

Revenue and Capital Budgets 2014-2015



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Medium Term Financial Strategy

Message from Jonathan Bunt, Chief Finance Officer

This year's budget comes as we enter the final year of the CSR (Comprehensive Spending Review) period, and continued austerity for the public sector.

Despite announcements of ambitious economic growth in the 2014 Budget, there will be further funding reductions for Local Government. For the first time since the start of the recession, there will be a mismatch between public perception and the reality faced by the Council. The next three years will present us with the toughest financial challenge we face; delivering better services with increased public choice, within our ever reducing financial envelope.

Members of the community are requiring more and complex types of help, as they continue to suffer the effects of the Welfare Reform changes and the introduction of the Benefits Cap last year. 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.

Since 2010, the Council has delivered £92.6m of savings, resulting from £41.9m of funding reductions and £50.7m unfunded pressures such as inflation, demographic and legislative changes that have further contributed to the need to achieve savings.

The Council has also frozen Council Tax for the last 6 years, whilst maintaining a weekly waste collection service in response to the needs of residents. In 2014/15, the Council will be charging the lowest rent for Social Housing in London.

With one of the fastest growing under 18 populations in the country, this has posed challenges in meeting the needs of residents and placed pressure on services. Further challenges lie ahead with changes proposed by the Care Bill, and the Children and Families Bill that will present additional cost pressures to the Council which will need to be managed, as well as annual funding reductions of c12% for each year for the next three years.

The 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.

The MTFS underpins the delivery of the Council's vision of "***Encouraging growth and unlocking the potential of Barking and Dagenham and its residents***".

Finance Contacts

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1. 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

2. Development of the 2014/15 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.

The MTFS underpins the delivery of the Council's priorities:



- Ensure every child is valued so that they can succeed



- Reduced crime and the fear of crime



- Improve health and wellbeing through all stages of life

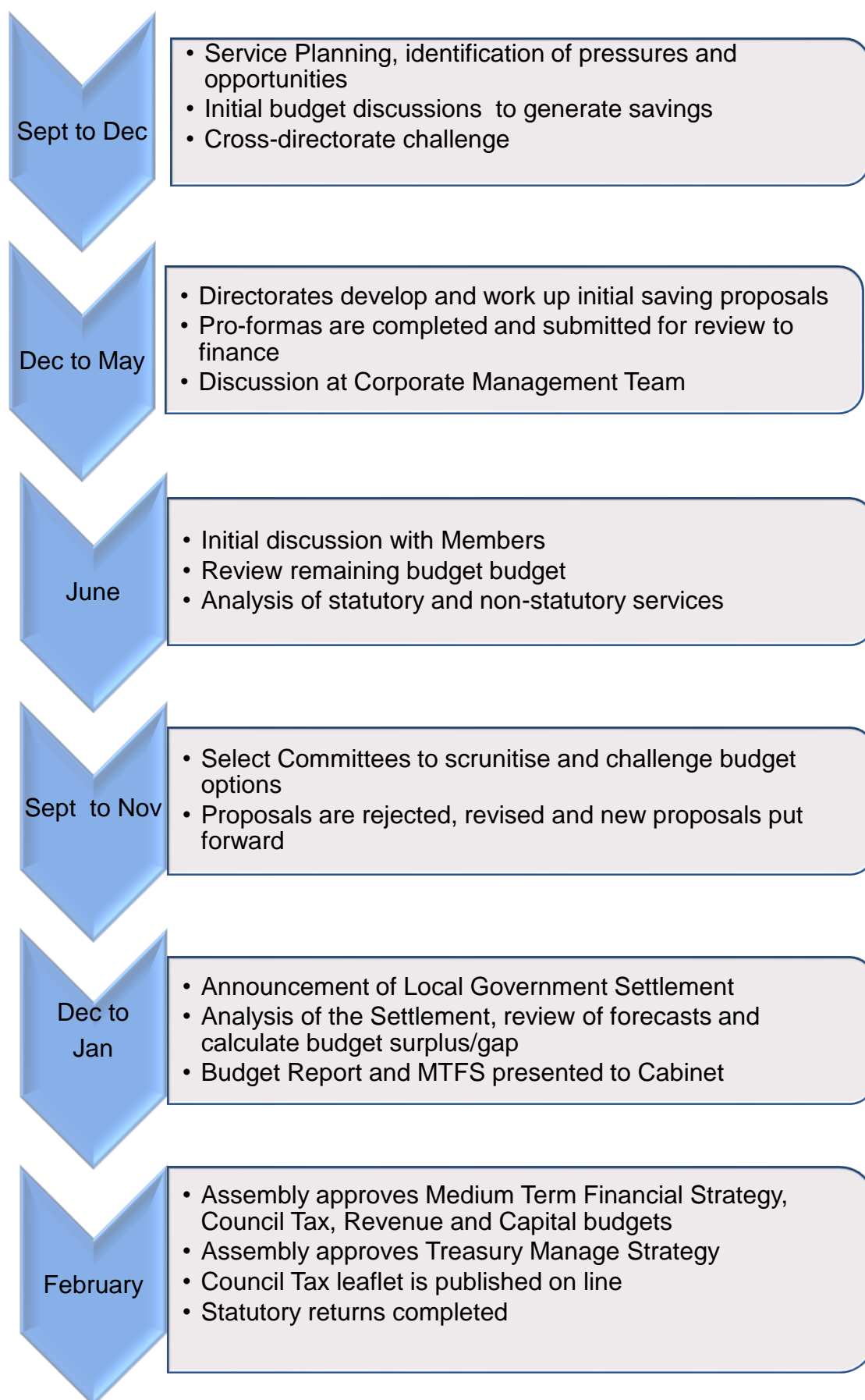


- Create thriving communities by maintaining and investing in new and high quality homes



- Maximise growth opportunities and increase the household income of Borough residents

The following timeline outlines the Council’s budget setting process:



3. Budget Challenges 2014/15 and Beyond

- 3.1 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 2020.
- 3.2 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.
- 3.3 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.
- 3.4 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.
- 3.5 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.
- 3.6 Care Bill** - In May 2013, the Care Bill was introduced to ensure that citizens should not face unmanageable or unpredictable costs for their social care needs in old age. The Bill proposed that no individual should have to pay more than £60,000 for care costs in their lifetime, with councils being liable for costs above the cap. The Bill also proposes to increase capital thresholds for residential and nursing care from £14,250 (lower) and £23,250 (upper) to £17,500 (lower) and £100,000 (upper), before service users are liable for the full cost of their care. Other aspects of the Bill include a universal deferred payment scheme and increased rights for carers.
- 3.7** The primary legislation lacks sufficient details to accurately assess the financial implications. The Bill will be effective from 1st April 2016. At present, the MTFS assumes a cost pressure of £2.5m from 2015/16 and £4m per annum from 2016/17 onwards. Nationally, the Government has identified £335m in 2015/16 to cover the cost of early assessment and reviews, deferred payments, an information campaign and recruitment and training of staff. The indicative allocation for the Council is £1.084m. At present, no further announcements have been made regarding the on-going costs of the Care Bill.
- 3.8 Better Care Fund** - New opportunities will arise in 2015/16 as the Government will create a £3.8bn pool to integrate health and social care, enabling councils to invest in

prevention and early intervention, in the form of the “Better Care Fund”. £1.1bn will be transferred from the NHS for 2014/15 to support the new agenda, however the funding must be used to support adult social care services which have a health benefit, and plans must be agreed with local health partners on how the funding is best used within social care. Councils must submit agreed plans setting out performance targets by 4th April 2014. For 2015/16, the Council’s expected allocation for the Better Care Fund is c£13m.

- 3.9 The Children and Families Bill 2013** - The bill proposes to extend provision of Local Authority Special Educational Needs (SEN) support from birth to 25, beyond the current system of support from 5 – 18. The Council’s budget of supporting SEN placements is c£5m per annum, funded from the Dedicated Schools Grant. There is also an element of expenditure within the General Fund to fund passenger transport and assessments. Based on current numbers of children receiving SEN support, the MTFS factors in a pressure of £1.25m for 2015/16 should the DSG be unable to contain this pressure.
- 3.10 Education Services Grant** - The Council’s Education Services Grant is based on the number of pupils in schools under Council control. As more schools leave Council control the grant will be reduced accordingly. The Government is currently consulting on the impact of reducing the grant by 20% - this equates to a £1.2m reduction which has been incorporated into the MTFS for 2015/16.
- 3.11 Local Welfare Provision** - The Council also receives funding to administer the Local Welfare Provision scheme (£0.915m for 2014/15). The funding is allocated to support the most vulnerable people for food, gas and electricity supplies. From 2015/16 government is ending the grant.

4. The Council's Funding

4.1 Net Budget Requirement

The Council has a net budget requirement for 2014/15 of £165.320 million. This is funded from by a mixture of formula grant, specific grant, Council Tax and NNDR as shown in the summary table below.

How are we funded?	2014/15 £'000
Formula Funding	97,578
Rolled In Grants	16,118
Special and Specific Grant	11,761
Government/National Funding	125,457
Council Tax Requirement	41,187
Council Tax Surplus	1,067
NNDR Deficit	(1,863)
NNDR Retained above baseline	(568)
Local Funding	39,863
Total Funding	165,320

4.2 Government Funding

4.2.1 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:



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 2014/15.

Government Funding: Start Up Funding and Specific Grants	2014/15 £'000
Formula Funding	97,578
Learning Disability Grant	4,386
Early Years Intervention Grant (EIG)	9,171
Homeless Grant	416
Lead Local Flood Funding	120
Council Tax Freeze Grants 2011/12	1,344
Council Tax Freeze Grants 2013/14	540
Returned Grant	151
Rolled In Grants	16,118
Sub-Total: Start Up Funding	113,696
Community Right to Challenge	9
Community Right to Bid	8
Lead Local Flood Funding - Additional	41
Benefits Subsidy Administration Grant	1,835
Education Support Grant	4,871
Council Tax Freeze Grants 2014/15	545
Council Tax Support New Burdens Funding	155
Weekly Collection Grant	417
New Homes Bonus Grant	3,234
LA Social Housing Fraud	100
Settlement Funding Adjustment	546
Special and Specific Grants	11,761
Total	125,457

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.

Analysis of 'Spending Power'	£'000
Total: Start Up Funding (14/15)	113,696
Council Tax (Government estimate)	40,928
Lead Local Flood Authorities Grant (additional)	41
Community Right to Challenge	9

Community Right to Bid	8
Council Tax Freeze Grant	545
New Homes Bonus	3,234
NHS funding to support social care and benefit health	4,185
Public Health Grant	14,213
Local Welfare Provision Grant	915
Local Reform and Community Voices DH revenue grant	165
Benefits Subsidy Administration Grant	1,835
Council Tax Support New Burdens Funding	155
LA Social Housing Fraud	100
Settlement Funding Adjustment	546
Total: Spending Power (14/15)	180,575

The following table shows how the Council's Spending Power figure allocated by the Government reconciles to the net budget requirement of £165.320 million. The main differences are the inclusion of the Public Health grant (which is a contribution towards the council's gross budget rather than a contribution to the net budget), the exclusion of the Education Services Grant in the Spending Power figure and the difference between estimated and actual Council tax and NNDR collected.

Spending Power	180,575
Council Tax Surplus	1,067
NNDR Deficit	(1,823)
NNDR Retained above baseline	(568)
Weekly Collection Grant	417
Actual Council Tax adjustment	259
NHS funding to support social care and benefit health – (in ACS gross budget)	(4,185)
Local Reform and Community Voices DH revenue grant - (In ACS gross budget)	(165)
Education Services Grant (ESG)	4,871
Public Health Grant	(14,213)
Local Welfare Provision Grant	(915)
Net Budget Requirement	165,320

4.2.3 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 sixth consecutive year the Council has set a budget without increasing Council Tax. The GLA element of the Council tax has decreased by 1.2%, from £303.00 down to

£299.00. This means that the overall charge to the tax payer has decreased by - 0.3%.

The Government issued a two year Council tax freeze grant, in 2013/14 which equated to £545k per year for Barking and Dagenham and this amount will be received in 2014/15. The Government limit on council tax increases before a local referendum would be required has remained at 2% or more.

Barking & Dagenham has a Council tax base (equivalent number of band D properties) of 40,522.1. This is an increase from last year's figure of 39,955.7 which gives the Authority a total Council tax figure of £41.187m.

4.2.4 Gross Income

In addition to the funding above the Council also receives other income, as shown on the graph 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 graph below summarises the different income streams from which the council receives funding. 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.

Within the Chief Executive Directorate (CEX) the council also receives £148m as part of the housing benefit subsidy.

5. 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).

Ring-fenced Income	2014/15 £'000
Dedicated Schools Grant (DSG)	228,443
Housing Revenue Account (HRA)	107,018
Total	335,461

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.

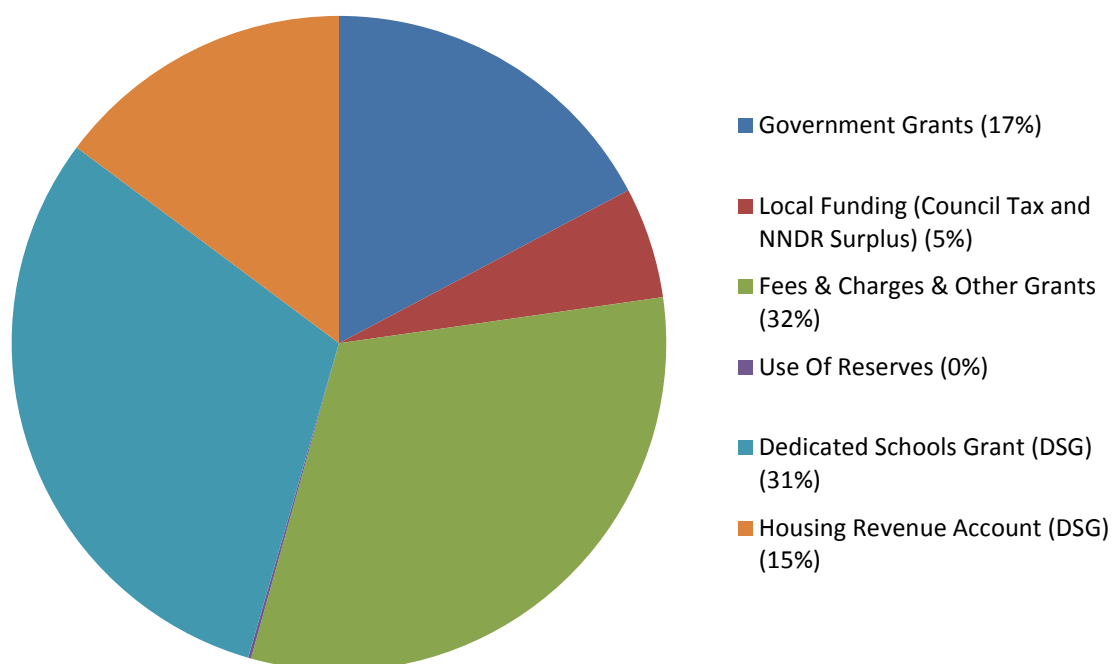
The HRA income is what the Council receives in rents from its Council tenants, and it is used to fund the housing stock, such as building maintenance.

5.1 Total Funding and Income

In summarising the various funding and income sources above, the Council has total gross income of £766.1 million as set out below.

Total Funding and Income	2014/15 £'000
Government Grant	125,457
Local Funding (Council Tax and NNDR surplus)	39,863
Fees and Charges, Other Grant & reserves	229,525
Use of reserves	1,044
Recharges to Capital, DSG and HRA	34,785
Dedicated Schools Grant (DSG)	228,443
Housing Revenue Account (HRA) funding	107,018
Total	766,135

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.



6.0 The Council's Expenditure

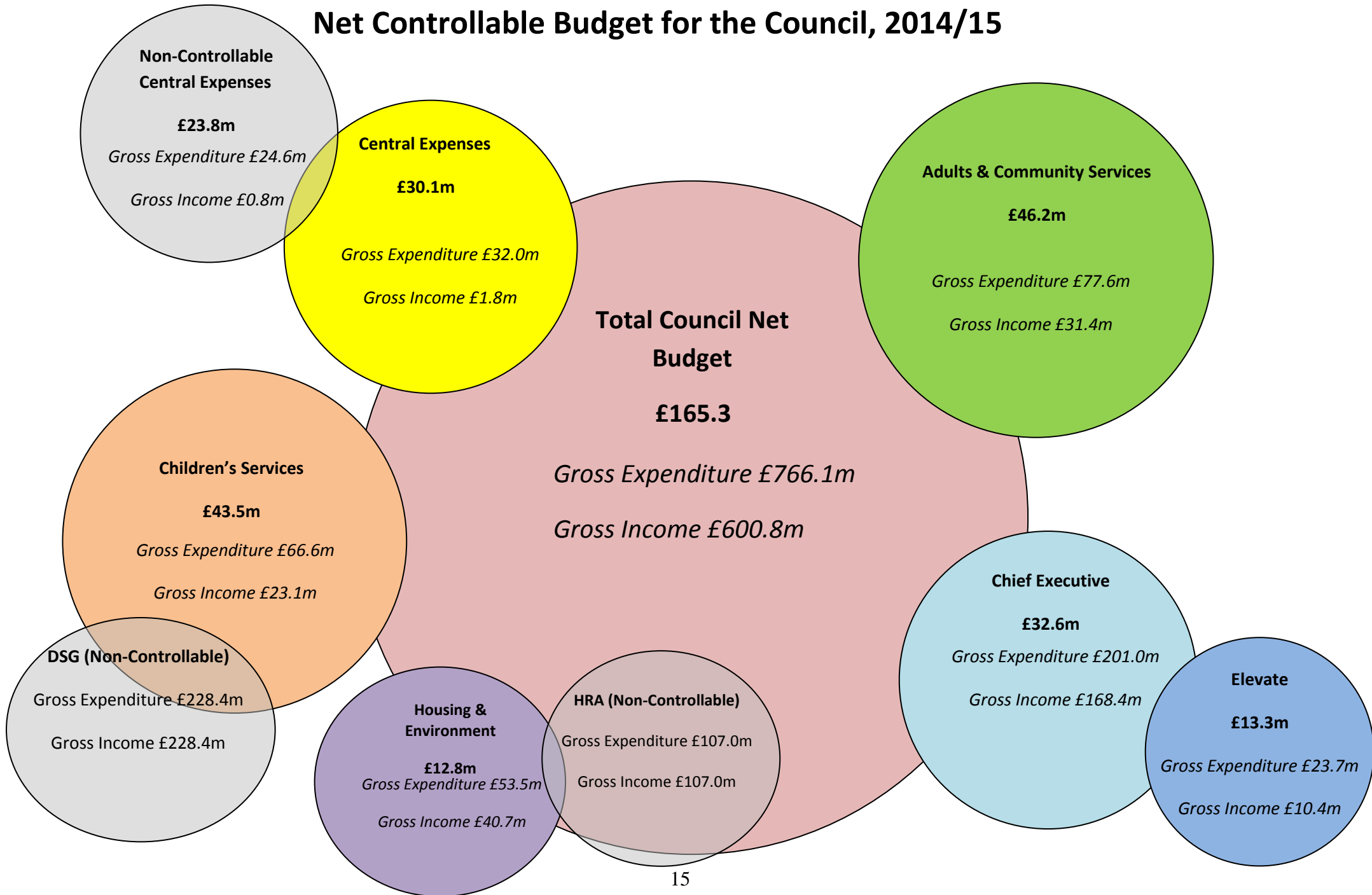
6.1 Budget by Council Directorate

The net budget of £165.3m million is allocated by Council Directorate as follows:

Service	2014/15 £'000
Adult & Community Services (ACS)	54,828
Children's Services (CHS)	61,613
Housing & Environment (H&E)	23,982
Chief Executive Directorate (CEX)	20,441
Central Finance, Contingencies & Levies	4,457
Total	165,320

The figures in the table are inclusive of overheads and capital charges which are not classed as controllable service expenditure. The blob charts below shows a breakdown of the net controllable budget for the council directorates.

Net Controllable Budget for the Council, 2014/15



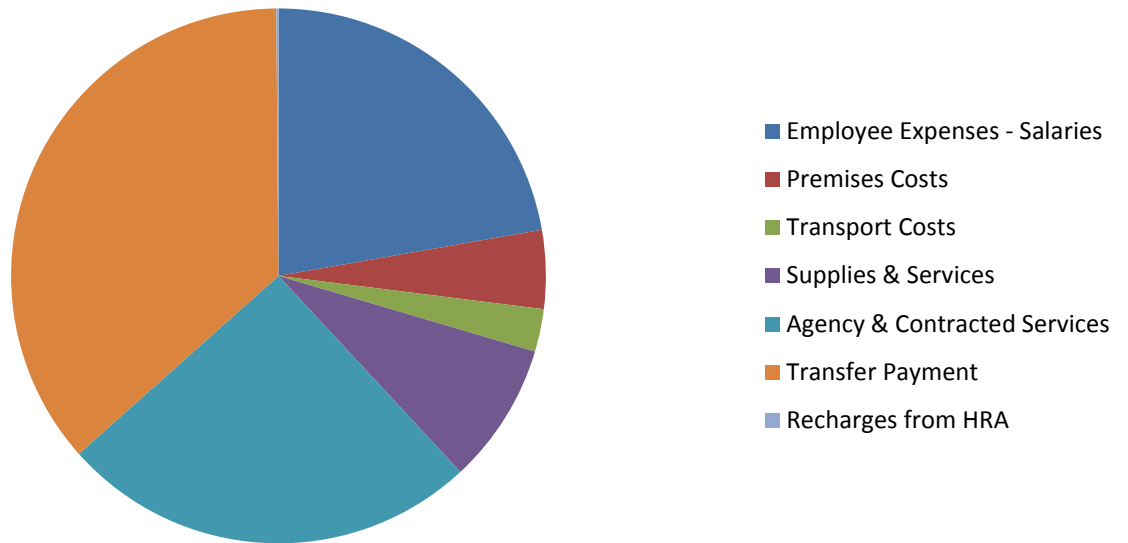
This table expands on the summary above and gives a detailed breakdown of gross expenditure and income

Total Expenditure by Council Directorate	ACS	CHS	H&E	CEx	Central Budgets	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000
EXPENSE						
Employee Expenses - Salaries	23,868	26,089	26,500	16,672	2,650	95,779
Premises Costs	2,555	11,837	4,439	1,216	400	20,446
Transport Costs	166	1,266	3,811	5,881	0	11,124
Supplies & Services	3,658	5,541	3,453	3,184	20,880	36,716
Agency & Contracted Services	40,487	21,253	14,907	24,332	8,055	109,034
Transfer Payment	6,580	593	135	149,698	0	157,006
Recharges from HRA	301	0	225	44	0	570
Gross Controllable Expenditure	77,614	66,579	53,470	201,025	31,985	430,675
INCOME						
Income - Grants, Fees & Charges & Other	(30,339)	(16,773)	(26,324)	(155,289)	(800)	(229,525)
Income - recharges to HRA	(626)	0	(10,006)	(7,577)	0	(18,208)
Income - recharges to DSG & Schools	(227)	(6,279)	(2,998)	(1,869)	0	(11,373)
Income - recharges to Capital Programme & Other	(207)	0	(1,334)	(3,663)	0	(5,204)
Use of Reserves	0	0	0	0	(1,044)	(1,044)
Gross Controllable Income	(31,398)	(23,053)	(40,661)	(168,398)	(1,844)	(265,355)
					-	-
NET CONTROLLABLE BUDGET	46,216	43,527	12,809	32,627	30,141	165,320
OTHER BUDGETS						
Support Services	6,660	7,403	11,000	9,816	0	34,879
Income - recharges to GF	(852)	(22)	(10,420)	(23,584)	0	(34,879)
Capital Charges	2,804	10,705	10,593	1,582	(25,684)	0
BUDGET REQUIREMENT	54,828	61,613	23,982	20,441	4,457	165,320

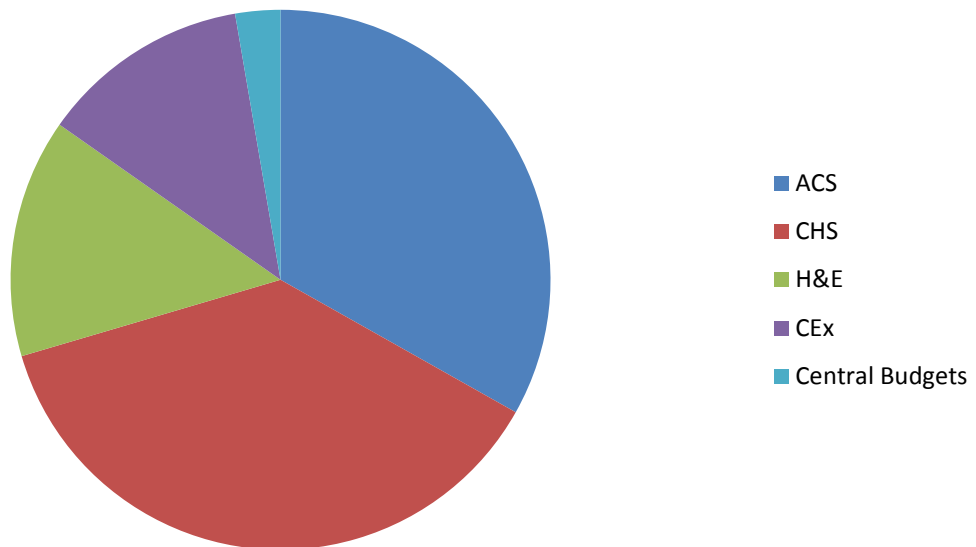
6.2 Budget by SeRCOP Category. In comparison to the table above, which presents the Councils total expenditure by Council Directorate (for management accounting purposes), the following table presents the Councils total expenditure in terms of SeRCOP headings, as reported in the Council Tax Leaflet. 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	57,465	(9,850)	47,615	1,175	22.60
Central Services to the Public	4,943	(2,178)	2,765	68	1.31
Children's & Education Services	78,593	(15,731)	62,863	1,551	29.83
Corporate & Democratic Core	4,281	(17)	4,264	105	2.02
Cultural & Related Services	12,787	(5,331)	7,456	184	3.54
Environmental & Regulatory Services	11,483	(2,899)	8,585	212	4.08
Highways & Transport	22,544	(7,410)	15,134	373	7.17
Housing Services	175,503	(165,241)	10,262	253	4.87
Planning Services	4,670	(1,243)	3,427	85	1.63
Public Health	14,230	(14,230)	-	-	-
Total Expenditure on General Fund Services	386,498	(224,128)	162,370	4,006	77.04
Other – Reserves, Interest Payable and Investment Income	1,359	(8,094)	(6,735)	(166)	(3.20)
Charges from Other Bodies	9,685	-	9,685	239	4.60
BUDGET REQUIREMENT	397,542	(232,222)	165,320	4,080	78.46
Funded by:					
Government Grant and Collection Fund			124,133		
Council Tax			41,187	1,016	19.55
TOTAL			165,320		

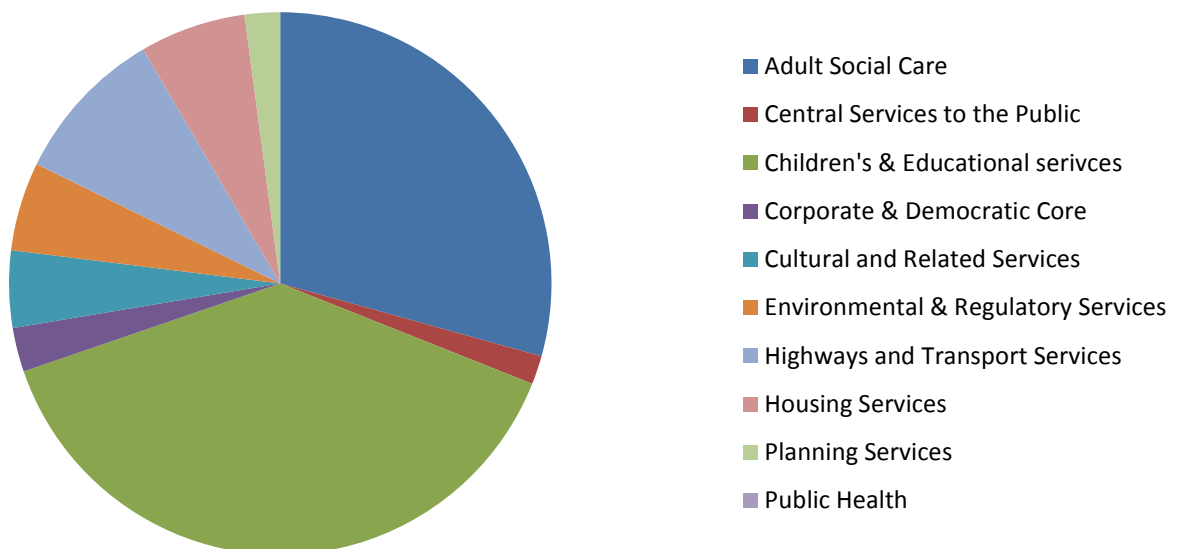
Pie Chart 1: Council Expenditure by type of expenditure (CIPFA classification)



Pie Chart 2: Council expenditure by Directorate



Pie Chart 3: Council expenditure by SeRCOP classification



7.0 Levies

The amount the Council pays to levying bodies has increase by 4% overall. This is shown in the table below:

Levy	2013/14 (£)	2014/15 (£)	Change %
East London Waste Authority (ELWA)	9,010,000	9,429,000	5%
London Pension Fund Authority (LPFA)	160,142	158,605	(1%)
Lee Valley Regional Park Authority*	131,122	127,563	(3%)
Environment Agency	93,840	93,938	(0%)
Total Levies	9,395,104	9,809,106	4%

8.0 Reserves and Contingency

In order to ensure that the budgets are robust, the Chief Finance Officer 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 including but not restricted to the following:

- The ongoing risk of the localised 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 these and other risks faced by the council the minimum Chief Finance Officer has set the minimum level of balances in line with last year at £15m.

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 2014/15:

Reserve	£m	Note
Balances held by schools under a scheme of delegation	25.0	Only usable by schools.
Housing Revenue Account (HRA) balance	8.5	Can only be used in relation to the HRA
Leasehold repairs	6.8	Can only be used for funding housing capital
Redundancies	2.5	To fund the cost of redundancies

Invest to Save	2.8	Earmarked reserves for specific projects to generate savings
Budget Support	3.7	To support the in-year revenue budget monitoring position
General Fund reserve	25.9	To support the delivery of the Council's budget
PFI Reserve	7.7	For potential PFI costs
Departmental Reserves	2.7	For specific projects across the individual directorates
Other	2.9	Various reserves including insurance, adult college and elections reserve.

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.

9.0 Budget Discipline, Governance, and Value for Money

9.1 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 2014/15 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 2014/15 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 2014/15.

9.2 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.

9.3 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 2013/14 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 2014/15 to ensure these issues are addressed and best practice becomes fully embedded.

10.0 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.

10.1 The Council's cash position

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

2013/14 -	£120m (estimate)
2012/13 -	£110m
2011/12 -	£100m
2010/11 -	£94m

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. All cash flow monitoring and investing are carried out by an in-house treasury section.

10.2 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:

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

10.3 Borrowing Strategy

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

- Short term temporary borrowing for day to day cash flow purposes to ensure liquidity.
- 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 2013 was made up of four elements:

- External loans from Public Works Loan Board and private banks - £60m;
- HRA PWLB Loans - £266m;
- PFI/finance lease liabilities - £58m; and
- "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.

11.0 Capital Strategy

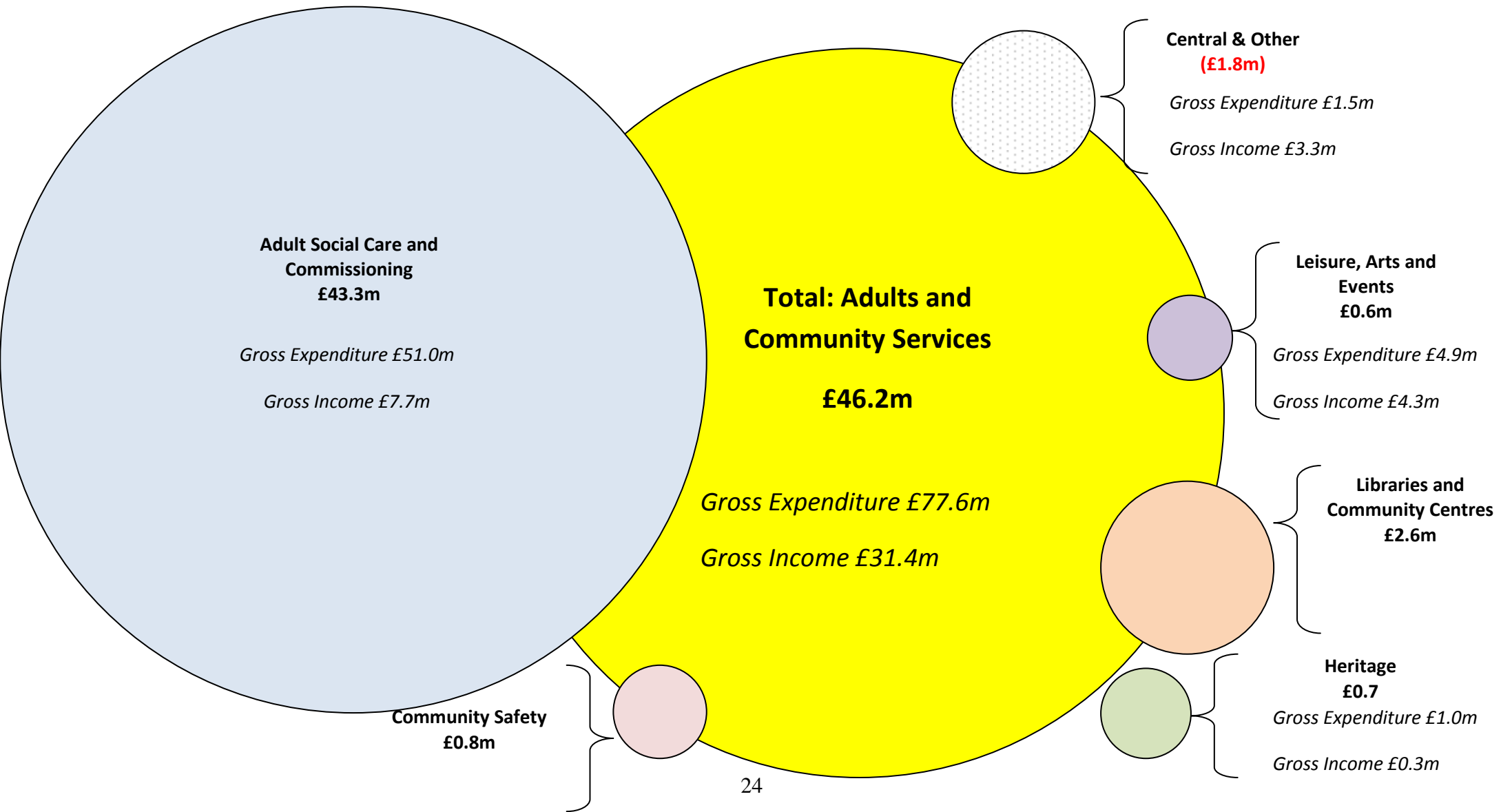
Members' objective is to minimise the Council's external borrowing requirements. Further borrowing will only be possible for new schemes where the expenditure is essential for statutory and/or health and safety reasons to enhance assets that are in need of urgent maintenance or where the completed project generates an income stream that will enable the financing of the incurred debt.

Adult and Community Services Revenue Budget 2014/15

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Adults and Community Services Net Controllable Budget, 2014/15



ADULT AND COMMUNITY SERVICES BUDGETS 2014-15	Adult Social Care £'000	Integration & Commissioning £'000	Mental Health £'000	Culture and Sport £'000	Community Safety and Public Protection £'000	Public Health £'000	Service Strategy & Regulation £'000	Management & Central £'000	TOTAL £'000
EXPENSE									
Employee Expenses	9,766	1,276	1,133	5,582	2,352	3,096	366	298	23,868
Premises Costs	201	20		2,062	197	64	1	11	2,555
Transport Costs	68	-	31	39	25	-	3	-	166
Supplies & Services	425	176	11	1,420	434	1,139	22	32	3,658
Agency & Contracted Services	18,813	8,078	2,339	51	1,249	9,930	26	-	40,487
Transfer Payment	6,451	-	129	-	-	-	-	-	6,580
Recharges from HRA	-	-	-	-	-	-	-	301	301
Gross Controllable Expenditure	35,724	9,549	3,643	9,153	4,257	14,230	418	642	77,614
INCOME									
Income - Grants, Fees & Charges & Other	(4,742)	(1,204)	(421)	(5,061)	(1,310)	(14,230)	(105)	(3,268)	(30,339)
Income - recharges to HRA	-	-	-	(1)	(625)	-	-	-	(626)
Income - recharges to DSG & Schools	-	-	-	(128)	(99)	-	-	-	(227)
Income - recharges to Capital Programme & Other	(148)	-	-	(59)	-	-	-	-	(207)
Use of reserves	-	-	-	-	-	-	-	-	-
Gross Controllable Income	(4,889)	(1,204)	(421)	(5,248)	(2,034)	(14,230)	(105)	(3,268)	(31,398)
NET CONTROLLABLE BUDGET	30,835	8,345	3,222	3,905	2,222		313	(2,626)	46,216
OTHER BUDGETS									
Support Services	-	-	-	-	-	-	-	6,660	6,660
Income - recharges to GF	-	-	-	(682)	(144)	-	(27)	-	(852)
Capital Charges	187	-	-	1,168	126	-	-	1,323	2,804
BUDGET REQUIREMENT	31,022	8,345	3,222	4,391	2,205		287	5,356	54,828

RECHARGES TO ADULT & COMMUNITIES SERVICES 2014/15 (1 OF 2)

Types of support services provided	2014-15 £'000	2013-14 £'000	Movement £'000
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CHIEF EXECUTIVE

Asset Strategy & Management	38	108	(70)
Business Unit & Graduate Trainees	-	45	(45)
Corporate Client	104	130	(26)
Elevate Services*	1,699	2,211	(512)
Energy & Compliance	32	82	(50)
Finance	685	708	(23)
Innovation & Funding	16	31	(14)
Insurance & Risk Management	16	10	6
Internal Audit	93	74	19
Leasehold Buildings (Maritime House) & (Crown House) Accommodation	166	-	166
Democratic Services	10	9	1
HR Support	667	565	102
Legal Services	142	152	(10)
Marketing & Communications	155	174	(18)
Members And Mayoral Expenses including Members Transport and Post Delivery	63	6	58
Policy & Performance including Corporate Complaints	80	84	(4)
TOTAL CHIEF EXECUTIVE	3,968	4,389	(421)

RECHARGES TO ADULT & COMMUNITIES SERVICES 2014/15 (2 OF 2)

Types of support services provided	2014-15 £'000	2013-14 £'000	Movement £'000
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HOUSING & ENVIRONMENT - GF

Building Cleaning	356	327	29
Building Maintenance	80	137	(57)
Civic Buildings Accommodation	520	491	29
Security	22	5	17
Fleet Management	4	1	(3)
Grounds Maintenance	48	27	21
Passenger Transport	1,237	1,129	108
Frizlands Depot	7	-	7
Refuse Collection	88	79	9
TOTAL HOUSING, ENVIRONMENT & ENFORCEMENT - GF	2,362	2,196	166

ADULT & COMMUNITY SERVICES

Alarm Monitoring & Magnetic Locks	9	9	-
Barking Learning Centre (BLC)	314	349	(35)
Security Contract	6	6	-
Sports Centres	1	1	-
TOTAL ADULT & COMMUNITY SERVICES	330	365	(35)

TOTAL SUPPORT CHARGES TO ADULT & COMMUNITIES SERVICES	6,660	6,950	(290)
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RECHARGES FROM HRA

Sheltered Housing	301	501	(200)
TOTAL HOUSING & ENVIRONMENT - HRA	301	501	(200)

* 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. Significant changes were made to the shape and model of services during 2013/14 and these are reflected in revised budget holder accountabilities.

Integrated Care

Provides the initial contact for residents and other referrers from the community through GP practices, from the hospitals (primarily Queens and King George) and direct through referrals to the Initial Contact Service. This ensures a proactive response to requests for care and support as well as where there are concerns which can lead to a safeguarding investigation. Following an assessment a personal budget is allocated and a support plan produced, which will usually be provided by an independent Personal Assistant

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. This area is also responsible for direct provision to older people including the Council's 4 Extra Care schemes and Kallar Lodge residential home.

Learning Disabilities

This area is responsible for direct provision including residential and day care for people with learning disabilities, as well as leading on the transformation programmes for learning disabilities.

Key Information

Integrated care

All advice and information is now provided on the internet through a dedicated series of web pages, the Care and Support Hub, which includes an on-line directory of accredited personal assistants overseen by the Council. The Hospital Social Work team is part of a programme to develop an integrated Joint Assessment & Discharge Service which is due to be implemented in 2014.

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 staff work across all of the Division as well as the Children with Disability Service.

Learning Disabilities

Phase 1 of the transformation programme has been completed in 2013/14, with a remodelled service providing accredited training, and workplace opportunities through the Relish Café.

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Divisional Director	Bruce Morris Tel: 020 8227 2749	Divisional Director of Adult Social Care E-mail: bruce.morris@lbbd.gov.uk

ACS - Adult Social Care BUDGETS 2014-15	Adult Social Care Management £'000	Integrated Care £'000	Learning Disabilities £'000	Intensive Support £'000	TOTAL £'000
EXPENSES					
Employee Expenses	618	2,747	2,238	4,164	9,766
Premises Costs	23		132	47	201
Transport Costs	1	31	1	35	68
Supplies & Services	141		140	143	425
Agency & Contracted Services	3	14,394	111	4,305	18,813
Transfer Payment		5,500		951	6,451
Recharges from HRA					
Gross Controllable Expenditure	786	22,672	2,621	9,644	35,724
INCOME					
Income - Grants, Fees & Charges & Other	(359)	(3,657)	(226)	(499)	(4,742)
Income - recharges to HRA	-	-	-	-	-
Income - recharges to DSG & Schools	-	-	-	-	-
Income - recharges to Capital Programme & Other	-	-	-	(148)	(148)
Gross Controllable Income	(359)	(3,657)	(226)	(647)	(4,889)
NET CONTROLLABLE BUDGET	427	19,015	2,395	8,998	30,835
OTHER BUDGETS					
Support Services	-	-	-	-	-
Income - recharges to GF	-	-	-	-	-
Capital Charges	73	-	59	56	187
BUDGET REQUIREMENT	500	19,015	2,454	9,054	31,022

ADULT AND COMMUNITY SERVICES

INTEGRATION & COMMISSIONING

Description of Service

The Integration & Commissioning function oversees the development of local social care markets, commissions specialist social care services, and monitors the quality of local social care provision. It is charged with developing joint commissioning and integrated service planning as a key mechanism for achieving efficiencies across health and social care, overseen by the statutory Health & Wellbeing Board, which the team facilitates.

Key Information

Both national policy and the demand for savings across social care require a proactive approach to greater integration of services between health and social care. The Integration & Commissioning function brings together the operation of the Health & Wellbeing Board (the main statutory mechanism by which health and social care is jointly planned) with the everyday commissioning of social care services, increasingly operating as joint commissioning approaches with the Clinical Commissioning Group.

The Council commissions fewer direct services than in the past, and increasingly personal budgets are provided to clients to be spent in a local 'market' of social care services, from established major providers as well as new 'micro-enterprises'. The Integration & Commissioning function provides some resource to develop the local market, to stimulate new enterprise to meet service user needs and to support providers in their development. To support this function, the service includes the social care performance and analysis function, centred on the statutory annual returns that are needed.

The service also ensures that quality is maintained, using performance data and user feedback to develop a risk-led approach to focus the quality assurance process on emerging areas of concern. The statutory social care complaints process is led by the team, as well as service user engagement, which together ensure that service user feedback is incorporated into the planning of services.

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Divisional Director	Glynis Rogers Tel: 020 8227 2827	Divisional Director, Commissioning & Partnerships E-mail: glynis.rogers@lbbd.gov.uk

ACS – Integration & Commissioning BUDGETS 2014-15	Commissioning Team £'000	Commissioned Services £'000	Community Development £'000	Total £'000
EXPENSES				
Employee Expenses	1,276	-	-	1,276
Premises Costs	-	20	-	20
Transport Costs	-	-	-	-
Supplies & Services	13	12	151	176
Agency & Contracted Services	-	7,845	233	8,078
Transfer Payment	-	-	-	-
Recharges from HRA	-	-	-	-
Gross Controllable Expenditure	1,288	7,877	384	9,549
INCOME				
Income - Grants, Fees & Charges & Other	-	(1,204)	-	(1,204)
Income - recharges to HRA	-	-	-	-
Income - recharges to DSG & Schools	-	-	-	-
Income - recharges to Capital Programme & Other	-	-	-	-
Use of Reserves	-	-	-	-
Gross Controllable Income	-	(1,204)	-	(1,204)
NET CONTROLLABLE BUDGET	1,288	6,673	384	8,345
OTHER BUDGETS				
Support Services	-	-	-	-
Income - recharges to GF	-	-	-	-
Capital Charges	-	-	-	-
BUDGET REQUIREMENT	1,288	6,673	384	8,345

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 staff 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 90 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.

Budget Holder Kevin Sole Assistant Director, Mental Health Services, NELFT
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ACS - Mental Health Services BUDGETS 2014-15	Staffing & Management £'000	Residential Placements - Under 65S £'000	Residential Placements - Over 65S £'000	External Home Care / Direct Payments £'000	Total £'000
EXPENSES					
Employee Expenses - Salaries	1,133	-	-	-	1,133
Premises Costs		-	-	-	
Transport Costs	31	-	-	-	31
Supplies & Services	11	-	-	-	11
Agency & Contracted Services	-	1,304	935	100	2,339
Transfer Payment	-	-	-	129	129
Recharges from HRA	-	-	-	-	-
Gross Controllable Expenditure	1,175	1,304	935	229	3,643
INCOME					
Income - Grants, Fees & Charges & Other	(49)	(137)	(235)	-	(421)
Income - recharges to HRA	-	-	-	-	-
Income - recharges to DSG & Schools	-	-	-	-	-
Income - recharges to Capital Programme & Other	-	-	-	-	-
Use of reserves					
Gross Controllable Income	(49)	(137)	(235)		(421)
NET CONTROLLABLE BUDGET	1,126	1,167	700	229	3,222
OTHER BUDGETS					
Support Services	-	-	-	-	-
Income - recharges to GF	-	-	-	-	-
Capital Charges	-	-	-	-	-
BUDGET REQUIREMENT	1,126	1,167	700	229	3,222

ADULT AND COMMUNITY SERVICES

CULTURE & SPORT

Description of Service

This budget includes Libraries, Heritage, Leisure Centres, Sport and physical activity development, Community Halls, Broadway theatre, and Volunteering.

Key Information

Libraries

Library Services is delivered through two central libraries (Barking Learning Centre and Dagenham Library) and four branch libraries: Robert Jeyes, which is community managed, Thames View, Valence, and Marks Gate. A Home Library Service for older people and a library service for schools are delivered to Primary schools, and Trinity School, through a Service Level Agreement.

Alongside its primary role to improve literacy through its book lending service, the 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 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. An education service for schools is delivered at Valence House and Eastbury Manor House and there is also a volunteer programme at both sites contributing 8,000 volunteer hours each year.

Community Sports & Arts

In 2014/15 a new leisure centre will open in Barking to replace Abbey Sports Centre and Goresbrook Leisure Centre.

The leisure centres receive over 1.2 million visits each year. Services offered include a 'learn to swim' programme which has over 4000 children enrolled; this provides lessons from beginners up to competent swimmer level and is one of the largest stand alone schemes in the UK.

The team delivers a varied and accessible programme which encourages local people to become and stay physically active including:

- Community Games / Community hubs
- Children and young persons programme which offers 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;
- Disability Sport Programme.
- GP Exercise Referral Scheme, Healthy Walk and Hearty Lives programme

The Broadway theatre is the principal performing arts venue in the area and home to the Barking and Dagenham College department of performing arts. It provides a unique offer in the Borough

and is a cornerstone of local cultural provision. Through its performance and participatory programmes, the Broadway provides positive activities for young people as well as opportunities for social interaction, improving physical and emotional health, lifelong learning, and volunteering for the wider community. The venue is an important element of the plans by the Council and its partners to regenerate the Barking town centre and in particular the night time economy.

All Sport and Leisure services in Community, Sport and Arts have secured 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.

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

ACS - Culture and Sport BUDGETS 2014-15	Heritage £'000	Libraries £'000	Community Halls £'000	Community Sport and Arts £'000	Active Age Centres £'000	Volunteering £'000	Total £'000
EXPENSE							
Employee Expenses - Salaries	710	1,794	36	2,998	-	44	5,582
Premises Costs	143	869	16	1,034	-	-	2,062
Transport Costs	1	33	-	5	-	-	39
Supplies & Services	82	527	-	803	-	8	1,420
Agency & Contracted Services	42	9	-	-	-	-	51
Transfer Payment	-	-	-	-	-	-	-
Recharges from HRA	-	-	-	-	-	-	-
Gross Controllable Expenditure	977	3,232	52	4,840		52	9,153
INCOME							
Income - Grants, Fees & Charges & Other	(278)	(613)	-	(4,170)	-	-	(5,061)
Income - recharges to HRA	-	-	-	(1)	-	-	(1)
Income - recharges to DSG & Schools	-	(51)	-	(77)	-	-	(128)
Income - recharges to Capital Programme & Other	-	(39)	-	(20)	-	-	(59)
Use of reserves	-	-	-	-	-	-	-
Gross Controllable Income	(278)	(703)		(4,267)			(5,248)
NET CONTROLLABLE BUDGET	699	2,529	52	573		52	3,905
OTHER BUDGETS							
Support Services	-	-	-	-	-	-	-
Income - recharges to GF	-	(679)	-	(3)	-	-	(682)
Capital Charges	27	558	27	555	1	-	1,168
BUDGET REQUIREMENT	727	2,408	79	1,125	1	52	4,391

ADULT AND COMMUNITY SERVICES

COMMUNITY SAFETY & PUBLIC PROTECTION

Description of Service

These budgets include, community safety, the head of service for commissioning & partnership, youth offending services, substance misuse and adult safeguarding.

Key Information

A40035 – Community Safety

This group of services includes teams working on the partnership response to anti-social behaviour, gang-related activity, co-ordinating the Council's integrated offender management programme, all volume crime reduction and prevention, problem solving activity and CCTV provision. 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 Safer Stronger Select Committee, Community Safety Partnership and undertakes the Strategic Assessment of Crime and Disorder.

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.

A40057 – Head of Service, Commissioning & Partnership

This budget includes the Divisional Director Commissioning & Partnership's cost.

A40059 – Youth Offending Services

The team 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 work closely with Anti Social Behaviour colleagues and Troubled Families to ensure early intervention and also lead on the Council's response to gang related issues.

The team also manage the Youth Offending Service in London Borough of Havering.

A40067 – Substance Misuse

The Team works closely with Health and enforcement agencies and jointly commissions a number of community based initiatives and rehabilitation and treatment services. These focus on raising awareness around drug misuse, alcohol misuse and tobacco control as well as supporting individuals through treatment and rehabilitation.

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 Safeguarding Adults partnership which includes health, mental health, community and voluntary sector and police representatives, to ensure operational and strategic compliance with agreed standards through the Safeguarding Adults Board. 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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Budget Holder	Peggy Mhembere Tel: 020 8724 8857	Group Manager, Safeguarding Adults E-mail: peggy.mhembere@lbbd.gov.uk
Divisional Director	Glynis Rogers Tel: 020 8227 2827	Divisional Director, Commissioning & Partnerships E-mail: glynis.rogers@lbbd.gov.uk

ACS - Community Safety and Public Protection	Youth Offending Service	Substance Misuse inc Tier 4 DAAT	Adult Safeguarding	Community Safety	Total
BUDGETS 2014-15	£'000	£'000	£'000	£'000	£'000
EXPENSES					
Employee Expenses - Salaries	1,275	34	267	777	2,352
Premises Costs	151	-	2	44	197
Transport Costs	18	-	2	5	25
Supplies & Services	29	-	30	375	434
Agency & Contracted Services	178	572	244	256	1,249
Transfer Payment	-	-	-	-	-
Recharges from HRA	-	-	-	-	-
Gross Controllable Expenditure	1,650	605	545	1,457	4,257
INCOME					
Income - Grants, Fees& Charges & Other	(828)	(110)	(201)	(172)	(1,310)
Income - recharges to HRA	-	-	(40)	(585)	(625)
Income - recharges to DSG & Schools	-	-	-	(99)	(99)
Income - recharges to Capital Programme & Other	-	-	-	-	-
Use of reserves	-	-	-	-	-
Gross Controllable Income	(828)	(110)	(241)	(855)	(2,034)
NET CONTROLLABLE BUDGET	822	495	304	601	2,222
OTHER BUDGETS					
Support Services	-	-	-	-	-
Income - recharges to GF	-	-	-	(144)	(144)
Capital Charges	-	-	-	126	126
BUDGET REQUIREMENT	822	495	304	584	2,205

ADULT AND COMMUNITY SERVICES

Public Health

Description of Service

From 1 April 2013, the Council had 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

Budget Holder	Matthew Cole	Director of Public Health
	Tel: 020 8227 3953	E-mail: matthew.cole@lbbd.gov.uk

ACS - Public Health BUDGETS 2014-15	Sexual Health £'000	Health Protection £'000	Promoting Health £'000	Healthy Children £'000	Healthy Adults £'000	Healthy Intelligence £'000	Health Care £'000	Manage ment £'000	Public Health Grant £'000	TOTAL £'000
EXPENSES										
Employee Expenses - Salaries			520	494	854			1,122	106	3,096
Premises Costs					64					64
Transport Costs										
Supplies & Services	45		100	285	234	95		7	373	1,139
Agency & Contracted Services	2,605	100	3,125	2,806	945	50	50		250	9,930
Transfer Payment										
Recharges from HRA										
Gross Controllable Expenditure	2,650	100	3,745	3,585	2,097	145	50	1,129	729	14,230
INCOME										
Income - Grants, Fees & Charges & Other					(17)				(14,213)	(14,230)
Income - recharges to HRA										
Income - recharges to DSG & Schools										
Income - recharges to Capital Programme & Other										
Gross Controllable Income					(17)				(14,213)	(14,230)
NET CONTROLLABLE BUDGET	2,650	100	3,745	3,585	2,080	145	50	1,129	(13,484)	
OTHER BUDGETS										
Support Services	-	-	-	-	-	-	-	-	-	-
Income - recharges to GF	-	-	-	-	-	-	-	-	-	-
Capital Charges	-	-	-	-	-	-	-	-	-	-
BUDGET REQUIREMENT	2,650	100	3,745	3,585	2,080	145	50	1,129	(13,484)	

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.

Budget Holder Anne Bristow Corporate Director Adult and Community Services
Tel: 020 8227 2300 E-mail: anne.bristow@lbbd.gov.uk

ACS - Service Strategy & Regulation BUDGETS 2014-15	Director £'000	Civil Protection £'000	TOTAL £'000
EXPENSES			
Employee Expenses - Salaries	164	202	366
Premises Costs	-	1	1
Transport Costs	-	3	3
Supplies & Services	-	22	22
Agency & Contracted Services	-	26	26
Transfer Payment	-	-	-
Recharges from HRA	-	-	-
Gross Controllable Expenditure	164	254	418
INCOME			
Income - Grants, Fees & Charges & Other	-	(105)	(105)
Income - recharges to HRA	-	-	-
Income - recharges to DSG & Schools	-	-	-
Income - recharges to Capital Programme & Other	-	-	-
Use of reserves	-	-	-
Gross Controllable Income		(105)	(105)
NET CONTROLLABLE BUDGET	(139)	148	08
OTHER BUDGETS			
Support Services	-	-	-
Income - recharges to GF	(27)	-	(27)
Capital Charges	-	-	-
BUDGET REQUIREMENT	138	149	287

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 Directorate Support. The team provides PA support to the senior management.

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

Budget Holder Anne Bristow Corporate Director Adult and Community Services
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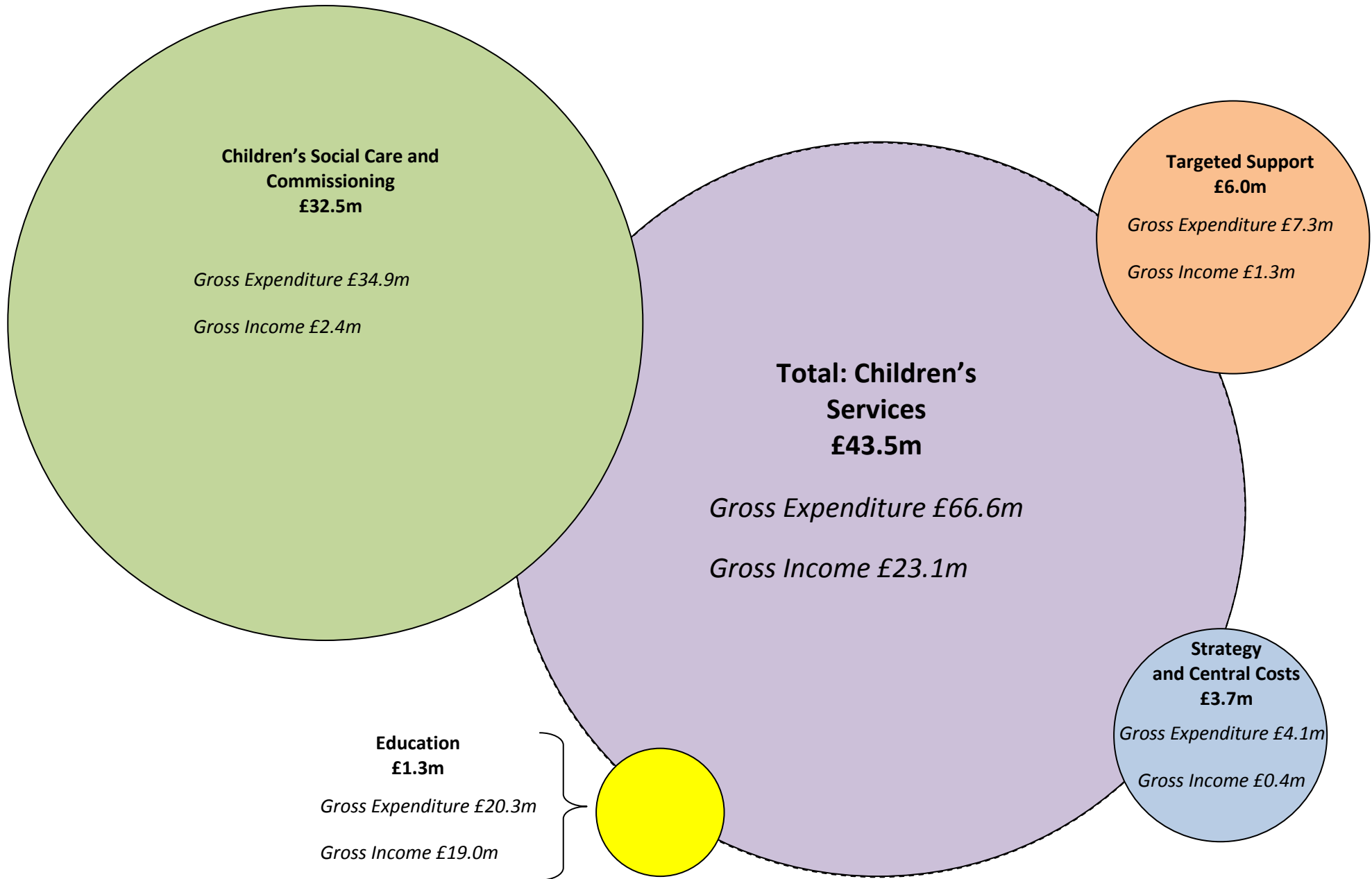
ACS - Management & Central BUDGETS 2014-15	Management & Support £'000
EXPENSES	
Employee Expenses - Salaries	298
Premises Costs	11
Transport Costs	-
Supplies & Services	32
Agency & Contracted Services	-
Transfer Payment	-
Recharges from HRA	301
Gross Controllable Expenditure	642
INCOME	
Income - Grants, Fees & Charges & Other	(3,268)
Income - recharges to HRA	-
Income - recharges to DSG & Schools	-
Income - recharges to Capital Programme & Other	-
Gross Controllable Income	(3,268)
NET CONTROLLABLE BUDGET	(2,626)
OTHER BUDGETS	
Support Services	6,660
Income - recharges to GF	
Capital Charges	1,323
BUDGET REQUIREMENT	5,356

Children's Services Revenue Budget 2014/15

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Group Manager - Finance: Patricia
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Children's Services Net Controllable Budget, 2014/15



CHILDREN SERVICES	Education, Early Years and Youth Services	Social Care and Complex Needs	Safeguarding, Early Intervention and Commissioning	Management & Central	TOTAL
BUDGETS 2014-15	£'000	£'000	£'000	£'000	£'000
EXPENSES					
Employee Expenses - Salaries	8,825	9,339	6,732	1,192	26,089
Premises Costs	11,249	56	532	-	11,837
Transport Costs	137	1,108	20	0	1,266
Supplies & Services	2,225	755	559	2,003	5,541
Agency & Contracted Services	513	19,105	776	859	21,253
Transfer Payment	-	588	-	5	593
Recharges from HRA	-	-	-	-	-
Gross Controllable Expenditure	22,950	30,951	8,619	4,060	66,579
INCOME					
Income - Grants, Fees & Charges & Other	(13,681)	(1,682)	(1,221)	(190)	(16,774)
Income - recharges to HRA	-	-	-	-	-
Income - recharges to DSG & Schools	(5,605)	(184)	(290)	(200)	(6,279)
Income - recharges to Capital Programme & Other	-	-	-	-	-
Use of Reserves	(13,681)	(1,682)	(1,221)	(190)	(16,774)
Gross Controllable Income	(11,933)	(1,866)	(1,511)	(390)	(23,052)
NET CONTROLLABLE BUDGET	3,663	29,085	7,109	3,670	43,527
OTHER BUDGETS					
Support Services	2,706	3,462	1,073	162	7,403
Income - recharges to GF	-	-	-	-22	-22
Capital Charges	3	-	-	10,703	10,705
BUDGET REQUIREMENT	6,372	32,547	8,182	14,513	61,613

RECHARGES TO CHILDREN'S SERVICES 2014-15

Types of support services provided	2014-15 £'000	2013-14 £'000	Movement £'000
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CHIEF EXECUTIVE

Asset Strategy & Management	38	109	(71)
Business Unit & Graduate Trainees	-	45	(45)
Corporate Client	180	350	(170)
* Elevate Services	2,480	2,089	391
Energy & Compliance	32	46	(14)
Finance	636	778	(142)
Innovation & Funding	23	31	(8)
Insurance & Risk Management	15	10	5
Internal Audit	112	121	(9)
Democratic Services	115	125	(10)
HR Support	577	741	(164)
Legal Services	730	661	69
Marketing & Communications	155	174	(19)
Members And Mayoral Expenses including Members Transport and Post Delivery	63	6	57
Policy & Performance including Corporate Complaints	80	84	(4)
TOTAL CHIEF EXECUTIVE	5,236	5,370	(134)

RECHARGES TO CHILDREN'S SERVICES 2014-15

Types of support services provided	2014-15 £'000	2013-14 £'000	Movement £'000
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HOUSING , ENVIRONMENT & ENVIRONMENT - GF

Building Cleaning	227	196	31
Building Maintenance	81	138	(57)
Civic Buildings Accommodation	459	641	(182)
Security	36	5	31
Frizlands Depot	4	-	4
Fleet Management	2	1	1
Grounds Maintenance	7	7	-
Passenger Transport	1,289	1,320	(31)
Refuse Collection	52	48	4
TOTAL HOUSING, ENVIRONMENT & ENFORCEMENT - GF	2,157	2,356	(199)

ADULT & COMMUNITY SERVICES

Alarm Monitoring & Magnetic Locks	8	6	2
Security Contract	2	2	-
Sports Centres	1	1	-
TOTAL ADULT & COMMUNITY SERVICES	11	9	2

TOTAL SUPPORT CHARGES TO CHILDREN'S SERVICES	7,404	7,735	(331)
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* Elevate Services include: Rents, 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, EARLY YEARS & YOUTH SERVICES

Description of Service

The Education and Targeted Support Service is made up of the following areas: School Estate, Attendance /CME/EHE, Education Inclusion, School Improvement Service (SIS), 14-19 Education, Employment and Training, the Adult College and Engagement and Extended Services and Early Years.

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 to provide a school place for every child. It supports the Council's aims and objectives regarding School Organisation. The context is one of the fastest increasing school populations. 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 and those who are not in full time education
- Record and monitor those who are elective home educated
- 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

This service is mainly funded through the Dedicated Schools Grant (DSG) and traded services. The small element which sits in the General Fund is used to record and analyse 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.

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 head teacher.

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

The 14-19 team cover the statutory duties to track all 16-19 year olds, to ensure all have an offer of a place in education, employment or training (EET), to maximise numbers who are EET and to report performance to central government.

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.

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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Budget Holder	Ann Jones Tel: 020 8227 2052	Principal Adviser Educational Inclusion (and Attendance) E-mail: ann.p.jones@lbbd.gov.uk
Budget Holder	Anne Pepper Tel: 020 8227 2142	Principal Adviser School Improvement E-mail: anne.pepper@lbbd.gov.uk
Budget Holder	Helen Richardson Tel: 020 8227 5896	Lead Commissioner 14-19 Education, Employment & Training E-mail: helen.richardson@lbbd.gov.uk
Budget Holder	Pat Pearson Tel: 020 8227 4729	Group Manager, Adult College E-mail: patricia.pearson@lbbd.gov.uk
Divisional Director	Jane Hargreaves Tel: 020 8227 2686	Divisional Director of Education E-mail: jane.hargreaves@lbbd.gov.uk

CHS - EDUCATION, EARLY YEARS & YOUTH SERVICE BUDGETS 2014-15	School Estates and Organisation £'000	Attendance Service £'000	Education Inclusion £'000	School Improvement £'000	14-19 Education and Training £'000	Adult College £'000
EXPENSES						
Employee Expenses	994	413	- 16	3,091	627	1,777
Premises Costs	10,910	-	-	138	-	135
Transport Costs	5	5	7	100	1	2
Supplies & Services	258	3	-	1,090	16	615
Agency & Contracted Services	30	-	-	43	-	72
Transfer Payment	-	-	-	-	-	-
Recharges from HRA	-	-	-	-	-	-
Gross Controllable Expenditure	12,196	420	- 10	4,463	645	2,600
INCOME						
Income - Grants, Fees & Charges & Other	(9,228)	-	-	(1,442)	-	(2,713)
Income - recharges to HRA	-	-	-	-	-	-
Income - recharges to DSG & Schools	(2,705)	(210)	-	(2,397)	(293)	-
Income - recharges to Capital Programme & Other	-	-	-	-	-	-
Use of reserves	-	-	-	-	-	-
Gross Controllable Income	(11,933)	(210)	0	(3,839)	(293)	(2,713)
NET CONTROLLABLE BUDGET	263	210	(10)	624	352	(113)
OTHER BUDGETS						
Support Services	409	53	27	435	177	789
Income - recharges to GF	-	-	-	-	-	-
Capital Charges	-	-	-	-	-	2
BUDGET REQUIREMENT	672	263	18	1,058	529	678

CHS - EDUCATION, EARLY YEARS & YOUTH SERVICE	School Estates and Organisation	Attendance Service	Education Inclusion	School Improvement	14-19 Education and Training	TOTAL
BUDGETS 2014-15	£'000	£'000	£'000	£'000	£'000	£'000
EXPENSES						
Employee Expenses - Salaries	1,035	643	44	6	213	8,825
Premises Costs	-	67	-	-	-	11,249
Transport Costs	-	9	-	8	-	137
Supplies & Services	53	59	-	100	30	2,225
Agency & Contracted Services	333	12	15	7	-	513
Transfer Payment	-	-	-	-	-	-
Recharges from HRA	-	-	-	-	-	-
Gross Controllable Expenditure	1,422	790	59	121	243	22,950
INCOME						
Income - Grants, Fees & Charges & Other	(103)	(95)	-	-	-	-
Income - recharges to HRA	-	-	-	-	-	-
Income - recharges to DSG & Schools	-	-	-	-	-	(5,605)
Income - recharges to Capital Programme & Other	-	-	-	-	-	-
Use of reserves	-	-	-	-	-	-
Gross Controllable Income	(103)	(95)	-	(100)	-	(19,286)
NET CONTROLLABLE BUDGET	1,319	696	59	21	243	3,663
OTHER BUDGETS						
Support Services	424	71	7	280	35	2,707
Income - recharges to GF	-	-	-	-	-	-
Capital Charges	-	-	-	-	-	3
BUDGET REQUIREMENT	1,742	767	66	301	278	6,373

CHILDREN'S SERVICES

COMPLEX NEEDS & SOCIAL CARE

Description of Service

The Complex Needs & Social Care Service is made up of the following 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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Budget Holder	Nicholas Evans Tel: 020 8270 6900	Principal Educational Psychologist, Complex Needs & Social Care E-mail: chris.martin@lbbd.gov.uk
Budget Holder	Joanne Tarbutt Tel: 020 8227 5807	Group Manager, Adoption, Fostering & Learn2Live E-mail: joanne.tarbutt@lbbd.gov.uk
Budget Holder	Baljeet Nagra Tel: 020 8227 3866	Group Manager, Disabled Children E-mail: baljeet.nagra@lbbd.gov.uk
Divisional Director	Ann Graham Tel: 020 8227 2233	Divisional Director, Complex Needs & Social Care E-mail: ann.graham@lbbd.gov.uk

CHS - Complex Needs and Social Care (Page 1 of 2)	Assessment & Care Management	Emergency Duty Team	Community Educational Psychology	Learn to live	CWD Specialist Localities
BUDGETS 2014-15	£'000	£'000	£'000	£'000	£'000
EXPENSES					
Employee Expenses	4,025	446	704	1,169	978
Premises Costs	15	-	9	0	-
Transport Costs	77	12	26	19	4
Supplies & Services	281	5	33	20	39
Agency & Contracted Services	193	34	11	391	-
Transfer Payment	-	-	-	35	-
Recharges from HRA	-	-	-	-	-
Gross Controllable Expenditure	4,591	497	783	1,634	1,021
INCOME					
Income - Grants, Fees & Charges & Other	-	(226)	(223)	(421)	-
Income - recharges to HRA	-	-	-	-	-
Income - recharges to DSG & Schools	-	-	(184)	-	-
Income - recharges to Capital Programme & Other	-	-	-	-	-
Gross Controllable Income	-	(226)	(407)	(421)	-
NET CONTROLLABLE BUDGET	4,591	271	376	1,213	1,021
OTHER BUDGETS					
Support Services	1,039	25	94	173	105
Income - recharges to GF	-	-	-	-	-
Capital Charges	-	-	-	-	-
BUDGET REQUIREMENT	5,630	296	470	1,386	1,126

CHS - Complex Needs and Social Care (Page 2 of 2)	Placement	Prevention	Divisional Director and Central Spend	School Transport & special needs team	LAC Support	TOTAL
BUDGETS 2014-15	£'000	£'000	£'000	£'000		£'000
EXPENSES						
Employee Expenses	1,417	447	154	-	-	9,339
Premises Costs	21	11	-	-	-	56
Transport Costs	130	23	60	645	113	1,108
Supplies & Services	179	3	114	-	79	755
Agency & Contracted Services	17,136	-	10	-	1330	19,105
Transfer Payment	455	-	-	-	99	588
Recharges from HRA	-	-	-	-	-	-
Gross Controllable Expenditure	19,337	484	338	645	1,621	30,951
INCOME						
Income - Grants, Fees & Charges & Other	(797)	-	(15)	-	-	(1,682)
Income - recharges to HRA	-	-	-	-	-	-
Income - recharges to DSG & Schools	-	-	-	-	-	(184)
Income - recharges to Capital Programme & Other	-	-	-	-	-	-
Use of reserves	-	-	-	-	-	-
Gross Controllable Income	(797)	-	(15)	-	-	(1,866)
NET CONTROLLABLE BUDGET	18,540	474	323	645	1,621	29,085
OTHER BUDGETS						
Support Services	582	82	27	1302	33	3,462
Income - recharges to GF	0	-	0	0	0	0
Capital Charges	0	-	0	0	0	0
BUDGET REQUIREMENT	19,122	556	350	1,947	1,654	32,547

CHILDRENS SERVICES

SAFEGUARDING EARLY INTERVENTION AND COMMISSIONING

Description of Service

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

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 48 schools (including Academies and Free 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 through the Every Child Matters agenda and the Public Health programme.

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.

Budget Holder	Toby Kinder Tel: 020 8227 5207	Group Manager, Children’s Centre’s E-mail: toby.kinder@lbbd.gov.uk
Divisional Director	Meena Kishinani Tel: 020 8227 3507	Divisional Director of Commissioning & Safeguarding E-mail: meena.kishinani@lbbd.gov.uk

CHS - Commissioning and Safeguarding (Page 1 of 2)	Management & Access and Connect	Performance and Support	Social Care Learning & Development	Safeguarding, Quality and Reviews
BUDGETS 2014-15	£'000	£'000	£'000	£'000
EXPENSES				
Employee Expenses	417	499	461	876
Premises Costs	-	-	-	-
Transport Costs	-	-	-	-
Supplies & Services	7	-	-	2
Agency & Contracted Services	139	50	-	24
Transfer Payment	38	-	-	45
Recharges from HRA	-	-	-	-
Gross Controllable Expenditure	601	549	461	947
INCOME				
Income - Grants, Fees & Charges & Other	(200)	-	-	(43)
Income - recharges to HRA	-	-	-	-
Income - recharges to DSG & Schools	(230)	(60)	-	-
Income - recharges to Capital Programme & Other	-	-	-	-
Use of Reserves	-	-	-	-
Gross Controllable Income	(430)	(60)	0	(43)
NET CONTROLLABLE BUDGET				
	171	489	461	904
OTHER BUDGETS				
Support Services	68	5	53	148
Income - recharges to GF	-	-	-	-
Capital Charges	-	-	-	-
BUDGET REQUIREMENT	239	494	514	1,052

CHS - Commissioning and Safeguarding (Page 2 of 2) BUDGETS 2014-15	CAMHS £'000	Information Sharing & Assessment £'000	Commissioning & Partnerships £'000	Children Centres £'000	TOTAL £'000
EXPENSES					
Employee Expenses	277	237	352	3,614	6,733
Premises Costs	-	-	-	532	532
Transport Costs	-	-	-	11	11
Supplies & Services	-	-	-	-	9
Agency & Contracted Services	-	-	104	242	559
Transfer Payment	64	-	388	242	777
Recharges from HRA	-	-	-	-	-
Gross Controllable Expenditure	341	237	844	4,641	8,621
INCOME					
Income - Grants, Fees & Charges & Other	-	-	-	(977)	(1,220)
Income - recharges to HRA	-	-	-	-	0
Income - recharges to DSG & Schools	-	-	-	-	(290)
Income - recharges to Capital Programme & Other	-	-	-	-	-
Use of Reserves	-	-	-	-	-
Gross Controllable Income	-	-	-	(977)	(1,510)
NET CONTROLLABLE BUDGET	341	237	844	3,664	7,111
OTHER BUDGETS					
Support Services	7	130	41	621	1,073
Income - recharges to GF	-	-	-	-	-
Capital Charges	-	-	-	-	-
BUDGET REQUIREMENT	348	367	885	4,285	8,184

CHILDRENS SERVICES

Management & Central

Description of Service

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

Key Information

C90000 – Capital Charges

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

C90100– Central Support Costs

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

C90200 – Other Management Costs

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

Budget holder	Helen Jenner	Corporate Director of Children's Services
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CHS - Management & Central	Capital Charges	Central Support Costs	Other Management Costs	TOTAL
BUDGETS 2014-15	£'000	£'000	£'000	£'000
EXPENSES				
Employee Expenses	-	-	1192	1192
Premises Costs	-	-	-	-
Transport Costs	-	-	-	-
Supplies & Services	-	-	-	-
Agency & Contracted Services	-	-	2,003	2,003
Transfer Payment	-	-	859	859
Recharges from HRA	-	-	5	5
Gross Controllable Expenditure	-	-	4,059	4,059
INCOME				-
Income - Grants, Fees & Charges & Other	-	(190)	-	(190)
Income - recharges to HRA	-	-	-	-
Income - recharges to DSG & Schools	-	(200)	-	(200)
Income - recharges to Capital Programme & Other	-	-	-	-
Use of reserves	-	-	-	-
Gross Controllable Income	-	-390	0	-390
				-
NET CONTROLLABLE BUDGET	-	-390	4,059	3,669
OTHER BUDGETS				
Support Services	-	3	160	163
Income - recharges to GF	-	(22)	-	(22)
Capital Charges	8,532	2,170	-	10,702
BUDGET REQUIREMENT	8,532	1,761	4,219	14,512

Children's Services Dedicated Schools Grant Revenue Budget 2014/15

Corporate Director: Helen Jenner
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Group Manager - Finance: Patricia
Harvey
Tel: 0208 227 5086
Email: Patricia,Harvey@lbbd.gov.uk

CHILDREN SERVICES – DEDICATED SCHOOLS GRANT	Early Years Block	High Needs Block	Schools Block	Total
BUDGETS 2014-15				
EXPENSES				
Employee Expenses	1,271	4,367	395	6,033
Premises Costs	2	176	63	241
Transport Costs	16	201	-	217
Supplies & Services	16	28	2	46
Agency & Contracted Services	3,990	1,121	177	5,288
Transfer Payment	13,912	20,718	180,157	214,787
Recharges from HRA				-
Gross Controllable Expenditure	19,207	26,611	180,794	226,612
INCOME				
Dedicated Schools Grant (DSG)	-19,329	-26,874	-181,917	-228,120
Income - Grants, Fees & Charges & Other	-	-323	-	-323
Income - recharges to DSG & Schools	-	-	-	-
Income - recharges to Capital Programme & Other	-	-	-	-
Gross Controllable Income	-19,329	-27,197	-181,917	-228,443
NET CONTROLLABLE BUDGET	-122	-586	-1,123	-1,831
OTHER BUDGETS				
Support Services	122	586	1,123	1,831
Income - recharges to GF				
Capital Charges				
BUDGET REQUIREMENT	-	-	-	-

CHILDREN'S SERVICES – DSG

Schools Block

RECHARGES TO DSG 2014-15

Types of support services provided	2014-15 £'000	2013-14 £'000	Movement £'000
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CHIEF EXECUTIVE

Elevate Services	292	307	(15)
Legal Services	232	232	-
School Appeals	36	36	-
TOTAL CHIEF EXECUTIVE	560	575	(15)

HOUSING & ENVIRONMENT GF

Civic Buildings Accommodation	111	111	-
TOTAL HOUSING & ENVIRONMENT GF	111	111	(1)

ADULT & COMMUNITY SERVICES

Alarm Monitoring & Magnetic Locks	2	2	-
TOTAL ADULT & COMMUNITY SERVICES	2	2	-

TOTAL SUPPORT CHARGES TO DSG	673	688	(15)
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CHILDREN'S SERVICES – DSG

Description of Service

Primary - The Primary Sector consists of 27 Primary Schools, 9 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, and the administration of the Schools Forum.

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

CHILDREN'S SERVICES – DSG

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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Budget Holder	Joy Barter Tel: 020 8227 5533	Group Manager, Early Years & Childcare E-mail: Joy.Barter@lbbd.gov.uk
Budget Holder	Erik Stein Tel: 020 8227 3163	Group Manager, Extended Schools E-mail: Erik.Stein@lbbd.gov.uk
Divisional Director	Jane Hargreaves Tel: 020 8227 2686	Divisional Director of Education E-mail: jane.hargreaves@lbbd.gov.uk

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

Tel: 020 8227 2686

Divisional Director of Education

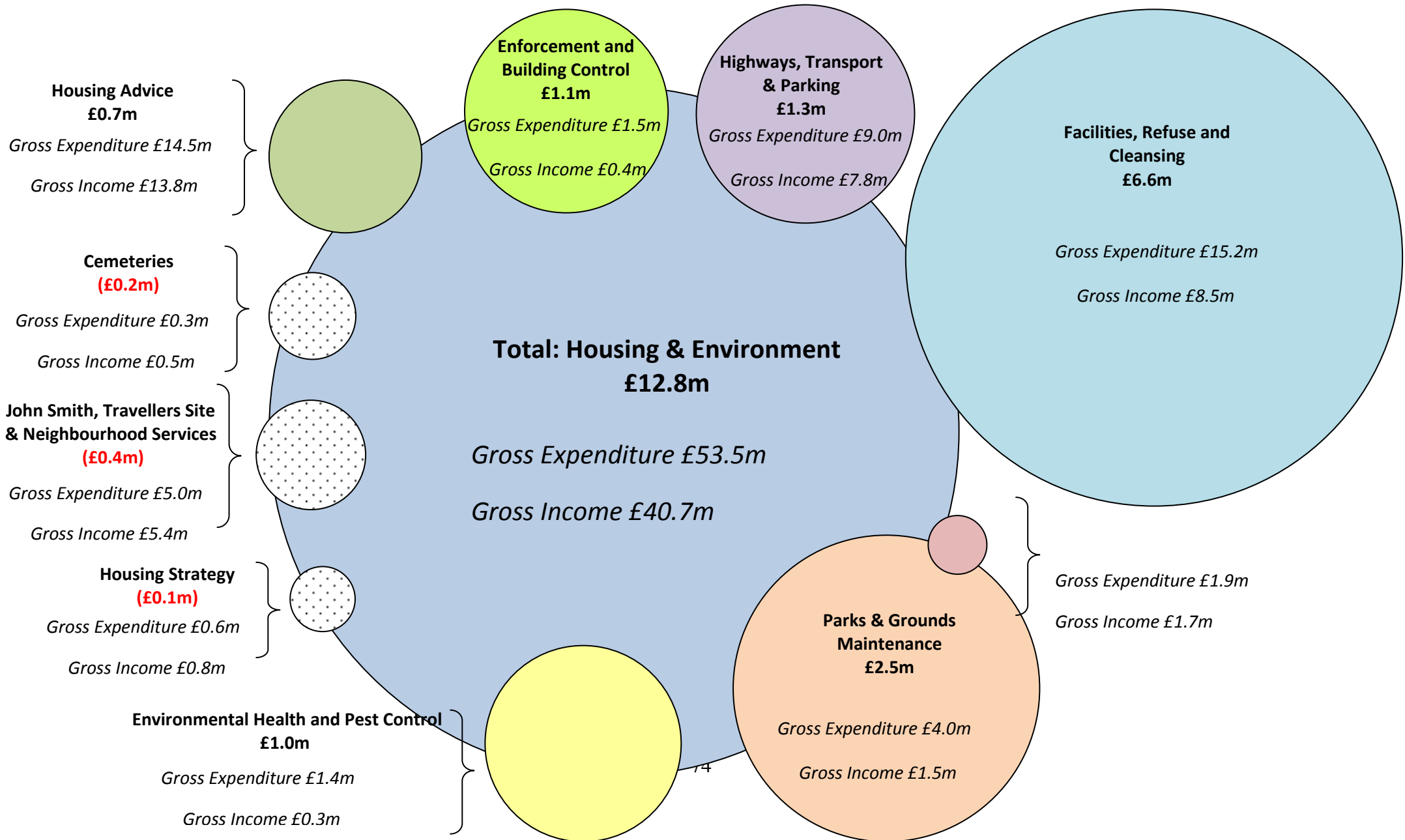
E-mail: Jane.Hargreavesd@lbbd.gov.uk

Housing and Environment Revenue Budget 2014/15

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Group Accountant: Olufunke Johnson
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Email: Olufunke.Johnson @lbbd.gov.uk

Housing & Environment Net Controllable Budget, 2014/15



Housing & Environment	Direct Services £'000	Divisional Support £'000	Asset Management £'000	Parking Services £'000	Street Enforcement and Regulatory Services £'000	Housing General Fund £'000	Total £'000
BUDGETS 2014-15							
EXPENSES							
Employee Expenses	7,923	412	7,320	1,888	1,591	7,366	26,500
Premises Costs	282	-	3,760	218	28	151	4,439
Transport Costs	2,548	3	956	74	33	198	3,811
Supplies & Services	444	44	824	705	156	1,280	3,453
Agency & Contracted Services	572	-	520	150	586	13,079	14,907
Transfer Payment	-	135	-	-	-	-	135
Recharges from HRA	-	-	-	-	225	-	225
Gross Controllable Expenditure	11,768	595	13,380	3,035	2,619	22,074	53,470
INCOME							
Income - Grants, Fees & Charges & Other	(2,279)	(47)	(1,058)	(6,679)	(1,352)	(14,908)	(26,324)
Income - recharges to HRA	(2,551)	-	(884)	(36)	-	(6,535)	(10,006)
Income - recharges to DSG & Schools	(406)	-	(2,593)	-	-	-	(2,998)
Income - recharges to Capital Programme & Other	-	-	(1,031)	(100)	-	(203)	(1,334)
Use of reserves	-	-	-	-	-	-	-
Gross Controllable Income	(5,236)	(47)	(5,566)	(6,815)	(1,352)	(21,646)	(40,661)
NET CONTROLLABLE BUDGET	6,532	548	7,814	(3,780)	1,267	428	12,809
OTHER BUDGETS							
Support Services	3,833	147	2,507	578	680	3,255	11,000
Income - recharges to GF	(3,995)	-	(6,381)	(30)	(15)	-	(10,420)
Capital Charges	1,483	-	8,743	280	3	83	10,593
BUDGET REQUIREMENT	7,854	695	12,684	(2,952)	1,935	3,767	23,982

RECHARGES TO HOUSING & ENVIRONMENT - GF 2014-15 (1 OF 2)

Types of support services provided	2014-15 £'000	2013-14 £'000	Movement £'000
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CHIEF EXECUTIVE

Asset Strategy & Management	82	100	(18)
Business Management	37	31	6
Business Unit & Graduate Trainees	0	45	(45)
Corporate Client	129	169	(40)
* Elevate Services	3804	2,742	1,062
Energy & Compliance	49	98	(49)
Finance	476	599	(123)
Innovation & Funding	48	23	25
Insurance & Risk Management	21	15	6
Internal Audit	99	57	42
Land & Property	0	6	(6)
Subsidy	500	1,500	(1000)
Democratic Services	10	9	1
HR Support	702	513	189
Legal Services	145	148	(3)
Marketing & Communications	61	112	(51)
Members And Mayoral Expenses including Members Transport and Post Delivery	63	6	57
Policy & Performance including Corporate Complaints	84	84	-
TOTAL CHIEF EXECUTIVE	6,310	6,257	52

RECHARGES TO HOUSING & ENVIRONMENT - GF 2014-15 (2 OF 2)

Types of support services provided	2014-15 £'000	2013-14 £'000	Movement £'000
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HOUSING & ENVIRONMENT - GF

Building Cleaning	177	162	15
Building Maintenance	47	72	(25)
Civic Buildings Accommodation	88	226	(138)
Security	36	96	(60)
Cleansing	172	227	(55)
Enforcement Officer EHTS	15	15	-
Fleet Management	142	189	(47)
Frizlands Depot	291	351	(60)
Grounds Maintenance	2,673	2,207	466
Highway Engineer	65	43	22
Highways	582	555	27
Parking	30	-	30
Refuse Collection	247	192	55
TOTAL HOUSING, ENVIRONMENT & ENFORCEMENT - GF	4,565	4,335	230

ADULT & COMMUNITY SERVICES

Alarm Monitoring & Magnetic Locks	12	7	5
CCTV	100	100	-
Security Contract	2	2	-
Sports Centres	1	1	-
TOTAL ADULT & COMMUNITY SERVICES	115	110	5

TOTAL SUPPORT CHARGES TO HOUSING & ENVIRONMENT - GF	10,990	10,702	288
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RECHARGES FROM THE HRA

Localities	225	-	225
TOTAL HOUSING & ENVIRONMENT - HRA	225	-	225

* Elevate Services include: Rents, 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
- Housing General Fund Landlord Services

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.

The Housing Strategy Division also includes Housing General Fund landlord functions for the Eastbrook End Travellers site and 338 Heathway.

Key Information

General Housing

Homelessness

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

Private Sector Housing

The Private Sector Housing Team is responsible for the provision of advice and assistance to

private sector tenants in respect of issues of disrepair and Licensing of HMOs and private rented properties.

Private Rented Property Licensing Scheme

Fees are for the period of the scheme and are set at £500. Where properties are poorly managed and/or the responsible person is a person of concern, there may be a requirement for an annual fee. The fees will be discounted at £180 for the period for landlords who register their properties for licensing prior to the effective date of 1st September 2014 (5 year scheme).

Housing Strategy

The division comprises 4 staff members and activities include:

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

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Budget Holder	James Goddard	Group Manager, Housing Strategy
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Budget Holder	Robin Payne	Divisional Director, Environment Private Sector Housing & Private Rented Property Licensing Scheme
	Tel: 020 8227 5660	Email: robin.payne@lbbd.gov.uk
Divisional Director	Ken Jones	Divisional Director, Housing Strategy
	Tel: 020 8227 5703	Email: ken.jones@lbbd.gov.uk

H&E - Housing General Fund	Housing Advice & Temporary Accommodation	Private Sector Housing	Housing Strategy	TOTAL
BUDGETS 2014-15	£'000	£'000	£'000	£'000
EXPENSES				
Employee Expenses - Salaries	5,512	1,370	484	7,366
Premises Costs	151	-	-	151
Transport Costs	183	10	5	198
Supplies & Services	969	302	9	1,280
Agency & Contracted Services	12,764	168	147	13,079
Transfer Payment	-	-	-	-
Recharges from HRA	-	-	-	-
Gross Controllable Expenditure	19,579	1,850	645	22,074
INCOME				
Income - Grants, Fees & Charges & Other	(12,957)	(1,669)	(283)	(14,908)
Income - recharges to HRA	(6,262)	-	(272)	(6,535)
Income - recharges to DSG & Schools	-	-	-	-
Income - recharges to Capital Programme & Other	-	-	(203)	(203)
Use of reserves	-	-	-	-
Gross Controllable Income	(19,219)	(1,669)	(758)	(21,646)
NET CONTROLLABLE BUDGET	360	181	(113)	428
OTHER BUDGETS				
Support Services	3,255	-	-	3,255
Income - recharges to GF	-	-	-	-
Capital Charges	83	-	-	83
BUDGET REQUIREMENT	3,699	181	(113)	3,767

HOUSING & ENVIRONMENT

DIRECT SERVICES

Description Of Service

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).

Cleansing

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

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.

Highways

Undertaking reactive highways maintenance, gully cleansing and sewer maintenance functions on highway areas.

Incident Response Unit

A reactionary service provided by the in-house Highways team. This is provided out of normal working hours. Services provided can include removal of road-kill, replacing locks, removing items dangerous to the public and cleaning up hazardous waste.

Cemeteries & Crematoria

The service manages three cemetery sites, these being Rippleside Cemetery, Eastbrookend 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.

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. There are also a number of park pavilions/changing rooms which are maintained by the Parks Service.

Pest Control

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

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.

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.

Housing & Neighbourhood Services

The Housing and Neighbourhood service is based around caretaking and grounds staffs administering work on the Localities areas.

Budget Holder	Tony Ralph Tel: 020 8227 2974	Group Manager, Direct Services Email: tony.ralph@lbbd.gov.uk
Divisional Director	Robin Payne Tel: 020 8227 5660	Divisional Director, Environmental Services Email: robin.payne@lbbd.gov.uk

H&E - Direct Services	Refuse Collection	Cleansing	ELWA	Highways	Cemeteries & Crematoria	Parks & Open Spaces	Pest Control	Grounds Maintenance	TOTAL
BUDGETS 2014-15	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
EXPENSES									
Employee Expenses - Salaries	2,948	1,693	404	381	212	-	93	2,191	7,923
Premises Costs	-	67	-	-	51	159	-	5	282
Transport Costs	954	724	7	120	-	-	14	729	2,548
Supplies & Services	143	97	20	30	17	30	26	80	444
Agency & Contracted Services	523	25	-	4	-	-	-	20	572
Transfer Payment	-	-	-	-	-	-	-	-	-
Recharges from HRA	-	-	-	-	-	-	-	-	-
Gross Controllable Expenditure	4,568	2,607	431	535	280	189	133	3,025	11,768
INCOME									
Income - Grants, Fees & Charges & Other	(1,102)	-	(570)	-	(483)	(85)	(40)	-	(2,279)
Income - recharges to HRA	(813)	(572)	-	(121)	-	-	(160)	(885)	(2,551)
Income - recharges to DSG & Schools	(196)	-	-	-	-	-	(8)	(202)	(406)
Income - recharges to Capital Programme & Other	-	-	-	-	-	-	-	-	-
Use of reserves	-	-	-	-	-	-	-	-	-
Gross Controllable Income	(2,111)	(572)	(570)	(121)	(483)	(85)	(208)	(1,087)	(5,236)
NET CONTROLLABLE BUDGET	2,458	2,035	(139)	414	(203)	104	(75)	1,938	6,532
OTHER BUDGETS									
Support Services	391	210	60	118	118	2,388	44	503	3,833
Income - recharges to GF	(417)	(264)	-	(582)	-	-	-	(2,732)	(3,995)
Capital Charges	949	264	-	30	13	70	-	157	1,483
BUDGET REQUIREMENT	3,381	2,244	(78)	(20)	(72)	2,563	(31)	(133)	7,854

HOUSING & ENVIRONMENT

ENFORCEMENT, NETWORKS & REGULATORY SERVICES

Description Of Service

The services included within this division, include:

Highways Maintenance

This team is responsible for the management of:

- Highways Offences
- Footway crossing
- Unlicensed Street Trading
- Skips, Scaffolding and Permits
- Over grown hedges
- Advertising boards
- Obstruction

Network Management

The Council as a Highway authority has a statutory Network Management Duty as imposed by the Traffic Management Act 2004.

This duty requires the Council:

- To manage traffic congestion and to minimise disruption on our roads, essentially making the best use of our existing roads for the benefit of all road users; and
- To work with our neighbouring Councils and highway authorities to assist them in their duty.

One of the key approaches to helping people to keep moving is to make the best use of the Council's existing highway network by ensuring that congestion and disruption is minimised by better planning and co-ordination of road works and street works that occur in our Borough.

Some of the key roles include:

- Carriageway and footway inspection
- Lines and signs
- Defective/redundant street furniture
- Permit for street works
- Coordination and monitoring of planned utility works

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.

Dog Warden service

LBBD provides a function for finding and taking in stray dogs in the area. When searching the area for stray dogs they will collect the dog and take it to the kennels provided at the depot.

Environmental Health & Trading Standards (currently shared with Thurrock)

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 four teams: Food, Health and Safety, 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

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.

Building Control (currently shared with Thurrock)

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.

Planning Enforcement

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

Divisional Director	Robin Payne	Divisional Director, Environmental Services
	Tel: 020 8227 5660	Email: robin.payne@lbbd.gov.uk

H&E – Enforcement, Networks and Regulatory Services	Environmental Health & Trading Standards	Enforcement	Barking Market	Building Control	TOTAL
BUDGETS 2014-15	£'000	£'000		£'000	£'000
EXPENSES					
Employee Expenses - Salaries	728	405	46	412	1,591
Premises Costs	5	-	20	3	28
Transport Costs	18	5	1	9	33
Supplies & Services	106	6	23	21	156
Agency & Contracted Services	159	45	376	6	586
Transfer Payment	-	-	-	-	-
Recharges from HRA	225	-	-	-	225
Gross Controllable Expenditure	1,241	462	466	451	2,619
INCOME					
Income - Grants, Fees & Charges & Other	(130)	(72)	(860)	(290)	(1,352)
Income - recharges to HRA	-	-	-	-	-
Income - recharges to DSG & Schools	-	-	-	-	-
Income - recharges to Capital Programme & Other	-	-	-	-	-
Use of reserves	-	-	-	-	-
Gross Controllable Income	(130)	(72)	(860)	(290)	(1,352)
NET CONTROLLABLE BUDGET	1,110	389	(394)	161	1,267
OTHER BUDGETS					
Support Services	138	76	394	72	680
Income - recharges to GF	(15)	-	-	-	(15)
Capital Charges	3	-	-	-	3
BUDGET REQUIREMENT	1,237	466	-	232	1,935

HOUSING & ENVIRONMENT

PARKING SERVICES

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.

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.

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.

Budget Holder	Sharon Harrington	Group Manager, Parking
	Tel: 020 8227 2952	Email: Sharon.harrington@lbbd.gov.uk
Divisional Director	Robin Payne	Divisional Director, Environmental Services
	Tel: 020 8227 5660	Email: robin.payne@lbbd.gov.uk

H&E - Parking Services		Safe & Sustainable Transport (Road Safety)	TOTAL
BUDGETS 2014-15	Parking	£'000	£'000
EXPENSES			
Employee Expenses - Salaries	1,735	153	1,888
Premises Costs	218	0	218
Transport Costs	73	1	74
Supplies & Services	691	14	705
Agency & Contracted Services	150	0	150
Transfer Payment	0	0	0
Recharges from HRA	0	0	0
Gross Controllable Expenditure	2,867	167	3,035
INCOME			
Income - Grants, Fees & Charges & Other	(6,679)	0	(6,679)
Income - recharges to HRA	(36)	0	(36)
Income - recharges to DSG & Schools	0	0	0
Income - recharges to Capital Programme & Other	(100)	0	(100)
Use of reserves	0	0	0
Gross Controllable Income	(6,815)	0	(6,815)
NET CONTROLLABLE BUDGET	(3,948)	167	(3,780)
OTHER BUDGETS			
Support Services	527	51	578
Income - recharges to GF	(30)	0	(30)
Capital Charges	280	0	280
BUDGET REQUIREMENT	(3,170)	218	(2,952)

HOUSING & ENVIRONMENT

TRANSPORT & ASSET MANAGEMENT

Description Of Service

The different teams within this service include;

Vehicle Fleet

The team is responsible for fleet management and procurement including holding the Borough's operator's licence for fleet of vehicles e.g. refuse freighters, coaches etc. Also planned and reactive fleet maintenance in the workshop.

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.

Highways Maintenance & Street Lighting

Undertaking reactive highways maintenance, winter maintenance, gritting activities, verge maintenance, street works and reactive maintenance.

Management of the street lighting maintenance and energy contracts.

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.

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.

- Flood management
- Bridges and culverts

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

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.

Budget Holder	Mark Fransener	Group Manager, Asset Management
Divisional Director	Tel: 020 8724 2834	Email: mark.fransener @lbbd.gov.uk
	Robin Payne	Divisional Director, Environmental Services
	Tel: 020 8227 5660	Email: robin.payne@lbbd.gov.uk

H&E – Asset Management & Transport BUDGETS 2014-15	Vehicle Fleet £'000	Frizlands Depot £'000	Transport Services £'000	Highways Maintenance	Highways Engineers	Land Drainage	Park Events	Facilities Management	TOTAL £'000
EXPENSES									
Employee Expenses - Salaries	154	42	1,486	696	100	0	268	4,575	7,320
Premises Costs	10	218	27	1,802	0	36	382	1,286	3,760
Transport Costs	31	8	645	196	0	0	30	46	956
Supplies & Services	16	21	26	54	6	0	128	575	824
Agency & Contracted Services	0	0	0	363	7	32	0	119	520
Transfer Payment	0	0	0	0	0	0	0	-	-
Recharges from HRA	0	0	0	0	0	0	0	-	-
Gross Controllable Expenditure	211	288	2,184	3,110	113	68	806	6,600	13,380
INCOME									
Income - Grants, Fees & Charges & Other	(172)	(83)	(91)	(389)	0	0	(321)	(4)	(1,058)
Income - recharges to HRA	(261)	(112)	0	(180)	0	0	0	(332)	(884)
Income - recharges to DSG & Schools	0	0	(52)	0	0	0	0	(2,540)	(2,593)
Income - recharges to Capital Programme & Other	0	0	0	0	(114)	0	0	(917)	(1,031)
Use of reserves	0	0	0	0	0	0	0	-	-
Gross Controllable Income	(432)	(195)	(144)	(569)	(114)	0	(321)	(3,792)	(5,566)
NET CONTROLLABLE BUDGET	(221)	94	2,041	2,541	(2)	68	486	2,808	7,814
OTHER BUDGETS									
Support Services	163	100	211	928	57	48	194	807	2,507
Income - recharges to GF	(157)	(307)	(2,526)	0	(65)	0	0	(3,326)	(6,381)
Capital Charges	0	0	175	8,440	0	0	87	41	8,743
BUDGET REQUIREMENT	(215)	(114)	(100)	11,909	(10)	115	767	331	12,684

Housing Revenue Account Budget 2014/15

Corporate Director: Darren Henaghan
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Group Accountant: Jahangir Mannan
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Email: jahangir.mannan@lbbd.gov.uk

HRA Estimate 2014/15 – Statutory Format BUDGETS 2014-15	2013/14 (£'000)	2014/15 (£'000)	Change (£'000)	Change (%)
INCOME				
Rents of dwelling	(86,627)	(86,929)	(302)	0.3
Non Dwelling rents	(2,503)	(2,503)	-	-
Charges for services and facilities	(17,644)	(16,250)	1,394	(7.9)
Capitalisation of revenue repairs	(1,000)	(1,000)	-	-
Total Income	(107,774)	(106,682)	1,092	(1.0)
EXPENDITURE				
Repairs and maintenance	20,000	20,385	385	1.9
Supervision and management	39,229	40,884	1,655	4.2
Rent, rates, taxes and other charges	700	700	-	-
Depreciation of fixed assets	9,500	9,500	-	-
Provision for bad debts	3,159	3,159	-	-
Interest charges	9,759	9,759	-	-
Total Expenditure	82,347	84,387	2,040	2.5
Net Income – HRA Services	(25,428)	(22,295)	3,132	(12.3)
Saving Requirement	-	(6,133)	(6,133)	(100.0)
Corporate & Democratic Core	811	811	-	-
Revenue Contributions towards Capital	24,953	25,953	1,000	4.0
Pension Contribution	-	2,000	2,000	100.0
Net Cost of HRA Services	336	336	0	-
Interest & Investment Income	(336)	(336)	-	-
Deficit / (Surplus) for the year	0	0	0	0

RECHARGES TO HRA 2014-15 (1 OF 3)

Types of support services provided	2014-15 £'000	2013-14 £'000	Movement £'000
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CHIEF EXECUTIVE

Corporate Client	239	239	0
Corporate Management	685	811	(126)
* Elevate Services	4,323	4,942	(619)
Energy & Compliance	19	19	0
Finance	271	250	21
HRA Commercial Properties	566	740	(174)
Innovation & Funding	33	38	(5)
Insurance & Risk Management	65	53	12
Internal Audit	25	55	(30)
Management & Admin	92	94	(2)
Property Services - Pondfield House	200	200	0
Regeneration - Sustainable Communities & Economic Development	220	218	2
Tenancy Investigation Team	151	149	2
HR Support	242	223	19
Legal Services	311	247	64
Marketing & Communications	61	61	0
Policy & Performance including Corporate Complaints	74	74	0
TOTAL CHIEF EXECUTIVE	7,577	8,413	(836)

2014-15 HRA £'000	2014-15 DLO £'000	2014-15 TOTAL £'000
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239		239
685		685
3,295	1,028	4,323
19		19
271		271
566		566
33		33
5		65
25		25
92		92
-	200	200
220		220
151		151
182	60	242
311		311
61		61
74		74
6,289	1,288	7,577

Types of support services provided	2014-15 £'000	2013-14 £'000	Movement £'000
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2014-15 HRA £'000	2014-15 DLO £'000	2014-15 TOTAL £'000
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HOUSING & ENVIRONMENT - GF

Building Cleaning	90	94	(4)
Civic Buildings Accommodation	242	206	36
Cleansing	572	611	(39)
Environmental Health & Trading Standards - Pest Control	160	160	-
Fleet Management	261	237	24
Frizlands Depot	112	50	62
Grounds Maintenance	885	944	(59)
Highways	121	110	11
Highways Maintenance	180	180	-
Housing Advice	1,600	1,600	-
Housing Strategy	272	272	-
Localities	4,662	4,662	-
Off Street Parking	36	42	(6)
Refuse Collection	813	871	(58)
TOTAL HOUSING & ENVIRONMENT - GF	10,006	10,039	(33)

90		90
242		242
572		572
160		160
261		261
112		112
885		885
121		121
180		180
1,600		1,600
272		272
4,662		4,662
36		36
813		813
10,006	-	10,006

RECHARGES TO HRA 2014-15 (3 OF 3)

Types of support services provided	2014-15 £'000	2013-14 £'000	Movement £'000
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2014-15 HRA £'000	2014-15 DLO £'000	2014-15 TOTAL £'000
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ADULT & COMMUNITY SERVICES

Alarm Monitoring & Magnetic Locks	12	12	-
Anti-social behaviour	116	116	-
CCTV	188	188	-
Domestic Violence	40	40	-
Neighbourhood Management	92	92	-
Security Contract	2	2	-
Sports Centres	1	1	-
Surveillance and Monitoring Service (SAMS)	176	176	-
TOTAL ADULT & COMMUNITY SERVICES	627	627	-

12	-	12
116	-	116
188	-	188
40	-	40
92	-	92
2	-	2
1	-	1
176	-	176
627	-	627

TOTAL SUPPORT CHARGES TO HRA	18,210	19,079	(869)
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16,922	1,288	18,210
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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 2014 is estimated to be approximately 18,500 tenanted properties and 3,300 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. There are also areas providing a range of housing management services.

The Cabinet on 18th February 2014 agreed the above estimates for 2014-15 and agreed an average weekly rent increase of £1.69 (1.9%).

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

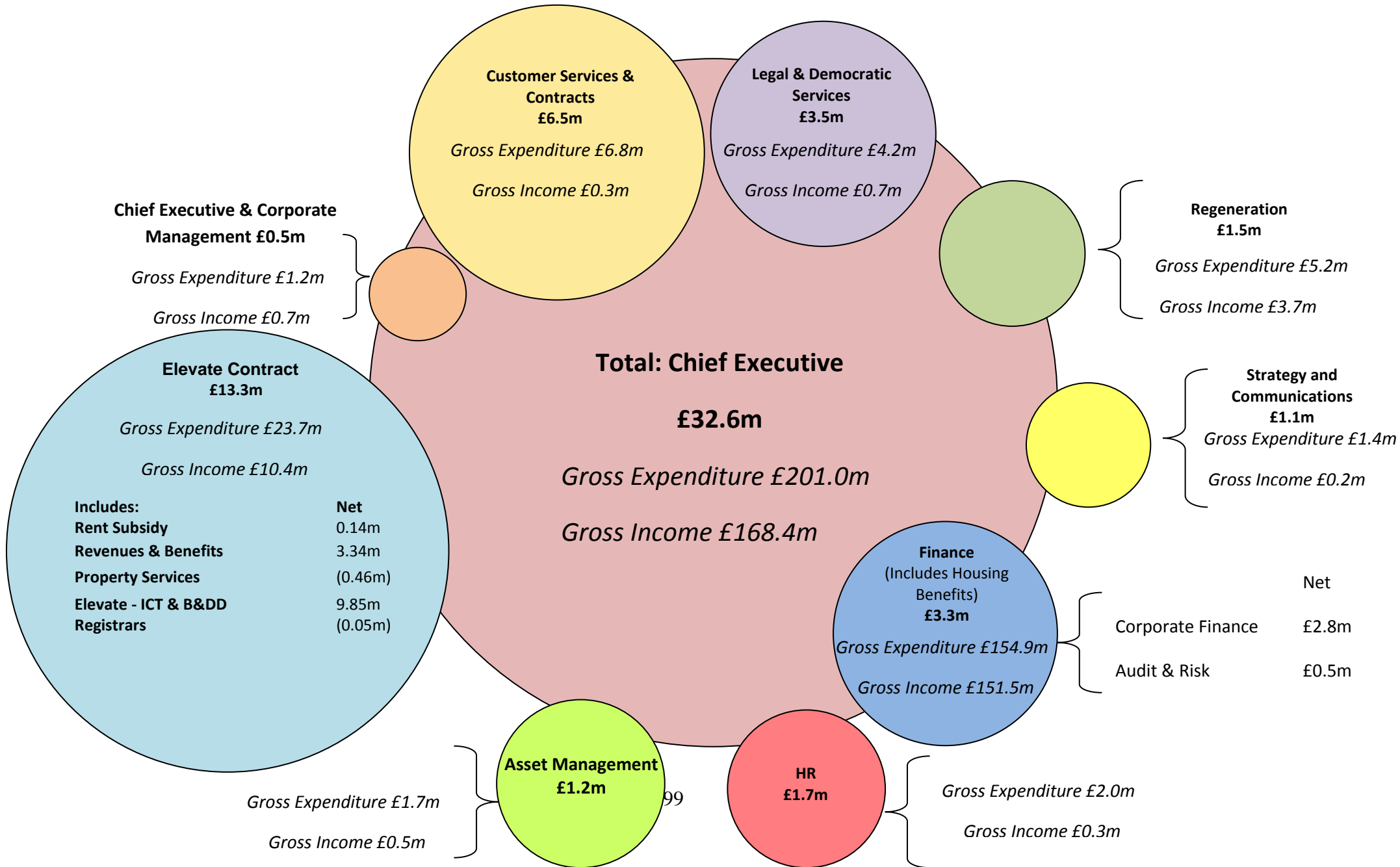
Divisional Director	Maureen McEleney	Interim Divisional Director, Housing & Neighbourhoods Email: Maureen.mceleney@lbbd.gov.uk
	Tel: 020 8227 3738	
Budget Holder	Hakeem Osinaike	Group Manager, Housing & Neighbourhoods - Barking Email: hakeem.osinaike@lbbd.gov.uk
	Tel: 020 8227 3820	
Budget Holder	Christopher Boyo	Group Manager, Housing & Neighbourhoods - Dagenham Email: Christopher.boyo@lbbd.gov.uk
	Tel: 020 8724 8380	
Budget Holder	Robert Wood	Head of Repairs & Maintenance Email: robert.wood@lbbd.gov.uk
	Tel: 020 8724 8831	
Budget Holder	Danny Caine	Group Manager, Business Services Email:danny.caine@lbbd.gov.uk
	Tel: 020 8227 3363	

Chief Executive's Directorate Budget 2014/15

Chief Executive: Graham Farrant
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Group Accountant: Olufunke Johnson
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Chief Executive Net Controllable Budget, 2014/15



CHIEF EXECUTIVE (part 1 of 2)	Finance	Corporate Management	Asset Strategy, Energy & Compliance Management	Customer Services, Contracts and Business Improvements (incl Elevate)	Regeneration & Economic Development (inc Corp Client and Capital Delivery)
BUDGETS 2014-15	£'000	£'000	£'000	£'000	£'000
EXPENSES					
Employee Expenses - Salaries	3,940		501	898	4,308
Premises Costs			1,077	126	
Transport Costs	19		2	5,786	35
Supplies & Services	1,099	610	89	424	244
Agency & Contracted Services	259	298	20	23,152	592
Transfer Payment	149,556			142	
Recharges from HRA		44			
Gross Controllable Expenditure	154,874	952	1,689	30,527	5,178
INCOME					
Income - Grants, Fees & Charges & Other	(150,229)		(10)	(3,788)	(1,079)
Income - recharges to HRA	(545)	(685)	(19)	(5,090)	(551)
Income - recharges to DSG & Schools	(314)		(214)	(1,045)	
Income - recharges to Capital Programme & Other	(452)		(261)	(800)	(2,089)
Gross Controllable Income	(151,540)	(685)	(505)	(10,723)	(3,718)
NET CONTROLLABLE BUDGET	3,334	267	1,184	19,804	1,460
OTHER BUDGETS					
Support Services	713	4,071	451	1,680	1,210
Income - recharges to GF	(4,171)		(952)	(10,079)	(451)
Capital Charges			133	1,038	402
BUDGET REQUIREMENT	(124)	4,338	816	12,443	2,621

CHIEF EXECUTIVE (part 2 of 2)	Chief Executive	Strategy & Communication	Legal & Democratic Services	Human Resources	TOTAL
BUDGETS 2014-15	£'000	£'000	£'000	£'000	
EXPENSES					
Employee Expenses - Salaries	232	1,052	3,794	1,947	16,672
Premises Costs	1		12		1,216
Transport Costs	6	3	26	5	5,881
Supplies & Services	17	311	359	33	3,184
Agency & Contracted Services	10				24,332
Transfer Payment					149,698
Recharges from HRA					44
Gross Controllable Expenditure	266	1,365	4,190	1,985	201,025
INCOME					
Income - Grants, Fees & Charges & Other	(17)	(111)	(30)	(25)	(155,289)
Income - recharges to HRA		(134)	(311)	(242)	(7,577)
Income - recharges to DSG & Schools			(297)		(1,869)
Income - recharges to Capital Programme & Other			(61)		(3,663)
Gross Controllable Income	(17)	(245)	(698)	(267)	(168,398)
NET CONTROLLABLE BUDGET	249	1,120	3,492	1,718	32,627
OTHER BUDGETS					
Support Services	169	220	818	484	9,816
Income - recharges to GF	(503)	(1,340)	(3,887)	(2,202)	(23,584)
Capital Charges			9		1,582
BUDGET REQUIREMENT	(85)	-	432	-	20,441

RECHARGES TO THE CHIEF EXECUTIVE DIRECTORATE 2014-15 (1 OF 3)

Types of support services received	2014-15 £'000	2013-14 £'000	Movement £'000
CHIEF EXECUTIVE DIRECTORATE (INTERNAL RECHARGES)			
Asset Strategy & Management	79	130	(51)
Business Unit & Graduate Trainees	0	180	(180)
Energy & Compliance	63	-	63
* Elevate Services	2,096	3,316	(1,220)
Finance	985	925	60
Innovation & Funding	10	31	(21)
Insurance & Risk Management	96	94	2
Internal Audit	212	259	(47)
Leasehold Buildings (Maritime House) & (Crown House) Accommodation	374	229	145
Treasury Management	114	160	(46)
Chief Executive	503	497	6
Democratic Services	829	784	45
HR Support	256	376	(120)
Legal Services	602	548	54
Marketing & Communications	242	270	(28)
Members And Mayoral Expenses including Members Transport and Post Delivery	1,074	1,123	(49)
Policy & Performance including Corporate Complaints	482	593	(111)
TOTAL CHIEF EXECUTIVE	8,017	9,515	(1,498)

RECHARGES TO THE CHIEF EXECUTIVE DIRECTORATE 2014-15 (2 OF 3)

Types of support services provided	2014-15 £'000	2013-14 £'000	Movement £'000
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HOUSING & ENVIRONMENT - GF

Building Cleaning	42	22	20
Civic Buildings Accommodation	1,106	1,102	4
Security	48	6	42
Building Control	-	90	(90)
Cleansing	92	90	2
Fleet Management	9	2	7
Frizlands Depot	5	17	(12)
Grounds Maintenance	3	52	(49)
Refuse Collection	31	88	(57)
TOTAL HOUSING, ENVIRONMENT & ENFORCEMENT - GF	1,336	1,469	(133)

ADULT & COMMUNITY SERVICES

Alarm Monitoring & Magnetic Locks	4	4	-
Barking Learning Centre (BLC)	183	149	34
Centrally Controlled items - Service Strategy	27	27	-
Dagenham Library & One Stop Shop	182	196	(14)
Security Contract	2	2	-
Sports Centres	1	1	-
TOTAL ADULT & COMMUNITY SERVICES	399	379	20

RECHARGES TO THE CHIEF EXECUTIVE DIRECTORATE 2014/15 (3 OF 3)

Types of support services provided	2014-15 £'000	2013-14 £'000	Movement £'000
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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.	22	22	-
TOTAL CHILDRENS DIRECTOR CHARGE TO CDC	22	22	-

TOTAL SUPPORT CHARGES TO THE CHIEF EXECUTIVE DIRECTORATE	9,774	11,385	(1,611)
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RECHARGES FROM THE HRA

Director's Cost	44	37	7
TOTAL HOUSING & ENVIRONMENT - HRA	44	37	7

* Elevate Services include: Rents, 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. It 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 Financial Services, Internal Audit and Anti Fraud, Pensions & Treasury, Insurance & Risk, Innovation & Funding, and Housing Benefit 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, enables the Council 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 £150million. 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 22,814 claims from residents dealing with on average 1,022 new claims each month and 7,745 changes in circumstances each month. Currently new claims are assessed within an average of 25 days and changes actioned within 15 days.

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

Finance	Accountancy	Internal Audit & Anti Fraud	Risk & Insurance	Innovation & Funding	Pensions & Treasury	Subsidy	TOTAL
BUDGETS 2014-15	£'000	£'000	£'000	£'000	£'000	£'000	£'000
EXPENSES							
Employee Expenses - Salaries	2,363	502	238	156	402		3,660
Premises Costs							
Transport Costs	10	6					16
Supplies & Services	84	120	8		33	783	1,028
Agency & Contracted Services			3	197			200
Transfer Payment Recharges from HRA						149,556	149,556
Gross Controllable Expenditure	2,457	627	249	353	435	150,339	154,460
INCOME							
Income - Grants, Fees & Charges & Other			(30)			(150,199)	(150,229)
Income - recharges to HRA	(228)	(177)	(65)	(33)			(502)
Income - recharges to DSG & Schools	(181)		(66)		(67)		(314)
Income - recharges to Capital Programme & Other	(30)				(317)		(347)
Gross Controllable Income	(438)	(177)	(161)	(33)	(384)	(150,199)	(151,392)
NET CONTROLLABLE BUDGET	2,019	451	88	320	51	140	3,068
OTHER BUDGETS							
Support Services	305	95	31	14	64		508
Income - recharges to GF	(2,323)	(546)	(119)	(98)	(115)	(500)	(3,700)
Capital Charges							
BUDGET REQUIREMENT				236		(360)	(124)

CHIEF EXECUTIVE DIRECTORATE

CORPORATE MANAGEMENT

Description of Service

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

Specific costs include members' costs, democratic services, external audit, bank charges, subscription to Local Authority associations, internal and external inspections.

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.

**Divisional Director/
Budget Holder**

Jonathan Bunt
Tel: 020 8724 8427

Chief Finance Officer
Email: jonathan.bunt@lbbd.gov.uk

Corporate Management	Chief Finance Officer Office & Corporate Initiatives	Corporate Management	TOTAL
BUDGETS 2014-15	£'000	£'000	£'000
EXPENSES			
Employee Expenses - Salaries	280		280
Premises Costs			
Transport Costs	2		2
Supplies & Services	72	610	682
Agency & Contracted Services	60	298	358
Transfer Payment			
Recharges from HRA		44	44
Gross Controllable Expenditure	414	952	1,366
INCOME			
Income - Grants, Fees & Charges & Other			
Income - recharges to HRA	(43)	(685)	(728)
Income - recharges to DSG & Schools			
Income - recharges to Capital Programme & Other	(106)		(106)
Use of reserves			
Gross Controllable Income	(148)	(685)	(833)
NET CONTROLLABLE BUDGET	266	267	533
OTHER BUDGETS			
Support Services	205	4,071	4,276
Income - recharges to GF	(470)		(470)
Capital Charges			
BUDGET REQUIREMENT		4,338	4,338

CHIEF EXECUTIVE DIRECTORATE

ASSET STRATEGY, ENERGY & COMPLIANCE MANAGEMENT

Description of Service

This group develops and manages the implementation of the Council's Corporate Asset Management Strategy (CAMS). This includes all Land and Premises and aims to ensure that property resources are used in the most effective, value for money way and that community benefits and outcomes are realised. The Carbon reduction management plan and the strategic implementation of the Salix project are also managed by this group.

The Assets Team:

Manages and maintains the strategic aspects of 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.

The Energy Team:

Provides a strategic and operational service for the efficient provision of an excellent Energy Service and simultaneously engages in the promotion of a Corporate approach to energy usage/management in respect of all corporate properties and education service areas.

- The team encourage and embed the use of renewable/sustainable energy solutions throughout the Council to the highest quality in terms of performance and attainment, coupled with the provision of energy conservation advice to the Council and achieve reductions in the Council's energy consumption, expenditure and carbon footprint.

The team are also responsible for the development and implementation of LBBDD's strategic energy reduction plan (Carbon Management Plan 2011/12 to 2015/16), incorporating strategies to achieve an overall 20% reduction of CO₂ by 2015, and simultaneously reduce LBBDD's annual CRC tax commitment, thereby attaining financial savings; and for ensuring that statutory compliance (CREES) is adhered to and relevant reporting is submitted within given timescales with demonstrable audit trails on energy and carbon reduction.

The Environmental and Compliance Team:

Responsible for ensuring that both strategic and operational responsibilities (on behalf of LBBDD) are being carried out, monitored and achieved in relation to regulatory, legislative and statutory compliance. These include the Disability Discrimination Act (DDA), Fire Safety, HSE Control of Legionella Code of Practice, Control of Asbestos Regulations, management of the corporate asbestos register, and management of all general compliance (i.e. an 'enforcement' role of ensuring that respective building Duty Holders are adhering to the remit set and required by the Health & Safety Executive).

Key Information

Asset Strategy

This team is responsible for:

- The strategic management of the Councils operational, commercial property and land assets and the implementation of the Corporate Accommodation Strategy;
- Providing client support in managing the Property Services contract delivered through the

Elevate partnership;

- Managing specific areas including Vacant Land Management, Leasehold Buildings and property management of miscellaneous Council property assets (e.g. - the lifts at Dagenham Dock station);
- The development and delivery of the Corporate Asset Management Strategy (CAMS) and providing systems administration for the K2 Asset Management database.

Energy, Environmental & Compliance

These teams are responsible for:

- The strategic management and operational administration of statutory obligations relating to asbestos, water quality, energy management and performance management across the whole of the Council's Corporate property portfolio including public buildings, offices and schools (via 'school buy-back traded services').

The facilitation of LBBD's energy supply contract; the production and facilitation of the Councils Carbon Management Plan and Annual collation, submission and payment of CRC (carbon tax).

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Group Budget Holder	Andrew Sivess Tel: 020 8227 5732	Group Manager, Innovation Email: Andrew.Sivess@lbbd.gov.uk
Divisional Director	Jonathan Bunt Tel: 020 8724 8427	Chief Finance Officer Email: jonathan.bunt@lbbd.gov.uk

Asset Strategy, Energy & Compliance Management	Asset Management	Energy & Compliance	TOTAL
BUDGETS 2014-15	£'000	£'000	£'000
EXPENSES			
Employee Expenses - Salaries	237	265	501
Premises Costs	506	571	1,077
Transport Costs	1	1	2
Supplies & Services	82	7	89
Agency & Contracted Services	20		20
Transfer Payment			
Recharges from HRA			
Gross Controllable Expenditure	846	844	1,689
INCOME			
Income - Grants, Fees & Charges & Other	(10)		(10)
Income - recharges to HRA		(19)	(19)
Income - recharges to DSG & Schools		(214)	(214)
Income - recharges to Capital Programme & Other	(261)		(261)
Gross Controllable Income	(272)	(234)	(505)
NET CONTROLLABLE BUDGET	574	610	1,184
OTHER BUDGETS			
Support Services	340	111	451
Income - recharges to GF	(777)	(175)	(952)
Capital Charges	130	3	133
BUDGET REQUIREMENT	267	549	816

CHIEF EXECUTIVE DIRECTORATE

CUSTOMER SERVICES, CONTRACTS & BUSINESS IMPROVEMENT

Description of Service

This Division forms the Council's main client unit to manage the Elevate contract. 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 information governance the Registrars service, Corporate Complaints, Mobility Services, the RM Education ICT Contract, the Adecco Temporary Staff Contract and the Oracle R12 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 range of services to the Council, including:

- ICT
- Barking & 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)

Key Information

Elevate – ICT

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
- SOCITM - Society of [local government] IT managers IT benchmarking and best practice
- ITIL - IT delivery standards (OGC)

Elevate – Barking & Dagenham Direct (Customer Services)

B&D Direct (Customer Services) - comprises five services; the Contact Centre, including the Out of Hours service, two One Stop Shops and the Careline (Social Alarms) service. The Council's general switchboard function is operated within the Contact Centre.

B&D Direct is also the operational delivery arm of mobility services and corporate complaints and is responsible for the logging and forwarding of Corporate Complaints and Freedom of Information / Data Protection requests for the entire Council.

Elevate – Revenues & Benefits

The Revenues & Benefits service managed by Elevate includes Housing Benefit, NNDR, Council Tax Collection, Rent Collection, General Income and Student & Pupil 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.

Within the NNDR service;

- 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 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 LBBD 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, online and telephone payment 24 hours, as well as payments via the Post Office/Pay Point outlets and at the two One Stop Shops.

Within the Rent collection service;

- 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;
- Over 60% of tenants receive help to pay their rent through housing benefit.

Elevate – Support Services

Services being managed 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 a 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 Council-run Registration Service fulfils the Council's statutory duty in respect of Births, Deaths, Marriages and Civil Partnership Registration. 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 Centre) which helps local residents applying for British citizenship.

The service re-located from Arden House in Barking 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 budget, strategy and planning coming from the Client Team.

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Divisional Director	Jonathan Bunt Tel: 020 8227 2951	Chief Finance Officer Email: jonathan.bunt@lbbd.gov.uk

Customer Services, Contracts and Business Improvements (incl Elevate)	Commercial Services	Revenues & Benefits	Property Services	Taxicard & Concessionary Fares	Elevate - Client ICT & B&DD	Registrars	TOTAL
BUDGETS 2014-15	£'000	£'000	£'000	£'000	£'000	£'000	£'000
EXPENSES							
Employee Expenses - Salaries				6	688	203	898
Premises Costs			106			20	126
Transport Costs				5,784	1	1	5,786
Supplies & Services		314			72	39	424
Agency & Contracted Services	1,716	6,333	1,636	17	13,428	22	23,152
Transfer Payment		142					142
Recharges from HRA							
Gross Controllable Expenditure	1,716	6,788	1,742	5,808	14,189	284	30,527
INCOME							
Income - Grants, Fees & Charges & Other	(32)	(1,917)	(1,440)	(10)	(56)	(333)	(3,788)
Income - recharges to HRA	(286)	(1,527)	(766)		(2,511)		(5,090)
Income - recharges to DSG & Schools	(798)	(2)			(245)		(1,045)
Income - recharges to Capital Programme & Other	(36)				(765)		(800)
Use of reserves							
Gross Controllable Income	(1,152)	(3,445)	(2,206)	(10)	(3,577)	(333)	(10,723)
NET CONTROLLABLE BUDGET	565	3,343	(464)	5,798	10,612	(50)	19,804
OTHER BUDGETS							
Support Services	806	3,882	707		(3,746)	31	1,680
Income - recharges to GF	(1,308)	(364)	(1,545)		(6,862)		(10,079)
Capital Charges		971	5		59	4	1,038
BUDGET REQUIREMENT	63	7,832	(1,298)	5,798	63	(15)	12,443

CHIEF EXECUTIVE DIRECTORATE
REGENERATION & ECONOMIC DEVELOPMENT

Description of Service

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

The Development Planning teams; 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, job prospects of local people and helping people into work 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. A further specific role they have taken on this year is to help Council housing tenants specifically into work and into better jobs to help them cope with welfare and other changes

The Economic Development & Sustainable Communities team; is 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 the team is responsible for are as follows:

- 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;
- Providing a tailored service for Council Housing tenants known as Step –Up to help assist them into work or better jobs;
- Opening up opportunities for learning, training and employment (including apprenticeships) from major construction activities in the borough;
- Promoting Crossrail and other more local 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:

Key activities include:

- 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 team also leads on the Barking Riverside development for the Council which offers scope to be a transformational driver for the borough.
- 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.

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

Regeneration & Economic Development	Management & Admin	Development Planning	Employment & Skills	Economic Development	Capital Commissioning & Delivery Group	TOTAL
BUDGETS 2014-15	£'000	£'000	£'000	£'000	£'000	£'000
EXPENSES						
Employee Expenses - Salaries	138	1,173	623	723	1,652	4,308
Premises Costs						
Transport Costs	2	10	1	2	21	35
Supplies & Services		124	1	59	60	244
Agency & Contracted Services			146	181	264	592
Transfer Payment						
Recharges from HRA						
Gross Controllable Expenditure	140	1,306	771	964	1,997	5,178
INCOME						
Income - Grants, Fees & Charges & Other		(909)	(145)		(25)	(1,079)
Income - recharges to HRA	(92)			(220)	(239)	(551)
Income - recharges to DSG & Schools						
Income - recharges to Capital Programme & Other				(188)	(1,901)	(2,089)
Use of reserves						
Gross Controllable Income	(92)	(909)	(145)	(408)	(2,165)	(3,718)
NET CONTROLLABLE BUDGET	48	398	626	557	(168)	1,460
OTHER BUDGETS						
Support Services	153	239	115	122	581	1,210
Income - recharges to GF		(37)			(413)	(451)
Capital Charges		16	5	381		402
BUDGET REQUIREMENT	201	615	746	1,060		2,621

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 to ***Encourage growth and unlock the potential of Barking and Dagenham and its residents*** by implementing a robust Medium Term Financial Strategy in a well run organisation.

The Council has five main priorities to help facilitate the vision above:

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 & investing in new & high quality homes;
5. Maximise growth opportunities and increase the household income of Borough residents.

Budget Holder

Graham Farrant
Tel: 020 8227 2789

Chief Executive
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Chief Executive BUDGETS 2014-15	Chief Executive £'000
EXPENSES	
Employee Expenses - Salaries	232
Premises Costs	1
Transport Costs	6
Supplies & Services	17
Agency & Contracted Services	10
Transfer Payment	
Recharges from HRA	
Gross Controllable Expenditure	266
INCOME	
Income - Grants, Fees & Charges & Other	(17)
Income - recharges to HRA	
Income - recharges to DSG & Schools	
Income - recharges to Capital Programme & Other	
Use of reserves	
Gross Controllable Income	(17)
NET CONTROLLABLE BUDGET	(249)
OTHER BUDGETS	
Support Services	169
Income - recharges to GF	(503)
Capital Charges	-
BUDGET REQUIREMENT	(85)

CHIEF EXECUTIVE DIRECTORATE

STRATEGY & COMMUNICATION

Description of Service

The aim of the service is to provide strategic leadership and direction for the areas referred to below to ensure that there is a consistent approach and to support the delivery of the Community Strategy and Corporate Plan.

Key Information:

The **Strategy** Team is shared with Thurrock Council and provides:

- 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, Performance reporting to CMT and Members;
- Organisation wide responses to Government policy and legislation which are of a corporate significance and identify implications, and horizon scanning National policy and legislative changes, consultations and other developments;
- Oversight of the Council's approach to consultation and engagement;
- Analysis 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.

The Head of Strategy is also responsible for the management and investigation of Stage 3 and Local Government Ombudsman complaints in Barking and Dagenham.

The role of the **Marketing & Communications** Team is:

- To protect and enhance the reputation of the Council through strategic communications including through the media, 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;
- 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 maximise use of new media including the intranet, internet and social media as marketing and communications tools;
- To support staff engagement through effective internal communications and the establishment of two-way dialogue, and support change management initiatives.

Budget Holder

Karen Wheeler
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Group Manager, Strategy & Communication
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Strategy & Communication	Marketing & Communication	Policy & Performance Team	Total
BUDGETS 2014-15	£'000	£'000	£'000
EXPENSES			
Employee Expenses - Salaries	633	419	1,052
Premises Costs			
Transport Costs	1	2	3
Supplies & Services	28	283	311
Agency & Contracted Services			
Transfer Payment			
Recharges from HRA			
Gross Controllable Expenditure	662	704	1,365
INCOME			
Income - Grants, Fees & Charges & Other	(111)		(111)
Income - recharges to HRA	(61)	(74)	(134)
Income - recharges to DSG & Schools			
Income - recharges to Capital Programme & Other			
Use of reserves			
Gross Controllable Income	(172)	(74)	(245)
NET CONTROLLABLE BUDGET	490	630	1,120
OTHER BUDGETS			
Support Services	124	96	220
Income - recharges to GF	(614)	(726)	(1,340)
Capital Charges			
BUDGET REQUIREMENT	-	-	-

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 governed by a shared Divisional Director between Thurrock Council and Barking and Dagenham.

Democratic Services - There are four main areas of responsibility within this service, namely the administration of the political meeting structure; providing secretariat support to all 51 elected Members; the organisation of elections and electoral registration; and the administration of school appeals.

Key Information

Legal Services

The Divisional Director post is also the Council's Monitoring Officer and lead officer for Scrutiny. As Monitoring Officer, a key role is the handling of formal complaints against Councillors.

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:

- Advising legally
- 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 service:

- Provides administrative services and procedural advice in respect of the Council's main political meeting structure, including the full Assembly, Cabinet, Select Committees and quasi-judicial meetings that deal with planning and licensing matters.
- Provides general secretariat support to all 51 elected Councillors, with a particular emphasis on the Cabinet Members and the Ceremonial Mayor;
- Organises and runs all local, Parliamentary, European, Greater London Authority and London Mayoral elections and Referenda.
- Organises the annual Register of Electors, including monthly rolling registration and arrangements for individual registration.
- Provides an independent clerking service to the Education school appeals process

Budget Holder

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**Divisional
Director**

Fiona Taylor
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Divisional Director, Legal & Democratic Services

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Legal Services	Legal Services	Democratic	
BUDGETS 2014-15	£'000	Services	Total
		£'000	£'000
EXPENSES			
Employee Expenses - Salaries	1,861	1,934	3,794
Premises Costs		12	12
Transport Costs	7	19	26
Supplies & Services	88	271	359
Agency & Contracted Services			
Transfer Payment			
Recharges from HRA			
Gross Controllable Expenditure	1,955	2,235	4,190
INCOME			
Income - Grants, Fees & Charges & Other	(25)	(5)	(30)
Income - recharges to HRA	(311)		(311)
Income - recharges to DSG & Schools	(260)	(36)	(297)
Income - recharges to Capital Programme & Other	(55)	(6)	(61)
Use of reserves			
Gross Controllable Income	(651)	(47)	(698)
NET CONTROLLABLE BUDGET	1,304	2,188	3,492
OTHER BUDGETS			
Support Services	315	503	818
Income - recharges to GF	(1,619)	(2,269)	(3,887)
Capital Charges		9	9
BUDGET REQUIREMENT		432	432

CHIEF EXECUTIVE DIRECTORATE

HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT

Description of Service

The Human Resource and Organisational Development (HR/OD) Service has the following responsibilities:

- The development of the Councils Workforce (or “People”) Strategy – this is focused on ensuring that this 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;
- Ensuring that we provide a safe working environment for staff and customers and helping staff maximise their wellbeing;
- 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

Key Information

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.

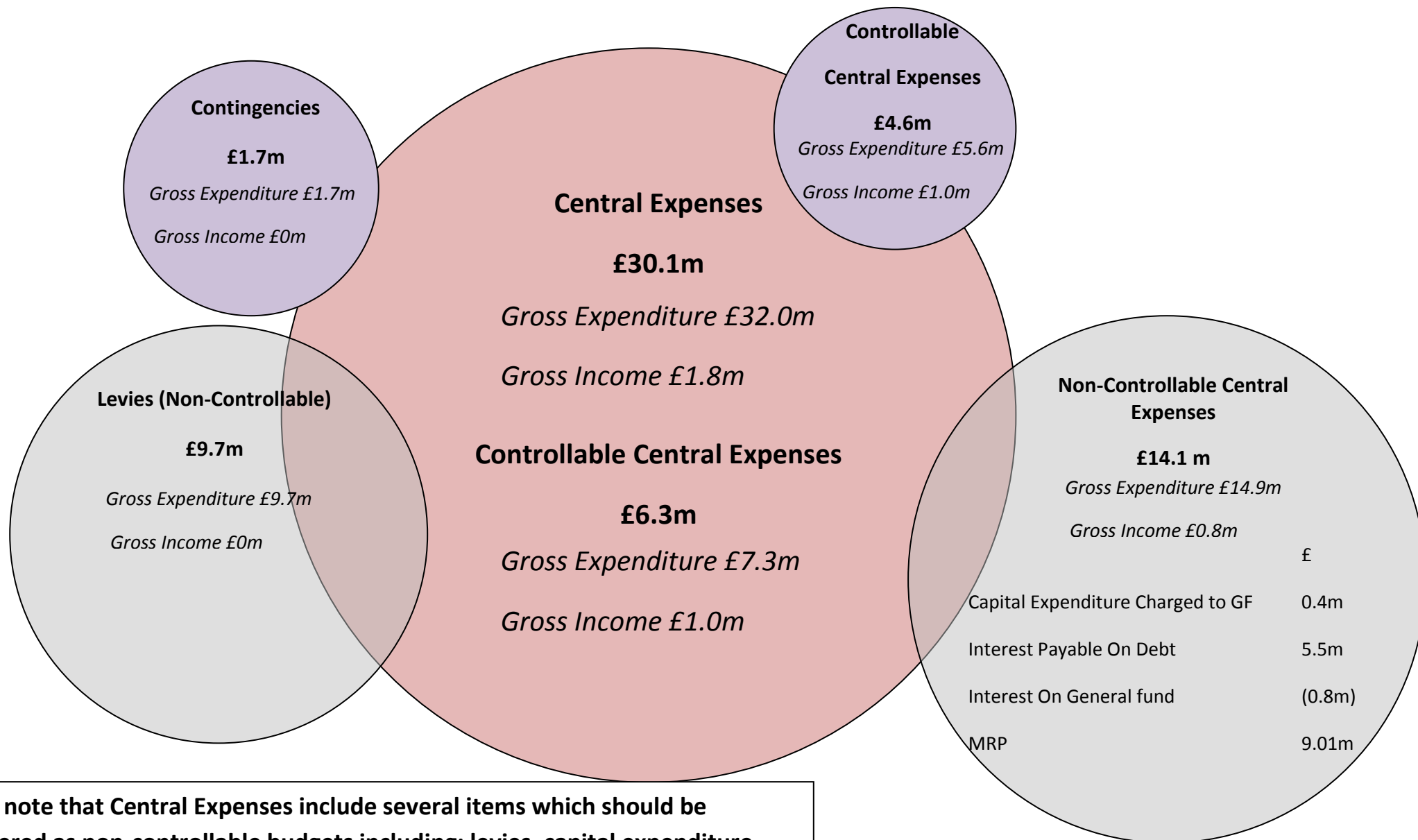
The cost of the full-time Trade Union representatives is also met from this budget.

Budget Holder	Gail Clark Tel: 020 8227 3543	Group Manager, HR Strategy Email: gail.clark@lbbd.gov.uk
Budget Holder	Peter Watson Tel: 020 8227 2092	Group Manager, Business Change Email: peter.watson2@lbbd.gov.uk
Divisional Director	Martin Rayson Tel: 020 8227 3113	Divisional Director of Human Resources and Organisational Development Email: martin.rayson@lbbd.gov.uk

Human Resources & Organisational Development	HR Management & Business Support	Trade Unions	HR Strategy	TOTAL
EXPENSES				
Employee Expenses - Salaries	553	323	1,071	1,947
Premises Costs	(1)		1	
Transport Costs	3	1	2	5
Supplies & Services	16	4	13	33
Agency & Contracted Services				
Transfer Payment				
Recharges from HRA				
Gross Controllable Expenditure	572	327	1,086	1,985
INCOME				
Income - Grants, Fees & Charges & Other			(25)	(25)
Income - recharges to HRA	(162)	(15)	(65)	(242)
Income - recharges to DSG & Schools				
Income - recharges to Capital Programme & Other				
Use of reserves				
Gross Controllable Income	(162)	(15)	(90)	(267)
NET CONTROLLABLE BUDGET				
	410	313	996	1,718
OTHER BUDGETS				
Support Services	369	52	63	484
Income - recharges to GF	(779)	(365)	(1,059)	(2,202)
Capital Charges				
BUDGET REQUIREMENT	-	-	-	-

CENTRAL BUDGETS

2014/15



Please note that Central Expenses include several items which should be considered as non-controllable budgets including; levies, capital expenditure charged to the general fund, interest on debt and Minimal Revenue Provision.

CENTRAL FINANCE

Below are details of the budgets that are held centrally for corporate items. This includes £1.7 million of budget contingency, to help cover some the budget risks as described in the first part of this budget book, and £9.8 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 £18.7 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.

Central Budgets		£'000
Contingency		1,746
Levies		
East London Waste Authority Levy (ELWA)	9,245	
London Pension Authority Levy	180	
Lee Valley Regional Park Levy	156	
Environmental Agency Levy	104	9,685
Sub-Total:		11,431
Central Expenses		
Minimum Revenue Provision (MRP)	9,011	
Transfers to/(from) Reserves	(1,187)	
Corporate Expenses	6,015	
Interest Payable	5,500	
Interest Receivable	(629)	18,710
Depreciation		(25,684)
Sub-Total: Central Expenses and Depreciation		(6,974)
Total		4,457

The amounts shown above for levies are the budgeted amounts within the Central Budget. These amounts differ from the actual levies for 2014/15 of £9.808 million as presented in the introduction to this Budget Book, as the Council was notified of the levies after setting the budget

CAPITAL PROGRAMME 2014/15 to 2016/17

Proposed capital programme by Directorate:

The proposed capital programme, summarised by Directorate, is shown below. These budgets will still be subject to change, roll-forwards and re-profiling.

Capital Expenditure	2013/14	2014/15	2015/16	2016/17
£000's	Approved	Estimate	Estimate	Estimate
Adult & Community Services	7,704	7,522	170	(TBC)
Children's Services	34,740	73,947	31,620	(TBC)
Housing & Environment	4,815	0	0	(TBC)
Chief Executive	10,485	1,429	475	(TBC)
General Fund	57,744	82,898	32,265	(TBC)
HRA	80,587	92,315	41,639	39,757
Total	138,331	175,213	73,904	39,757

Funding for capital programme 2013/14 to 2016/17

The proposed funding of the capital programme is set out below.

Capital Expenditure	2013/14	2014/15	2015/16	2016/17
£000's	Approved	Estimate	Estimate	Estimate
General Fund	57,744	82,898	32,265	(TBC)
HRA	80,587	92,315	41,639	39,757
Approved Capital Prog	138,331	175,213	73,904	39,757
Financed by:				
Government Grants	55,101	85,536	31,620	0
MRA & HRA Contributions	48,107	65,552	35,629	39,757
Section 106	846	400		0
GF Revenue Cont	1,812			0
Borrowing	5,518	10,880	280	0
Reserves (incl Invest to Save)	759			0
Capital Receipts (Inc Right to buy)	26,188	12,845	6,375	
Total	138,331	175,213	73,904	39,757

Revenue & Capital Budget Book

2014/15



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