<b>-</b>
<b>Gross Controllable Expenditure</b>	<b>2,702</b>	<b>634</b>	<b>236</b>	<b>350</b>	<b>471</b>	<b>140,913</b>	<b>145,307</b>
<b>INCOME</b>							
Income - Grants, Fees & Charges & Other	-	-	-	-	-	(139,773)	<b>(139,773)</b>
Income - recharges to HRA	(250)	(203)	(53)	(38)	-	-	<b>(545)</b>
Income - recharges to DSG & Schools	(176)	-	(71)	-	(68)	-	<b>(314)</b>
Income - recharges to Capital Programme & Other	(63)	-	-	-	(305)	-	<b>(369)</b>
<b>Gross Controllable Income</b>	<b>(489)</b>	<b>(203)</b>	<b>(124)</b>	<b>(38)</b>	<b>(373)</b>	<b>(139,773)</b>	<b>(141,000)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>2,213</b>	<b>431</b>	<b>112</b>	<b>312</b>	<b>98</b>	<b>1,140</b>	<b>4,306</b>
<b>OTHER BUDGETS</b>							
Support Services	395	80	17	39	62	-	<b>594</b>
Income - recharges to GF	(2,608)	(511)	(129)	(115)	(160)	(1,500)	<b>(5,024)</b>
Capital Charges	-	-	-	-	-	-	<b>-</b>
<b>BUDGET REQUIREMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>236</b>	<b>-</b>	<b>(360)</b>	<b>(124)</b>

## CHIEF EXECUTIVE DIRECTORATE

### CORPORATE MANAGEMENT

#### Description of Service

The Finance 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 costs of treasury management;
- The provision of information required for public accountability.

#### Key Information

**Director of Finance Office & 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.

**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;
- KPMG are the Authority's external auditors;
- The Authority's bank is Lloyds Bank Plc.

<b>Divisional Director/ Budget Holder</b>	Jonathan Bunt Tel: 020 8724 8427	Divisional Director of Finance Email: jonathan.bunt@lbbd.gov.uk
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Corporate Management	Dir of Finance Office & Corporate Initiatives	Corporate Management	TOTAL
BUDGETS 2013-14	£'000	£'000	£'000
<b>EXPENSES</b>			
Employee Expenses - Salaries	426	-	426
Employee Expenses - Non Salaries	70	-	70
Premises Costs	-	-	-
Transport Costs	2	-	2
Supplies & Services	72	610	682
Agency & Contracted Services	60	300	360
Transfer Payment	-	-	-
Recharges from HRA	-	37	37
<b>Gross Controllable Expenditure</b>	<b>630</b>	<b>947</b>	<b>1,577</b>
<b>INCOME</b>			
Income - Grants, Fees & Charges & Other	-	-	-
Income - recharges to HRA	-	(811)	(811)
Income - recharges to DSG & Schools	-	-	-
Income - recharges to Capital Programme & Other	(84)	-	(84)
<b>Gross Controllable Income</b>	<b>(84)</b>	<b>(811)</b>	<b>(895)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>546</b>	<b>136</b>	<b>682</b>
<b>OTHER BUDGETS</b>			
Support Services	181	4,216	4,397
Income - recharges to GF	(727)	-	(727)
Capital Charges	-	-	-
<b>BUDGET REQUIREMENT</b>	<b>-</b>	<b>4,352</b>	<b>4,352</b>

**CHIEF EXECUTIVE DIRECTORATE**  
**ASSETS & FACILITIES MANAGEMENT**

**Description of Service**

This group manages and maintains the Councils Assets including Land and Premises to ensure its 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, Leasehold Buildings and Dagenham Docks.

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 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.

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<b>Budget Holder</b>	Clive Bennett Tel: 020 8227 3669	Facilities Manager Email: clive.bennett@lbbd.gov.uk
<b>Budget Holder</b>	Sandra Joseph Tel: 020 8227 2651	Manager – Energy & Compliance Email: sandra.joseph@lbbd.gov.uk

<b>Asset Management, Corporate Client and Capital Delivery</b>	<b>Asset Management</b>	<b>Energy &amp; Compliance</b>	<b>Asset Strategy</b>	<b>Facilities Management</b>	<b>TOTAL</b>
<b>BUDGETS 2013-14</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b><u>EXPENSES</u></b>					
Employee Expenses - Salaries	106	254	245	3,814	<b>4,419</b>
Employee Expenses - Non Salaries	(246)	-	-	60	<b>(186)</b>
Premises Costs	45	607	556	1,472	<b>2,680</b>
Transport Costs	1	2	1	45	<b>49</b>
Supplies & Services	40	-	491	150	<b>681</b>
Agency & Contracted Services	-	-	24	85	<b>109</b>
Transfer Payment	-	-	-	-	<b>-</b>
Recharges from HRA	-	-	-	-	<b>-</b>
<b>Gross Controllable Expenditure</b>	<b>(54)</b>	<b>863</b>	<b>1,317</b>	<b>5,626</b>	<b>7,752</b>
<b><u>INCOME</u></b>					
Income - Grants, Fees & Charges & Other	-	-	(10)	(63)	<b>(73)</b>
Income - recharges to HRA	-	(19)	-	(300)	<b>(319)</b>
Income - recharges to DSG & Schools	-	(214)	-	(2,144)	<b>(2,358)</b>
Income - recharges to Capital Programme & Other	-	-	(724)	(343)	<b>(1,067)</b>
<b>Gross Controllable Income</b>	<b>-</b>	<b>(233)</b>	<b>(734)</b>	<b>(2,850)</b>	<b>(3,817)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>(54)</b>	<b>630</b>	<b>583</b>	<b>2,776</b>	<b>3,935</b>
<b><u>OTHER BUDGETS</u></b>					
Support Services	98	94	368	1,200	<b>1,760</b>
Income - recharges to GF	-	(225)	(825)	(3,833)	<b>(4,883)</b>
Capital Charges	-	19	257	-	<b>276</b>
<b>BUDGET REQUIREMENT</b>	<b>44</b>	<b>518</b>	<b>383</b>	<b>143</b>	<b>1,088</b>

## CHIEF EXECUTIVE DIRECTORATE

### CUSTOMER SERVICES, CONTRACTS & BUSINESS IMPROVEMENT

#### Description of Service

This Division forms the Council's main client unit to help manage the Council's engagement with the Elevate Partnership providing information governance compliance and coordination across the Council. The client team works 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. This team also manages the Registrars, Mobility Services, RM Education ICT Contract, Adecco Temporary Staff Contract and Oracle R12 Project/Contract.

#### **Elevate Contract**

This service manages and holds within its structure lead client roles for the Elevate East London LLP contract, a joint venture company set up in December 2010 between the Council and a private company, Agilisys. As a jointly owned, local company Elevate is intended to transform and deliver services to Barking and Dagenham and other bodies, enable broader Council transformation, and deliver considerable efficiencies and savings to the Council.

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

:

- ICT
- Barking and Dagenham Direct (Customer Services)
- Revenues and Benefits
- Procurement and Accounts Payable
- Transactional HR & Payroll
- Property Services and Technical Support
- Private Finance Initiative Contract Management (PFI)

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 (Customer Services) - comprises four services; the Contact Centre, the boroughs two One Stop Shops and the Careline (Social Alarms) service. The service is also the operational delivery arm of mobility services and corporate complaints. Additionally, in October 2012 the Council's Out of Hours call handling service was awarded to Elevate when the existing provider's contract expired. 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 other services

### **Elevate – Revenues & Benefits**

The Revenues & Benefits service managed by Elevate includes Housing Benefit, 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. There is also 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 improved in 2011/12 to 96.4% and further in 2012/13 to 97.1%.
- Over £51 million pounds of Business Rates was collected by the team in 2012/13. An improvement of around £1million on the previous year.
- The first NNDR shared service partnership agreement in London has been in operation since 2008 (with LB Havering) with the operation being managed from LB Barking and Dagenham and the IT being managed by LB Havering.

The Council Tax Section collects contributions from residents to pay for many of the services that the Council provides and for improvements to be implemented across the Borough. They 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. In addition, work has been done to improve the effectiveness of the call centre that handles Council tax calls so that over 80% of calls are answered.

The team also has a duty to make sure that they maximize the take up of discounts, exemptions and band reductions and to review these regularly to ensure that they 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 improved under Elevate to 94.1% in 2011/12 and improved again to 94.5% in 2012/13.
- 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.
- It offers various methods to pay rent including direct debit, on-line 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 2012/13 was in excess of £99m.
- The service provides as much debt advice as possible before taking tenants to court
- The service expects to have carried out approximately 70 evictions in 2012/13 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 section also includes transactional services within HR and the Payroll 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 Borough's Schools.

The Property Services & Technical Support teams are also managed by Elevate. These teams 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 team include Marriages, Civil Partnership ceremonies,

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.
- The service re-located to Woodlands in Dagenham in March 2013, a larger property offering improved customer facilities and a larger ceremony room.

**Mobility Services:**

The operational delivery of Mobility Services (Taxicard, Blue Badge and Freedom Pass schemes) on a day to day basis are managed within Elevate, with the strategy coming from the Client Team.

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<b>Divisional Director</b>	Jonathan Bunt Tel: 020 8227 2951	Divisional Director of Finance Email: jonathan.bunt@lbbd.gov.uk



<b>Customer Services, Contracts and Business Improvements (incl Elevate)</b>	<b>Commercial Services</b>	<b>Revenues &amp; Benefits</b>	<b>Property Services</b>	<b>Taxicard &amp; Concessionary Fares</b>	<b>Elevate - Client ICT &amp; B&amp;DD</b>	<b>Registrars</b>	<b>TOTAL</b>
<b>BUDGETS 2013-14</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>EXPENSES</b>							
Employee Expenses - Salaries	-	-	-	-	659	259	<b>918</b>
Employee Expenses - Non Salaries	-	-	-	-	13	5	<b>18</b>
Premises Costs	-	-	106	-	-	20	<b>126</b>
Transport Costs	-	-	-	5,784	4	0	<b>5,788</b>
Supplies & Services	-	314	-	-	70	39	<b>422</b>
Agency & Contracted Services	2,133	6,640	1,710	17	12,304	22	<b>22,826</b>
Transfer Payment	-	142	-	-	-	-	<b>142</b>
Recharges from HRA	-	-	-	-	-	-	<b>-</b>
<b>Gross Controllable Expenditure</b>	<b>2,133</b>	<b>7,095</b>	<b>1,816</b>	<b>5,801</b>	<b>13,050</b>	<b>345</b>	<b>30,240</b>
<b>INCOME</b>							
Income - Grants, Fees & Charges & Other	(32)	(2,067)	(1,440)	(4)	(56)	(333)	<b>(3,931)</b>
Income - recharges to HRA	(302)	(1,816)	(948)	-	(1,726)	-	<b>(4,791)</b>
Income - recharges to DSG & Schools	(798)	(42)	-	-	(245)	-	<b>(1,085)</b>
Income - recharges to Capital Programme & Other	(35)	-	-	-	(765)	-	<b>(800)</b>
<b>Gross Controllable Income</b>	<b>(1,167)</b>	<b>(3,923)</b>	<b>(2,388)</b>	<b>(04)</b>	<b>(2,792)</b>	<b>(333)</b>	<b>(10,607)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>966</b>	<b>3,172</b>	<b>(572)</b>	<b>5,797</b>	<b>10,258</b>	<b>12</b>	<b>19,633</b>
<b>OTHER BUDGETS</b>							
Support Services	493	3,596	627	97	(3,127)	107	<b>1,793</b>
Income - recharges to GF	(1,396)	(703)	(1,129)	-	(7,131)	-	<b>(10,359)</b>
Capital Charges	-	417	-	-	-	3	<b>420</b>
<b>BUDGET REQUIREMENT</b>	<b>63</b>	<b>6,482</b>	<b>(1,074)</b>	<b>5,894</b>	<b>-</b>	<b>122</b>	<b>11,487</b>

**CHIEF EXECUTIVE DIRECTORATE**  
**REGENERATION & ECONOMIC DEVELOPMENT**

**Description of Service**

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

The Development Planning 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 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 securing new investment and supporting local business development.

The Capital Commissioning and Delivery Group comprises of the former Corporate Client and Capital Delivery teams. The combined 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. It is also responsible for building capital schemes once designs and specifications have been agreed and project funding has been put in place.

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.

## Capital Commissioning & Delivery Group

- 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.
- The costs of the section's capital delivery activities are recovered through fee charges made to specific capital projects. Design and feasibility work that cannot be capitalised is charged to revenue budgets.

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<b>Budget Holder</b>	Terry Regan	Group Manager, Employment & Skills Division
	Tel: 020 8227 5329	Email: terry.regan@lbbd.gov.uk
<b>Budget Holder</b>	David Harley	Group Manager, Economic Development & Sustainable Communities

	Tel: 020 8227 5316	Email: david.harley@lbbd.gov.uk
<b>Budget Holder</b>	Ian Saxby	Group Manager, Capital Commissioning & Delivery
	Tel: 020 8227 3496	Email: ian.saxby@lbbd.gov.uk
<b>Divisional Director</b>	Jeremy Grint	Divisional Director, Regeneration & Economic Development
	Tel: 020 8227 2443	Email: jeremy.grint@lbbd.gov.uk

Regeneration & Economic Development	Management & Admin	Development Planning	Employment & Skills	Economic Development	Capital Commissioning & Delivery Group	TOTAL
BUDGETS 2013-14	£'000	£'000	£'000	£'000	£'000	£'000
<b>EXPENSES</b>						
Employee Expenses - Salaries	151	1,166	611	769	1,940	4,637
Employee Expenses - Non Salaries	-	13	-	-	39	52
Premises Costs	-	-	-	-	-	-
Transport Costs	2	10	1	2	21	35
Supplies & Services	-	139	1	79	60	279
Agency & Contracted Services	-	-	453	279	20	753
Transfer Payment	-	-	-	-	-	-
Recharges from HRA	-	-	-	-	-	-
<b>Gross Controllable Expenditure</b>	<b>153</b>	<b>1,328</b>	<b>1,066</b>	<b>1,129</b>	<b>2,080</b>	<b>5,756</b>
<b>INCOME</b>						
Income - Grants, Fees & Charges & Other	-	(957)	(145)	-	(25)	(1,127)
Income - recharges to HRA	(94)	-	-	(218)	(239)	(551)
Income - recharges to DSG & Schools	-	-	-	-	-	-
Income - recharges to Capital Programme & Other	-	-	-	(130)	(1,901)	(2,031)
<b>Gross Controllable Income</b>	<b>(94)</b>	<b>(957)</b>	<b>(145)</b>	<b>(348)</b>	<b>(2,165)</b>	<b>(3,709)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>59</b>	<b>371</b>	<b>921</b>	<b>781</b>	<b>(85)</b>	<b>2,047</b>
<b>OTHER BUDGETS</b>						
Support Services	239	298	47	193	735	1,512
Income - recharges to GF	-	(37)	-	-	(650)	(687)
Capital Charges	-	32	12	230	-	274
<b>BUDGET REQUIREMENT</b>	<b>298</b>	<b>664</b>	<b>980</b>	<b>1,204</b>	<b>-</b>	<b>3,146</b>

## CHIEF EXECUTIVE 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 the Council's £700 million plus revenue and capital budget and over 4,000 plus workforce to deliver elected Councillors ambitions for the community and area the Authority serves.

#### 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. The Council aims to achieve this vision by:

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

As set out in the Introduction to this Budget Book, the Council has five main priorities to help meet the aims listed above and these are reflected in the Council's "Policy House" to show how the Council's priorities, policies and strategies fit together, and to make clear what is important to the Borough. The Council's main priorities are:

1. Ensure every child is valued so that they can succeed
2. Reduced crime and the fear of crime;
3. Improve health and wellbeing through all stages of life;
4. Create thriving communities by maintaining and investing in new and high quality homes;
5. Maximise growth opportunities and increase the household income of Borough residents.

<b>Budget Holder</b>	Graham Farrant	Chief Executive
	Tel: 020 8227 2789	Email: <a href="mailto:graham.farrant@lbbd.gov.uk">graham.farrant@lbbd.gov.uk</a>

<b>Chief Executive</b>	<b>Chief Executive</b>
<b>BUDGETS 2013-14</b>	<b>£'000</b>
<b><u>EXPENSES</u></b>	
Employee Expenses - Salaries	(303)
Employee Expenses - Non Salaries	17
Premises Costs	1
Transport Costs	06
Supplies & Services	17
Agency & Contracted Services	10
Transfer Payment	-
Recharges from HRA	-
<b>Gross Controllable Expenditure</b>	<b>(252)</b>
<b><u>INCOME</u></b>	
Income - Grants, Fees & Charges & Other	-
Income - recharges to HRA	-
Income - recharges to DSG & Schools	-
Income - recharges to Capital Programme & Other	-
<b>Gross Controllable Income</b>	<b>-</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>(252)</b>
<b><u>OTHER BUDGETS</u></b>	
Support Services	152
Income - recharges to GF	(497)
Capital Charges	-
<b>BUDGET REQUIREMENT</b>	<b>(597)</b>

## CHIEF EXECUTIVE 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 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 Marketing and Communications 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 for all customers);
- Manage and coordinate external filming and television facilities on behalf of 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;
- Use the information gathered to inform all Council communications and influence service development.

<b>Budget Holder</b>	Paul Bates	Group Manager, Marketing & Communications
	Tel: 020 8227 3362	Email: paul.bates@lbbd.gov.uk



<b>Marketing &amp; Communication</b>	<b>Marketing &amp; Communication</b>
<b>BUDGETS 2013-14</b>	<b>£'000</b>
<b><u>EXPENSES</u></b>	
Employee Expenses - Salaries	715
Employee Expenses - Non Salaries	10
Premises Costs	-
Transport Costs	1
Supplies & Services	28
Agency & Contracted Services	-
Transfer Payment	-
Recharges from HRA	-
<b>Gross Controllable Expenditure</b>	<b>754</b>
<b><u>INCOME</u></b>	
Income - Grants, Fees & Charges & Other	(111)
Income - recharges to HRA	(61)
Income - recharges to DSG & Schools	-
Income - recharges to Capital Programme & Other	-
<b>Gross Controllable Income</b>	<b>(172)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>582</b>
<b><u>OTHER BUDGETS</u></b>	
Support Services	148
Income - recharges to GF	(730)
Capital Charges	-
<b>BUDGET REQUIREMENT</b>	<b>-</b>

## CHIEF EXECUTIVE DIRECTORATE

### POLICY & PERFORMANCE

#### Description of Service

The role of the Policy & Performance Team includes:

- Development and management of the strategic policy and performance framework including the Community Strategy and Corporate Plan;
- Development and project management of the corporate and business planning framework for the Council linked to the MTFs and budget planning;
- Provide research and analysis on the impact of policy, legislative and demographic changes to CMT and Members;
- Performance reporting to CMT and Members;
- Organisational wide responses to Government policy and legislation which are of a corporate significance and ensuring the organisation keeps abreast of National policy and legislative changes, consultations and other developments;
- Oversight of the Council's approach to consultation and engagement;
- Analysis, consultation and research e.g. Experian and community mapping, ensuring intelligence about the Council's customers is utilised effectively;
- Ensuring the Council meets its statutory equalities duties, providing advice and support to Members and officers to enable them to understand and implement the requirements of legislation and Council policy relating to equalities and diversity including development and implementation of the community cohesion strategy;
- Co-ordinating CMT meetings and forward planning including the link to Informal Cabinet, other Member meetings and officer and partner boards;
- Management and investigation of Stage 3 and Local Government Ombudsman complaints.

#### Key Information:

The aim of the Policy and Performance team is to provide strategic leadership and direction for the areas referred to above to ensure that there is a consistent approach to policy development, performance management and use of data, and embedding engagement, equalities and cohesion principles in order to support the delivery of the Community Strategy and Corporate Plan.

<b>Budget Holder</b>	Karen Wheeler	Group Manager, Policy & Performance
	Tel: 020 8227 2317	Email: karen.wheeler@lbbd.gov.uk

<b>Policy &amp; Performance Team</b>	<b>Policy &amp; Performance Team</b>
<b>BUDGETS 2013-14</b>	<b>£'000</b>
<b><u>EXPENSES</u></b>	
Employee Expenses - Salaries	490
Employee Expenses - Non Salaries	19
Premises Costs	-
Transport Costs	2
Supplies & Services	283
Agency & Contracted Services	-
Transfer Payment	-
Recharges from HRA	-
<b>Gross Controllable Expenditure</b>	<b>794</b>
<b><u>INCOME</u></b>	
Income - Grants, Fees& Charges & Other	-
Income - recharges to HRA	(74)
Income - recharges to DSG & Schools	-
Income - recharges to Capital Programme & Other	-
<b>Gross Controllable Income</b>	<b>(74)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>720</b>
<b><u>OTHER BUDGETS</u></b>	
Support Services	126
Income - recharges to GF	(846)
Capital Charges	-
<b>BUDGET REQUIREMENT</b>	<b>-</b>

## CHIEF EXECUTIVE 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. The legal service is now governed by a shared divisional director between Thurrock and Barking and Dagenham.

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 run all local, Parliamentary, European, Greater London Authority and London Mayoral elections and Referenda.

<b>Budget Holder</b>	John Dawe	Group Manager, Democratic Services
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<b>Divisional Director</b>	Fiona Taylor	Divisional Director, Legal & Democratic Services
	Tel: 020 8227 2114	Email: Fiona.taylor@lbbd.gov.uk

<b>Legal Services</b>	<b>Legal Services</b>
<b>BUDGETS 2013-14</b>	<b>£'000</b>
<b><u>EXPENSES</u></b>	
Employee Expenses - Salaries	1,508
Employee Expenses - Non Salaries	46
Premises Costs	-
Transport Costs	5
Supplies & Services	90
Agency & Contracted Services	-
Transfer Payment	-
Recharges from HRA	-
<b>Gross Controllable Expenditure</b>	<b>1,649</b>
<b><u>INCOME</u></b>	
Income - Grants, Fees & Charges & Other	(25)
Income - recharges to HRA	(247)
Income - recharges to DSG & Schools	(257)
Income - recharges to Capital Programme & Other	(55)
<b>Gross Controllable Income</b>	<b>(585)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>1,064</b>
<b><u>OTHER BUDGETS</u></b>	
Support Services	454
Income - recharges to GF	(1,518)
Capital Charges	-
<b>BUDGET REQUIREMENT</b>	<b>-</b>

Democratic Services	Democratic Services	Electoral Registration Dept.	Members, transport and expenses	Elections	Schools Appeals	TOTAL
BUDGETS 2013-14	£'000	£'000	£'000	£'000	£'000	£'000
<b>EXPENSES</b>						
Employee Expenses - Salaries	725	174	958	-	-	1,857
Employee Expenses - Non Salaries	12	-	30	-	-	42
Premises Costs	-	-	12	-	-	12
Transport Costs	5	1	13	-	-	19
Supplies & Services	24	106	46	60	36	272
Agency & Contracted Services	-	-	-	-	-	-
Transfer Payment	-	-	-	-	-	-
Recharges from HRA	-	-	-	-	-	-
<b>Gross Controllable Expenditure</b>	<b>766</b>	<b>281</b>	<b>1,058</b>	<b>60</b>	<b>36</b>	<b>2,201</b>
<b>INCOME</b>						
Income - Grants, Fees & Charges & Other	-	(5)	-	-	-	(5)
Income - recharges to HRA	-	-	-	-	-	-
Income - recharges to DSG & Schools	-	-	-	-	(36)	(36)
Income - recharges to Capital Programme & Other	(9)	-	-	-	-	(9)
<b>Gross Controllable Income</b>	<b>(09)</b>	<b>(5)</b>	<b>-</b>	<b>-</b>	<b>(36)</b>	<b>(50)</b>
<b>NET CONTROLLABLE BUDGET</b>	<b>757</b>	<b>276</b>	<b>1,058</b>	<b>60</b>	<b>-</b>	<b>2,151</b>
<b>OTHER BUDGETS</b>						
Support Services	169	72	77	-	-	317
Income - recharges to GF	(926)	-	(1,140)	-	-	(2,067)
Capital Charges	-	2	6	-	-	8
<b>BUDGET REQUIREMENT</b>	<b>-</b>	<b>350</b>	<b>-</b>	<b>60</b>	<b>-</b>	<b>410</b>

## CHIEF EXECUTIVE 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 it is 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 the Council fulfils its legal responsibilities, including keeping people safe;
- Promoting equality and diversity within the Council’s 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 LBB.

#### 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 the Council is fulfilling its safeguarding responsibilities;
- The maintenance of good data on Council staff and the provision of management information that supports workforce planning;
- Providing a HR service to the Boroughs Schools.

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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<b>Budget Holder</b>	Peter Watson	Group Manager, Business Change
	Tel: 020 8227 2092	Email: <a href="mailto:peter.watson2@lbbd.gov.uk">peter.watson2@lbbd.gov.uk</a>
<b>Divisional Director</b>	Martin Rayson	Divisional Director of Human Resources and Organisational Development
	Tel: 020 8227 3113	Email: <a href="mailto:martin.rayson@lbbd.gov.uk">martin.rayson@lbbd.gov.uk</a>

Human Resources	HR Management & Business Support	Trade Unions	HR Strategy	TOTAL
BUDGETS 2013-14	£'000	£'000	£'000	£'000
<b>EXPENSES</b>				
Employee Expenses - Salaries	741	318	597	1,655
Employee Expenses - Non Salaries	42	-	158	200
Premises Costs	-	-	1	1
Transport Costs	4	1	1	5
Supplies & Services	25	4	10	38
Agency & Contracted Services	5	-	-	5
Transfer Payment	-	-	-	-
Recharges from HRA	-	-	-	-
<b>Gross Controllable Expenditure</b>	815	322	767	1,904
<b>INCOME</b>				
Income - Grants, Fees & Charges & Other	-	-	(25)	(25)
Income - recharges to HRA	(105)	(15)	(44)	(163)
Income - recharges to DSG & Schools	-	-	-	-
Income - recharges to Capital Programme & Other	-	-	-	-
<b>Gross Controllable Income</b>	(105)	(15)	(69)	(188)
<b>NET CONTROLLABLE BUDGET</b>	<b>711</b>	<b>307</b>	<b>698</b>	<b>1,716</b>
<b>OTHER BUDGETS</b>				
Support Services	399	51	35	484
Income - recharges to GF	(1,109)	(358)	(733)	(2,200)
Capital Charges	-	-	-	-
<b>BUDGET REQUIREMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# **CENTRAL BUDGETS**

## **2013/14**

Below are details of the budgets that are held centrally for corporate items. This includes £5.2 million of budget contingency, to cover the budget risks as described in the first part of this budget book, and £9.6 million for levies that are payable to four other bodies including to ELWA for the disposal / landfill of waste.

The Central Expenses budget (second table below) includes the Council's Minimum Revenue Provision, which is the amount the Council has to pay each year towards paying back money it has borrowed to fund the capital programme. It also includes transfers to reserves, interest payable and receivable, and other corporate expenses. Shown below the sub-total of £23 million is the Council's budget for depreciation. This is not a "real" budget i.e. cash budget, and is offset by corresponding debit entries shown within each of the services above.

<b>Central Budgets</b>		<b>£'000</b>
<b>Contingency</b>		<b>5,281</b>
<b>Levies</b>		
East London Waste Authority Levy (ELWA)	9,180	
London Pension Authority Levy	180	
Lee Valley Regional Park Levy	156	
Environmental Agency Levy	104	<b>9,620</b>
<b>Sub-Total:</b>		<b>14,901</b>
<b>Central Expenses</b>		
Minimum Revenue Provision (MRP)	7,761	
Transfers to Reserves	7,094	
Corporate Expenses	3,732	
Interest Payable	5,500	
Interest Receivable	(647)	<b>23,440</b>
<b>Depreciation</b>		<b>(27,739)</b>
<b>Sub-Total: Central Expenses and Depreciation</b>		<b>(4,299)</b>
<b>Total</b>		<b>10,602</b>

The amounts shown above for levies are the budgeted amounts within the Central Budget. These amounts differ from the actual levies for 2013/14 of £9.395 million as presented in the introduction to this Budget Book, as the Council was notified of the levies after setting the budget.

# **CAPITAL BUDGETS**

## **2013/14**

**to**

## **2015/16**

## SUMMARY

Directorate	BUDGET				FUNDING						
	Budget 2013/14	Budget 2014/15	Budget 2015/16	Total	External Funding	Major Repairs Allowance (MRA)	Section 106	HRA/GRF Revenue & Reserves	Borrowing	Capital Receipts	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult & Community Services	5,939	4,350	170	<b>10,459</b>	-	-	-	-		10,459	<b>10,459</b>
Children's Services	56,588	21,775	5,305	<b>83,668</b>	83,645			-	23		<b>83,668</b>
Housing & Environment	3,119	-	-	<b>3,119</b>	-	-	22	-	97	3,000	<b>3,119</b>
Chief Executive	8,933	5,892	-	<b>14,825</b>	4,804	-	-	-	10,021	-	<b>14,825</b>
<b>Total</b>	<b>74,579</b>	<b>32,017</b>	<b>5,475</b>	<b>112,071</b>	<b>88,449</b>	-	<b>22</b>	-	<b>10,141</b>	<b>13,459</b>	<b>112,071</b>

<b>HRA</b>	<b>83,240</b>	74,090	45,620	<b>202,950</b>	48,800	10,600	100	120,610	17,600	5,240	<b>202,950</b>
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### Notes/caveats

The final Capital programme for 2013/14 has not been agreed yet. The figures shown for schools and housing still need to be tested and analysed before committing to this large programme.

## Adult & Community Services

PROJECT		BUDGET				FUNDING						
Project No.	Project Name	Budget 2013/14	Budget 2014/15	Budget 2015/16	Total	External Funding	Major Repairs Allowance (MRA)	Section 106	HRA/GRF Revenue & Reserves	Borrowing	Capital Receipts	Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Culture &amp; Sport</b>												
2870	Barking Leisure Centre 12-14	5,939	4,350	170	10,459						10,459	10,459
<b>Total</b>		<b>5,939</b>	<b>4,350</b>	<b>170</b>	<b>10,459</b>						<b>10,459</b>	<b>10,459</b>

## Children's Services

PROJECT		BUDGET				FUNDING						
Project No.	Project Name	Budget 2013/14	Budget 2014/15	Budget 2015/16	Total	External Funding	Major Repairs Allowance (MRA)	Section 106	HRA/GRF Revenue & Reserves	Borrowing	Capital Receipts	Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
2860	Monteagle Primary (Quadrangle Infill)	50			50	50						50
2861	Eastbury Primary (Expansion)	345			345	345						345
2863	Parsloes Primary (Expansion)	50			50	50						50
2864	Godwin Primary (Expansion)	1,150			1,150	1,150						1,150
2865	William Bellamy Infants/Juniors (Expansion)	1,650	50		1,700	1,700						1,700
2867	Southwood Primary (Expansion)	50			50	50						50
2929	SMF 2012/13	1,125			1,125	1,125						1,125
UAC1	New Schools Places - Primary	7,395			7,395	7,395						7,395
UAC3	New Schools Places - Various Schools/New Schools	11,800	21,725	5,305	38,830	38,830						38,830
UAC4	New Schools Places - Various Secondary Schools	31,600			31,600	31,600						31,600
2906	School Expansion SEN Projects	700			700	700						700
2909	School Expansion Minor Projects	650			650	650						650
2723	Advanced Skills Centre	23			23					23		23
<b>Total</b>		<b>56,588</b>	<b>21,775</b>	<b>5,305</b>	<b>83,668</b>	<b>83,645</b>				<b>23</b>		<b>83,668</b>

## Housing & Environment

PROJECT		BUDGET				FUNDING						
Project No.	Project Name	Budget 2013/14	Budget 2014/15	Budget 2015/16	Total	External Funding	Major Repairs Allowance (MRA)	Section 106	HRA/GRF Revenue & Reserves	Borrowing	Capital Receipts	Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
2911	Quaker Burial Ground	52			52			22		30		52
2930	Highways Improvement Programme	3,000			3,000						3,000	3,000
2421	Staff Costs 12/14	39			39					39		39
2879	Barking Park Light Railway & Rowing Boat Equipment	28			28					28		53
<b>Total</b>		<b>3,119</b>			<b>3,119</b>			<b>22</b>		<b>97</b>	<b>3,000</b>	<b>3,119</b>

## Chief Executive Directorate

PROJECT		BUDGET				FUNDING						
Project No.	Project Name	Budget 2013/14	Budget 2014/15	Budget 2015/16	Total	External Funding	Major Repairs Allowance (MRA)	Section 106	HRA/GRF Revenue & Reserves	Borrowing	Capital Receipts	Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Asset Strategy</b>												
UAC6	Local Implementation Plan (LIP2)	2,130	1,892		<b>4,022</b>	4,022						<b>4,022</b>
2741	L8 Control of Legionella Remedial Works	98			<b>98</b>	98						<b>98</b>
2771	Automatic Meter Reading Equipment	70			<b>70</b>					70		<b>70</b>
2542	Backlog Capital Improvements	391			<b>391</b>					391		<b>391</b>
UAC7	Corporate Accommodation Strategy	1,559			<b>1,559</b>					1,559		<b>1,559</b>
UAC8	Asset Management Plans (All Directorates)	1,000	1,000		<b>2,000</b>					2,000		<b>2,000</b>
<b>Regeneration</b>												
2596	Legi Business Centres	234			<b>234</b>	234						<b>234</b>
2890	Principal Road Resurfacing (TFL)	450			<b>450</b>	450						<b>450</b>
UAC9	Capitalisation of Redundancies	3,000	3,000		<b>6,000</b>					6,000		<b>6,000</b>
<b>Total</b>		<b>8,932</b>	<b>5,892</b>	<b>0</b>	<b>14,824</b>	<b>4,804</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,020</b>	<b>0</b>	<b>14,824</b>



## Housing Revenue Account (HRA)

PROJECT		BUDGET				FUNDING						
Project No.	Project Name	Budget 2013/14	Budget 2014/15	Budget 2015/16	Total	External Funding	Major Repairs Allowance (MRA)	Section 106	HRA/GRF Revenue & Reserves	Borrowing	Capital Receipts	Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
UAC11	HRA - Business Plan to be allocated	36,724	74,090	45,620	156,434							
UAC10	Boroughwide Estate Renewal - Decants and Leaseholder Buyback	6,670			6,670							
100	HRA Disabled Adaptations	600			600							
2645	Planning and Contingencies	1,750			1,750							
2811	Capitalised Improvement Works	224			224							
2849	High Rise Surveys	747			747							
2850	Capitalised Improvement works (Estates)	250			250							
2852	Adaptations - Housing	200			200							
2933	Voids 12-14	4,900			4,900							
2934	Roof Replacement Project	7,740			7,740							
2935	Internal Works Multiple Elmnts	4,900			4,900							
2936	Rewiring (incl Smoke Alarms)	1,000			1,000							
2937	CCTV/SAMS Phase 2	735			735							

2938	Fire Safety Works	850			<b>850</b>							
2939	Adaptations - Housing 2012/13	700			<b>700</b>							
2940	Estate Improvement (Amenity Green) 12/13	950			<b>950</b>							
2941	Renewables (PVs) & CESP's additional External Enveloping Works	1,900			<b>1,900</b>							
2942	Travellers Site Refurbishment	140			<b>140</b>							
2943	Asbestos Removal (Communal Areas only)	970			<b>970</b>							
2946	Older Persons Housing Strategy Phase I	500			<b>500</b>							
2945	Street Properties Acquisition	2,000			<b>2,000</b>							
2949	External Enveloping incl. Walkways Phase II	4,900			<b>4,900</b>							
2950	Central Heating Installation Inc. Communal Boiler Replacement Phase II	2,940			<b>2,940</b>							
2951	Electrical Switchgear inc. Communal & Emergency Lighting Phase II	950			<b>950</b>							
<b>Funded by:</b>						48,800	10,600	100	120,610	17,600	5,240	<b>202,950</b>
<b>Total</b>		<b>83,240</b>	74,090	45,620	<b>202,950</b>	<b>48,800</b>	<b>10,600</b>	<b>100</b>	<b>120,610</b>	<b>17,600</b>	<b>5,240</b>	<b>202,950</b>

# Revenue & Capital Budget Book

2013/14



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