

Revenue and Capital Budgets 2015-2016



Encouraging civic pride



Enabling social responsibility



Growing the borough

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

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Medium Term Financial Strategy

Message from Jonathan Bunt, Chief Finance Officer

This year's budget comes at a continued period of austerity for the public sector.

With economic growth not achieving the levels that were predicted in the 2014 budget and the national deficit still not bridged there will be further funding reductions for Local Government. 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. The funding cuts made central government since 2010 have been severe, which makes the decisions going forward even harder for the Council.

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 £116.5m of savings, resulting from funding reductions and pressures such as inflation, demographic and legislative changes that have further contributed to the need to achieve savings.

The Council has for the first time in 7 years decided to increase Council Tax by 1.99%. This is resulting from the cuts in central government funding which make freezing Council Tax going forward extremely difficult. The Council will still 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 "One borough; One community; London's growth opportunity"***

Finance Contacts

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

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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 2015/16 Budget

Key Principles

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

- 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:

Encouraging Civic Pride

- Build pride, respect and cohesion across our borough
- Promote a welcoming, safe, and resilient community
- Build civic responsibility and help residents shape their quality of life
- Promote and protect our green and public open spaces
- Narrow the gap in attainment and realise high aspirations for every child

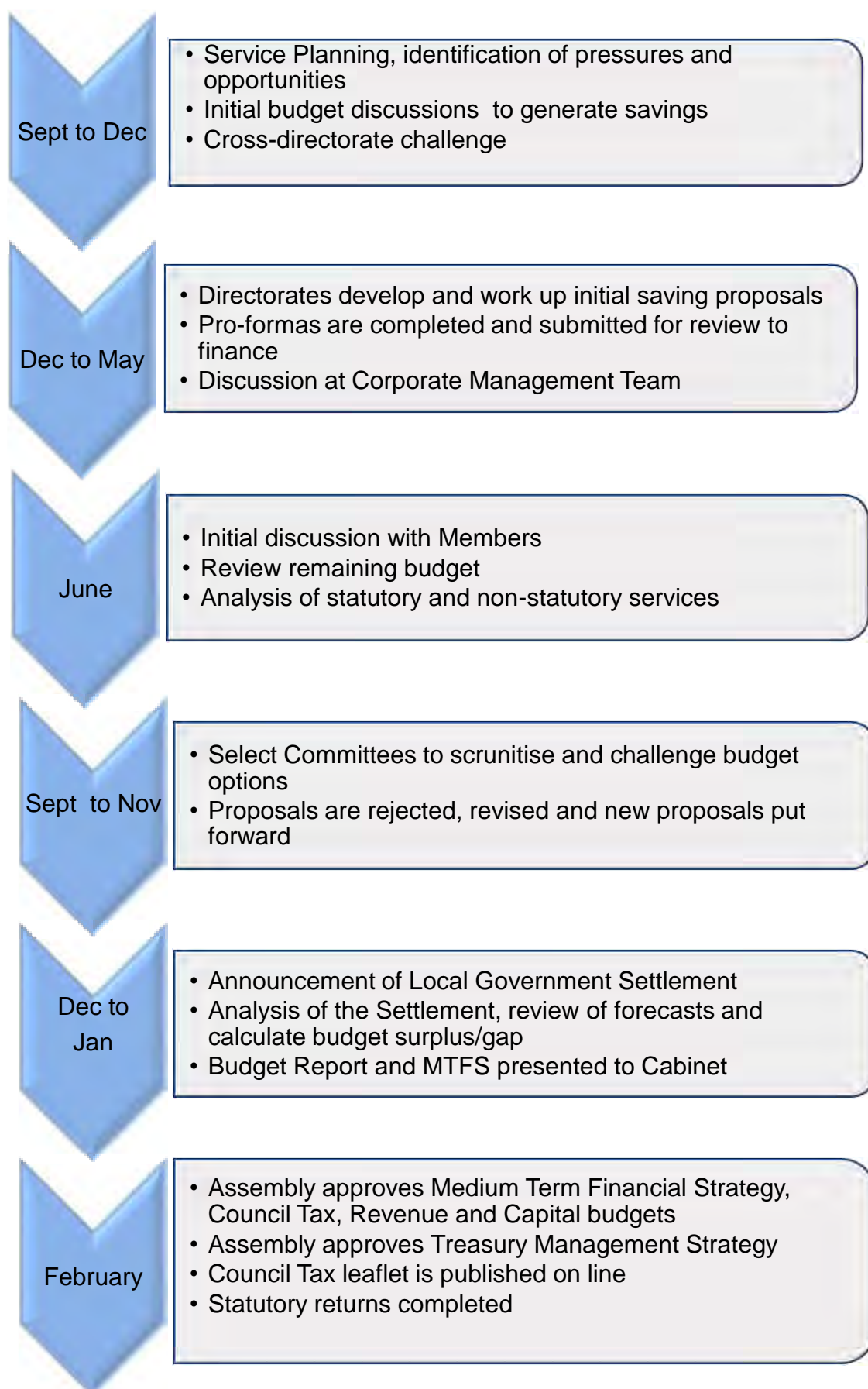
Enabling Social Responsibility

- Support residents to take responsibility for themselves, their homes and their community
- Protect the most vulnerable, keeping adults and children healthy and safe
- Ensure everyone can access good quality healthcare when they need it
- Ensure children and young people are well-educated and realise their potential
- Fully integrate services for vulnerable children, young people and families

Growing The Borough

- Build high quality homes and a sustainable community
- Develop a local, skilled workforce and improve employment opportunities
- Support investment in housing, leisure, the creative industries and public spaces to enhance our environment
- Work with London partners to deliver homes and jobs across our growth hubs
- Enhance the borough's image to attract investment and business growth

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



3. Budget Challenges 2015/16 and Beyond

- 3.1 Funding Cuts to Formula Grant –** Comprehensive Spending Review (CSR) announced in October 2010 plus a recent updates saw cuts of just under £54m applied to LBBD over the five year period to 2015/16. 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 reforms saw the Council take 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. For 2015/16 the levy is increasing by 10% with further increases of around 7% expected over the following two years.
- 3.6 Care Act -** The Care Act 2014 was introduced to ensure that citizens should not face unmanageable or unpredictable costs for their social care needs in old age. The Act 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 Act 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 Act 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 Act will be effective from 1st April 2016. At present, the MTFs assumes a cost pressure of £2.5m from 2016/17.
- 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". For 2015/16, the Council's expected allocation for the Better Care Fund is c£13m.

- 3.9 The Children and Families Act 2014** - The Act 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.
- 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. For 2015/16 the Council will see the grant reduce by £1.6m with future reductions expected as and when schools convert to academy status.

4. The Council's Funding

4.1 Net Budget Requirement

The Council has a net budget requirement for 2015/16 of £151.444 million. This is funded from by a mixture of formula grant, specific grant, Council Tax and NNDR as shown in the summary table below.

Funding Source	2015/16 £'000
Revenue Support Grant	(45,401)
Top Up Grant	(35,003)
Education Services Grant	(3,300)
New Homes Bonus Grant	(2,700)
HB Administration Grant	(1,349)
Specific Grants	-
LCTS Administration Grant	(346)
Lead Local Flood Authorities	(28)
NHB Returned Funding	(171)
Government Funding	(88,298)
Council Tax Precept	(44,188)
Retained NNDR Income	(15,521)
Council Tax Surplus	(1,404)
NNDR Compensation Grants	(1,419)
NNDR Pooling Gains	(300)
Business Rates Surplus/(Deficit)	(314)
Local Funding	(63,146)
Total Funding	(151,444)

4.2 Council tax requirement

Assembly have agreed to increase the Authority's element of the Council Tax for 2015/16 by 1.99% (£1,036.67 for a Band D property). The GLA element of the Council tax has decreased by 1.3%, from £299.00 down to £295.00. This means that the overall charge to the tax payer has increased by 1.2%.

The Government limit on council tax increases before a local referendum would be required has remained at 2% or more.

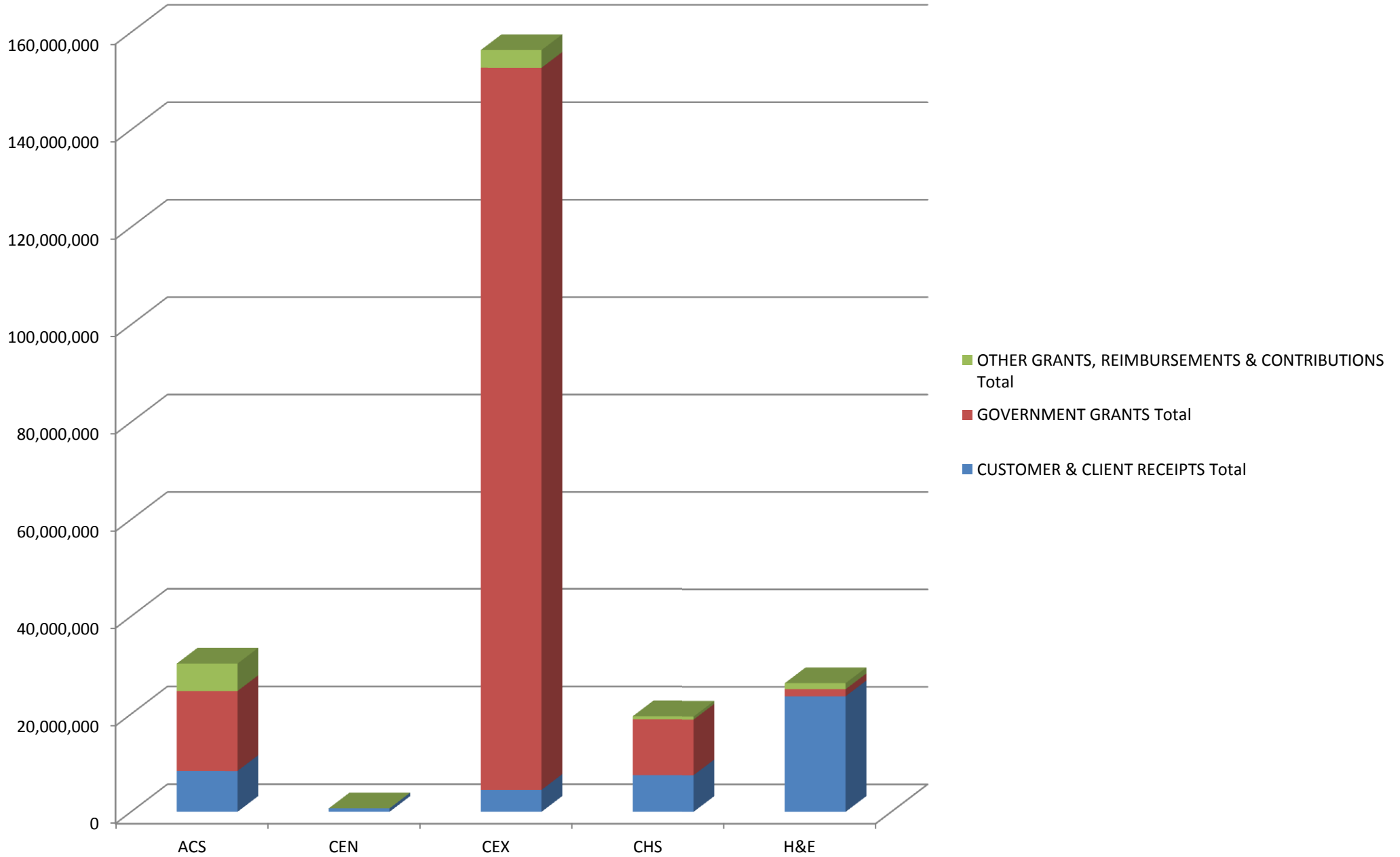
Barking & Dagenham has a Council tax base (equivalent number of band D properties) of 42,624.64. This is an increase from last year's figure of 40,522.1 which gives the Authority a total Council tax figure of £44.188m.

4.3 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.

Directorate Income By Type



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	2015/16 £'000
Dedicated Schools Grant (DSG)	231,121
Housing Revenue Account (HRA)	106,004
Total	337,125

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.

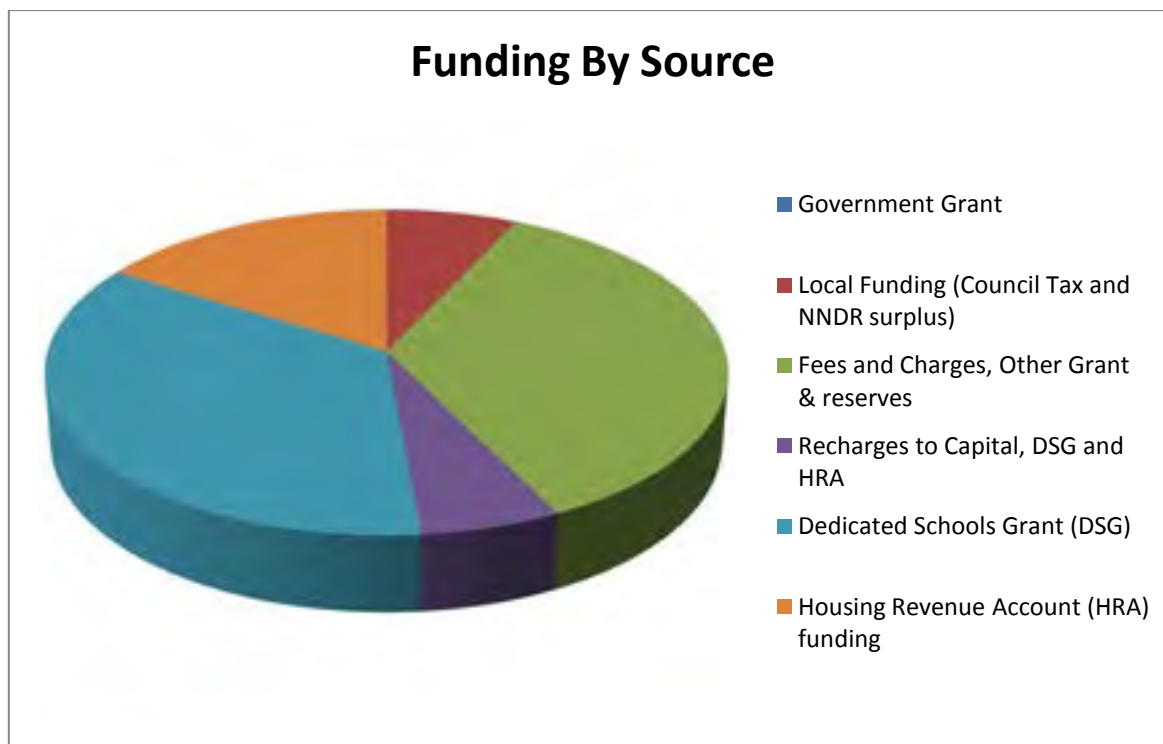
The HRA income is what the Council receives in rents from its Council tenants, and it is used to fund the housing stock, such as building maintenance.

5.1 Total Funding and Income

This table illustrates the total funding and income which is financing the total gross expenditure of £419.8m million as set out below.

Total Funding and Income	2015/16 £'000
Total funding (see breakdown in section 4.1)	151,444
Fees and Charges, Other Grant & reserves	241,299
Recharges to Capital, DSG and HRA	46,013
Depreciation, Non Service Level Expenditure and Levies	(18,904)
Total Controllable Service Expenditure	419,853

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

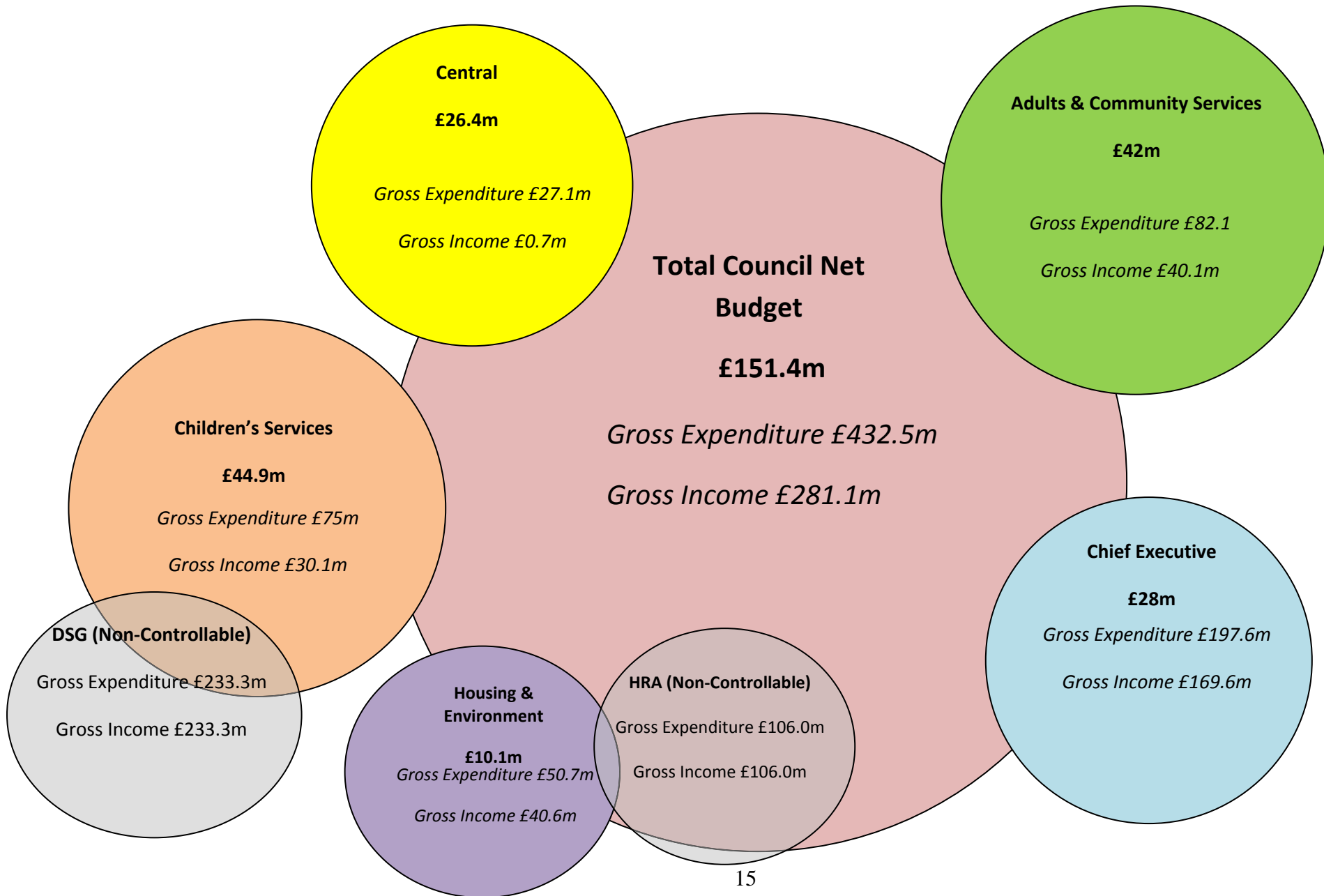
6.1 Budget by Council Directorate

The net budget of £151.44 million is allocated by Council Directorate as follows:

Service	2015/16 £'000
Adult & Community Services (ACS)	49,716
Children's Services (CHS)	62,156
Housing & Environment (H&E)	20,168
Chief Executive Directorate (CEX)	18,075
Central Finance, Contingencies & Levies	1,329
Total	151,444

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, 2015/16



COUNCIL REVENUE BUDGET 2015-16

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

	ADULT & COMMUNITY SERVICES DEPARTMENT	CENTRAL	CHIEF EXECUTIVE DEPARTMENT	CHILDREN & YOUNG PEOPLE DEPARTMENT	HOUSING & ENVIRONMENT DEPARTMENT	TOTAL
Customer & Client Receipts	(8,363,700)	(700,000)	(4,416,400)	(7,517,500)	(23,794,931)	(44,792,531)
Government Grants	(16,141,300)		(148,247,200)	(11,410,100)	(1,452,700)	(177,251,300)
Other Grants & Contributions	(14,482,900)		(3,622,800)	(623,900)	(1,236,400)	(19,966,000)
Recharges Income	(1,143,000)		(13,343,800)	(10,506,091)	(14,114,500)	(39,107,391)
1 - Gross Controllable Income Total	(40,130,900)	(700,000)	(169,630,200)	(30,057,591)	(40,598,531)	(281,117,222)
Employee Expenses	23,277,900	4,500,000	16,551,500	29,759,300	25,214,300	99,303,000
Premises Expenditure	2,418,100	141,500	1,029,000	11,811,391	4,540,346	19,940,337
Supplies And Services	2,112,600	2,776,600	3,592,300	10,195,000	3,215,209	21,891,709
Third Party Payments	46,161,100	215,000	21,295,700	21,565,200	17,673,276	106,910,276
Transfer Payments	8,458,900		149,556,100	593,200		158,608,200
Transport Related Expenditure	1,397,000		5,734,000	2,567,600	3,500,700	13,199,300
2 - Gross Controllable Expenditure Total	83,825,600	7,633,100	197,758,600	76,491,691	54,143,831	419,852,822
Recharges Income	(965,300)		(17,848,100)	(22,400)	(10,586,100)	(29,421,900)
3 - Gross Non-Controllable Income Total	(965,300)		(17,848,100)	(22,400)	(10,586,100)	(29,421,900)
Depreciation And Impairment Losses	2,586,400		1,524,800	10,074,300	10,888,300	25,073,800
Support Services	4,400,300		6,270,200	5,524,900	6,320,600	22,516,000
4 - Gross Non-Controllable Expenditure Total	6,986,700		7,795,000	15,599,200	17,208,900	47,589,800
Financing and Investment Income and Expenditure		711,000				711,000
Other Operating Expenditure		10,754,900				10,754,900
5 - Below the line - CIES Total		11,465,900				11,465,900
Adjustments between Accounting Basis and Funding Basis under Regulations		(17,635,800)				(17,635,800)
Transfer To/From Earmarked Reserves		565,500		144,900		710,400
6 - Below the line - MIRS Total		(17,070,300)		144,900		(16,925,400)
Grand Total	49,716,100	1,328,700	18,075,300	62,155,800	20,168,100	151,444,000

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	57,342	(10,847)	46,495	1,091	21
Central Services to the Public	4,524	(3,761)	763	18	0.3
Corporate & Democratic Core	6,537	(3,006)	3,531	83	1.6
Cultural and Related Services	17,486	(10,169)	7,316	172	3.3
Children's & Educational services	88,511	(21,748)	66,763	1,566	30.1
Environmental & Regulatory Services	18,706	(10,554)	8,152	191	3.7
Highways and Transport Services	28,087	(12,087)	16,001	375	7.2
Housing Services	178,175	(169,850)	8,325	195	3.8
Planning Services	4,514	(2,898)	1,616	38	0.7
Public Health	14,048	(14,230)	(181)	(4)	(0.1)
Total Expenditure on General Fund Services	417,931	(259,149)	158,782	3,725	72
Other – Reserves, Interest Payable and Investment Income	(5,231)	(12,862)	(18,092)	(92)	(5,231)
Charges from Other Bodies	10,755	0	10,755	21,510	10,755
BUDGET REQUIREMENT	423,455	(272,011)	151,444	22,227	423,455
Funded by:					
Government Grant and Collection Fund			107,256		
Council Tax			44,188	1,037	
TOTAL			151,444		

7.0 Levies

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

Levy	2014/15 (£)	2015/16 (£)	Change %
East London Waste Authority (ELWA)	9,429,000	10,392,000	10%
London Pension Fund Authority (LPFA)	158,605	161,772	2%
Lee Valley Regional Park Authority	127,563	127,929	0%
Environment Agency	93,938	97,573	4%
Total Levies	9,809,106	10,779,274	10%

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 2015/16:

Reserve	£m	Note
Balances held by schools under a scheme of delegation	25.7	Only usable by schools.
Housing Revenue Account (HRA) balance	8.7	Can only be used in relation to the HRA
Leasehold repairs	7.2	Can only be used for funding housing capital

Redundancies	2.5	To fund the cost of redundancies
Invest to Save	2.9	Earmarked reserves for specific projects to generate savings
Budget Support	3.7	To support the in-year revenue budget monitoring position
General Fund reserve	24.8	To support the delivery of the Council's budget
PFI Reserve	8.4	For potential PFI costs
Departmental Reserves	4.4	For specific projects across the individual directorates
Other	9.2	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 2015/16 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 2015/16 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 2015/16.

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 2014/15 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 2015/16 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:

2014/15 -	£210m (Estimate)
2013/14 -	£121m
2012/13 -	£110m
2011/12 -	£100m

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. The estimated £210m cash value for 2014/15 includes additional cash from a £89m loan from the European Investment Bank. 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:

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

The Council's borrowing as at 31 March 2014 was made up of four elements:

- i. External loans from the PWLB and private banks - £50m;
- ii. HRA PWLB Loans - £266m;
- iii. PFI/finance lease liabilities - £61m; and
- iv. "Internal" borrowing - £108m.

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.

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Adult and Community Services Revenue Budget 2015/16

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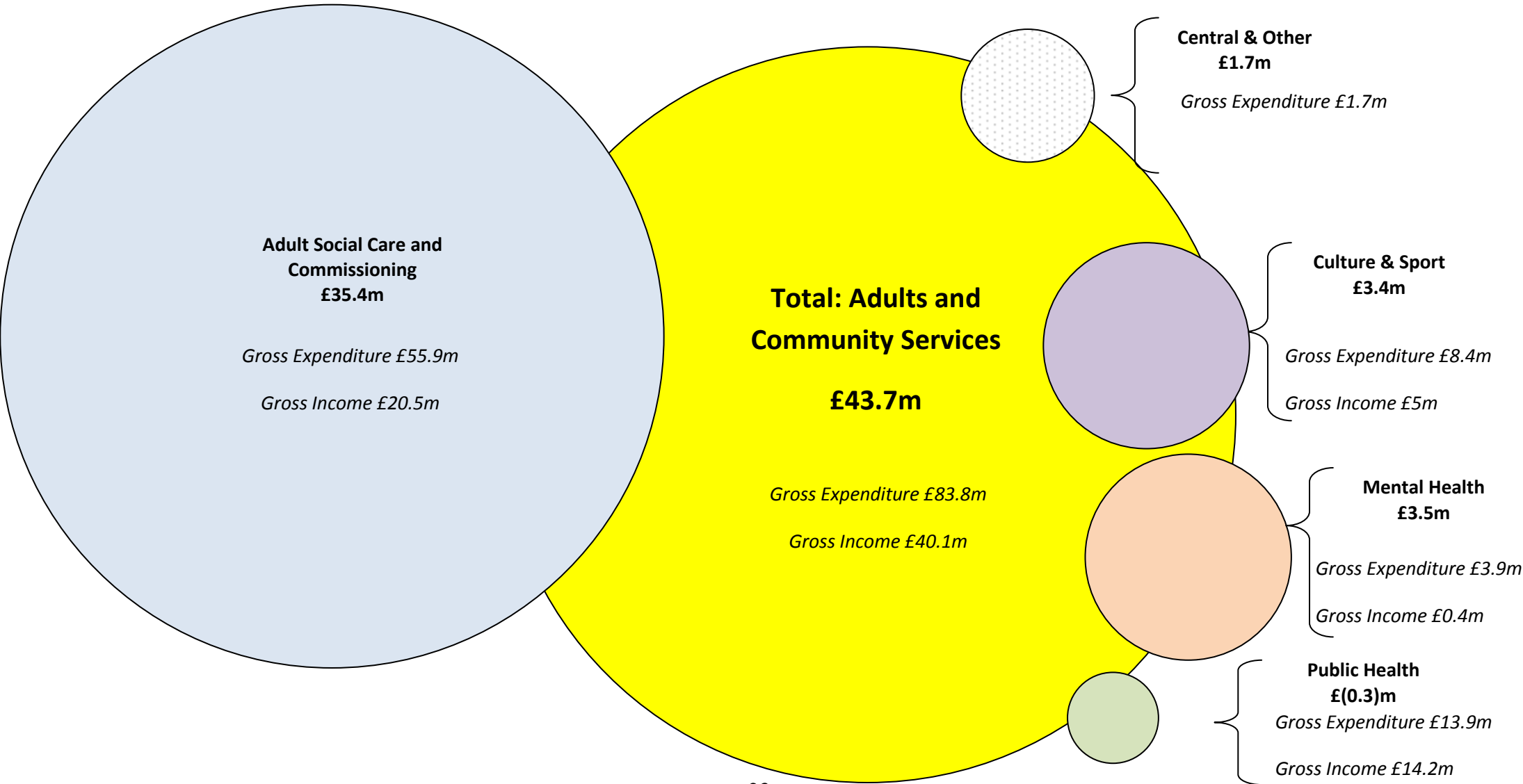
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Adults and Community Services Net Controllable Budget, 2015/16



ADULT & COMMUNITIES SERVICES REVENUE BUDGET 2015/16

	ACS CENTRAL SUPPORT	ADULT SOCIAL CARE	COMMISSIONING & PARTNERSHIP	CULTURE AND SPORT	MENTAL HEALTH	PUBLIC HEALTH	SERVICE STRATEGY & REGULATION	TOTAL
Customer & Client Receipts		(3,941,000)	(8,400)	(4,042,600)	(371,700)			(8,363,700)
Government Grants		(773,000)	(1,122,100)	(33,000)		(14,213,200)		(16,141,300)
Other Grants, Reimbursements & Contributions		(13,560,500)	(304,000)	(552,900)	(49,000)	(16,500)		(14,482,900)
Recharges Income		(147,500)	(627,100)	(368,400)				(1,143,000)
1 - Gross Controllable Income Total		(18,422,000)	(2,061,600)	(4,996,900)	(420,700)	(14,229,700)		(40,130,900)
Employee Expenses	626,800	9,110,500	3,651,300	5,232,100	1,144,300	3,347,000	165,900	23,277,900
Premises Related Expenditure	10,800	163,200	17,400	2,162,900		63,800		2,418,100
Supplies And Services	(874,600)	311,500	663,400	951,300	10,700	1,050,300		2,112,600
Third Party Payments	477,000	26,378,800	7,199,200	44,600	2,538,900	9,522,600		46,161,100
Transfer Payments		8,329,500			129,400			8,458,900
Transport Related Expenditure	1,238,800	55,600	32,200	39,000	30,900	500		1,397,000
2 - Gross Controllable Expenditure Total	1,478,800	44,349,100	11,563,500	8,429,900	3,854,200	13,984,200	165,900	83,825,600
Recharges Income			(229,500)	(709,100)			(26,700)	(965,300)
3 - Gross Non-Controllable Income Total			(229,500)	(709,100)			(26,700)	(965,300)
Depreciation And Impairment Losses	1,182,200	253,400	34,700	1,116,100				2,586,400
Support Services	4,337,300					63,000		4,400,300
4 - Gross Non-Controllable Expenditure Total	5,519,500	253,400	34,700	1,116,100		63,000		6,986,700
Grand Total	6,998,300	26,180,500	9,307,100	3,840,000	3,433,500	(182,500)	139,200	49,716,100

RECHARGES TO ADULT & COMMUNITIES SERVICES 2015/16 (1 OF 2)

Recharges from Chief Executive Directorate:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Finance	580	685	(105)
Innovation & Funding	14	16	(2)
Internal Audit	73	93	(20)
Insurance & Risk Management	15	17	(2)
Capital Commissioning & Delivery	39	104	(65)
Asset Strategy & Management	25	38	(13)
Leasehold Buildings	153	166	(13)
Energy & Compliance	21	32	(11)
Property Services	48	159	(111)
Elevate Contract	1,791	1,604	187
Marketing & Communications	79	155	(76)
Policy & Performance	74	80	(6)
Legal & Democratic Services	142	152	(10)
Members And Mayoral Expenses	51	63	(12)
HR Support	394	667	(273)
Total Chief Executive	3,499	4,031	(531)

RECHARGES TO ADULT & COMMUNITIES SERVICES 2015/16 (2 OF 2)

Recharges from Housing & Environment Directorate:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Refuse Collection	87	88	(1)
Fleet Management	2	4	(2)
Frizlands Depot	4	7	(3)
Grounds Maintenance	23	48	(25)
Passenger Transport	1,239	1,237	2
Civic Buildings Accommodation	552	520	32
Building Maintenance	6	80	(74)
Building Cleaning	367	356	11
Total Housing & Environment	2,280	2,340	(60)

Recharges from HRA:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Sheltered Housing	0	300	(300)
Total HRA	0	300	(300)

Recharges from Adult & Community Services Directorate:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Barking Learning Centre (BLC)	314	314	0
Sports Centres	1	1	0
Alarm Monitoring & Magnetic Locks	0	9	(9)
Security Contract	0	6	(6)
Security	22	22	0
Total Adults & Community Services	337	352	(15)

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 manager 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, information, rehabilitation, equipment and adaptations for people who need ongoing professional support in order to live independently, in the community. This includes services for people with learning disabilities, physical and sensory impairments and other complex needs. This area is also responsible for the Council's 4 Extra Care schemes, Kallar Lodge residential home and occupational therapy to for children.

Learning Disabilities

This area is responsible for direct provision including residential and day care for people with learning disabilities, Relish Cafe and George Crouch Day Services as well as leading on the re-modelling 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 Council accredited personal assistants.

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 2 of the transformation programme will be implemented in 2015-16 which will see the remodelling of two learning disability services

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Budget Manager	Tudur Williams Tel: 020 8227 2537	Group Manager, Integrated Care E-mail: tudur.williams@lbbd.gov.uk
Divisional Director	Bruce Morris Tel: 020 8227 2749	Divisional Director of Adult Social Care E-mail: bruce.morris@lbbd.gov.uk

ADULT SOCIAL CARE

	ADULT SOCIAL CARE MANAGEMENT	INTEGRATED CARE	INTENSIVE SUPPORT	LEARNING DISABILITIES	TOTAL
Customer & Client Receipts		(3,422,100)	(499,200)	(19,700)	(3,941,000)
Government Grants	(773,000)				(773,000)
Other Grants, Reimbursements & Contributions	(13,354,300)			(206,200)	(13,560,500)
Recharges Income			(147,500)		(147,500)
1 - Gross Controllable Income Total	(14,127,300)	(3,422,100)	(646,700)	(225,900)	(18,422,000)
Employee Expenses	815,800	3,234,700	3,216,400	1,843,600	9,110,500
Premises Related Expenditure	23,200		46,500	93,500	163,200
Supplies And Services	80,900		91,800	138,800	311,500
Third Party Payments	9,187,100	13,013,900	4,085,200	92,600	26,378,800
Transfer Payments		6,909,000	1,420,500		8,329,500
Transport Related Expenditure	1,000	31,100	22,800	700	55,600
2 - Gross Controllable Expenditure Total	10,108,000	23,188,700	8,883,200	2,169,200	44,349,100
Recharges Income					
3 - Gross Non-Controllable Income Total					
Depreciation And Impairment Losses	72,000		122,600	58,800	253,400
Support Services					
4 - Gross Non-Controllable Expenditure Total	72,000		122,600	58,800	253,400
Grand Total	(3,947,300)	19,766,600	8,359,100	2,002,100	26,180,500

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. It also manages the statutory Safeguarding Adults Board process, co-ordinating senior officer support to the Independent Chair in setting and reviewing safeguarding policy.

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. This dovetails with the work that the service does to manage the Safeguard Adults Board process, along with the Principal Social Worker function which champions effective and high quality social work practice, overseeing professional development programmes. 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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INTEGRATION & COMMISSIONING

	ADULT SAFEGUARDING	CIVIL PROTECTION	COMMUNITY SAFETY & OFFENSERS MNGMNT	INTEGRATION & COMMISSIONING	TOTAL
Customer & Client Receipts	(1,500)			(6,900)	(8,400)
Government Grants	(50,000)		(949,100)	(123,000)	(1,122,100)
Other Grants, Reimbursements & Contributions		(104,500)	(108,000)	(91,500)	(304,000)
Recharges Income	(40,000)		(587,100)		(627,100)
1 - Gross Controllable Income Total	(91,500)	(104,500)	(1,644,200)	(221,400)	(2,061,600)
Employee Expenses	276,700	199,900	2,203,000	971,700	3,651,300
Premises Related Expenditure		1,100	0	16,300	17,400
Supplies And Services	16,100	21,700	413,500	212,100	663,400
Third Party Payments	233,800	25,900	481,900	6,457,600	7,199,200
Transfer Payments					
Transport Related Expenditure	1,700	2,900	27,400	200	32,200
2 - Gross Controllable Expenditure Total	528,300	251,500	3,125,800	7,657,900	11,563,500
Recharges Income			(229,500)		(229,500)
3 - Gross Non-Controllable Income Total			(229,500)		(229,500)
Depreciation And Impairment Losses			34,700		34,700
Support Services					
4 - Gross Non-Controllable Expenditure Total			34,700		34,700
Grand Total	436,800	147,000	1,286,800	7,436,500	9,307,100

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 Manager Kevin Sole Assistant Director, Mental Health Services, NELFT
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ext 5075

MENTAL HEALTH JOINT WITH NELFT

		Mental Health
Customer & Client Receipts		(371,700)
Government Grants		
Other Grants, Reimbursements & Contributions		(49,000)
Recharges Income		
1 - Gross Controllable Income Total		(420,700)
Employee Expenses		1,144,300
Premises Related Expenditure		
Supplies And Services		10,700
Third Party Payments		2,538,900
Transfer Payments		129,400
Transport Related Expenditure		30,900
2 - Gross Controllable Expenditure Total		3,854,200
Recharges Income		
3 - Gross Non-Controllable Income Total		
Depreciation And Impairment Losses		
Support Services		
4 - Gross Non-Controllable Expenditure Total		
Grand Total		3,433,500

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 are delivered through two main libraries (Barking Learning Centre and Dagenham Library) and four branch libraries: Thames View, and Marks Gate which share premises with Children's Centre, Valence, and Robert Jeyes, which is community managed by a charity Chadwell Heath Community Centre. The council provides support in terms of stock, IT and staff support at advertised times to this community library. 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.

Budget Manager	Zoinul Abidin Tel: 020 8724 8533	Group Manager, Libraries E-mail: zoinul.abidin@lbbd.gov.uk
Budget Manager	Chris Foord Tel: 020 8227 5231	Group Manager, Heritage & Archives E-mail: chris.foord@lbbd.gov.uk
Budget Manager	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

CULTURE & SPORT

	Community Sport And Arts	Heritage & Events	Libraries	Total
Customer & Client Receipts	(3,535,100)	(247,600)	(259,900)	(4,042,600)
Government Grants	(3,000)	(30,000)		(33,000)
Other Grants, Reimbursements & Contributions	(271,600)		(281,300)	(552,900)
Recharges Income	(190,500)		(177,900)	(368,400)
1 - Gross Controllable Income Total	(4,000,200)	(277,600)	(719,100)	(4,996,900)
Employee Expenses	2,601,400	759,900	1,870,800	5,232,100
Premises Related Expenditure	1,136,100	142,600	884,200	2,162,900
Supplies And Services	433,700	85,000	432,600	951,300
Third Party Payments		41,600	3,000	44,600
Transfer Payments				
Transport Related Expenditure	5,600	800	32,600	39,000
2 - Gross Controllable Expenditure Total	4,176,800	1,029,900	3,223,200	8,429,900
Recharges Income	(3,200)		(705,900)	(709,100)
3 - Gross Non-Controllable Income Total	(3,200)		(705,900)	(709,100)
Depreciation And Impairment Losses	366,200	28,000	721,900	1,116,100
Support Services				
4 - Gross Non-Controllable Expenditure Total	366,200	28,000	721,900	1,116,100
Grand Total	539,600	780,300	2,520,100	3,840,000

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, the Statutory Safeguarding Adults Board and domestic violence services.

Key Information

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.

Head of Service, Commissioning & Partnership

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

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.

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.

Adult Safeguarding Strategy

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 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.

Domestic Violence

The Domestic Violence Commissioning Team has responsibility for the provision and commissioning of services to address domestic violence.

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ADULT AND COMMUNITY SERVICES

PUBLIC HEALTH

Description of Service

Responsibility for protecting and promoting the health of the general population moved back to local government control in April 2013, after being part of the NHS for almost 40 years. The Council is now delivering a range of public health services to tackle the big health challenges that residents face.

The Director of Public Health and his team are responsible for the delivery of the Council's Public Health duties and responsibilities and for the Public Health Grant. The Directorate is strategic and dynamic in helping to promote fresh ideas on public health matters and help drive policy. We do this by making sure that health and wellbeing are at the heart of everything the Council, voluntary sector and the local NHS do in order to help members, officers and partners identify, prioritise, and address health and care needs. 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
- From 1 October 2015, the Government intends that local authorities (LAs) take over responsibility from NHS England for commissioning (i.e. planning and paying for) Public health services for children aged 0-5.

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 Manager

Matthew Cole
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Director of Public Health
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PUBLIC HEALTH

	Health Intelligence	Health Protection	Healthy Adults	Healthy Children	Promoting Health & Health Care	Public Health Corporate	Public Health Services Team	Sexual Health	Total
Customer & Client Receipts									
Government Grants						(14,213,200)			(14,213,200)
Other Grants, Reimbursements & Contributions			(16,500)						(16,500)
1 - Gross Controllable Income Total			(16,500)			(14,213,200)			(14,229,700)
Employee Expenses		47,000	899,200	699,100	536,700	43,000	1,122,000		3,347,000
Premises Related Expenditure			63,800						63,800
Supplies And Services	95,000		221,400	200,000	150,500	393,200	7,000	(16,800)	1,050,300
Third Party Payments	64,000	53,000	808,500	2,456,000	3,383,800	152,300		2,605,000	9,522,600
Transfer Payments									
Transport Related Expenditure					500				500
2 - Gross Controllable Expenditure Total	159,000	100,000	1,992,900	3,355,100	4,071,500	588,500	1,129,000	2,588,200	13,984,200
Recharges Income									
3 - Gross Non-Controllable Income Total									
Support Services						63,000			63,000
4 - Gross Non-Controllable Expenditure Total						63,000			63,000
Grand Total	159,000	100,000	1,976,400	3,355,100	4,071,500	(13,561,700)	1,129,000	2,588,200	(182,500)

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.

Budget Manager Anne Bristow Corporate Director Adult and Community Services
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Service Strategy & Regulation	
Customer & Client Receipts	
Government Grants	
Other Grants, Reimbursements & Contributions	
Recharges Income	
1 - Gross Controllable Income Total	
Employee Expenses	165,900
Premises Related Expenditure	
Supplies And Services	
Third Party Payments	
Transfer Payments	
Transport Related Expenditure	
2 - Gross Controllable Expenditure Total	165,900
Recharges Income	(26,700)
3 - Gross Non-Controllable Income Total	(26,700)
Depreciation And Impairment Losses	
Support Services	
4 - Gross Non-Controllable Expenditure Total	
Grand Total	139,200

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 £5.7m such as legal, accommodation and IT costs are also charged to this budget initially before being reallocated to service divisions within the Directorate.

Budget Manager Anne Bristow Corporate Director Adult and Community Services
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	Management & Central Support
Customer & Client Receipts	
Government Grants	
Other Grants, Reimbursements & Contributions	
Recharges Income	
1 - Gross Controllable Income Total	
Employee Expenses	626,800
Premises Related Expenditure	10,800
Supplies And Services	(874,600)
Third Party Payments	477,000
Transfer Payments	
Transport Related Expenditure	1,238,800
2 - Gross Controllable Expenditure Total	1,429,800
Recharges Income	
3 - Gross Non-Controllable Income Total	
Depreciation And Impairment Losses	1,182,200
Support Services	4,337,300
4 - Gross Non-Controllable Expenditure Total	5,519,500
Grand Total	6,998,300

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Environmental Services Revenue Budget 2015/16

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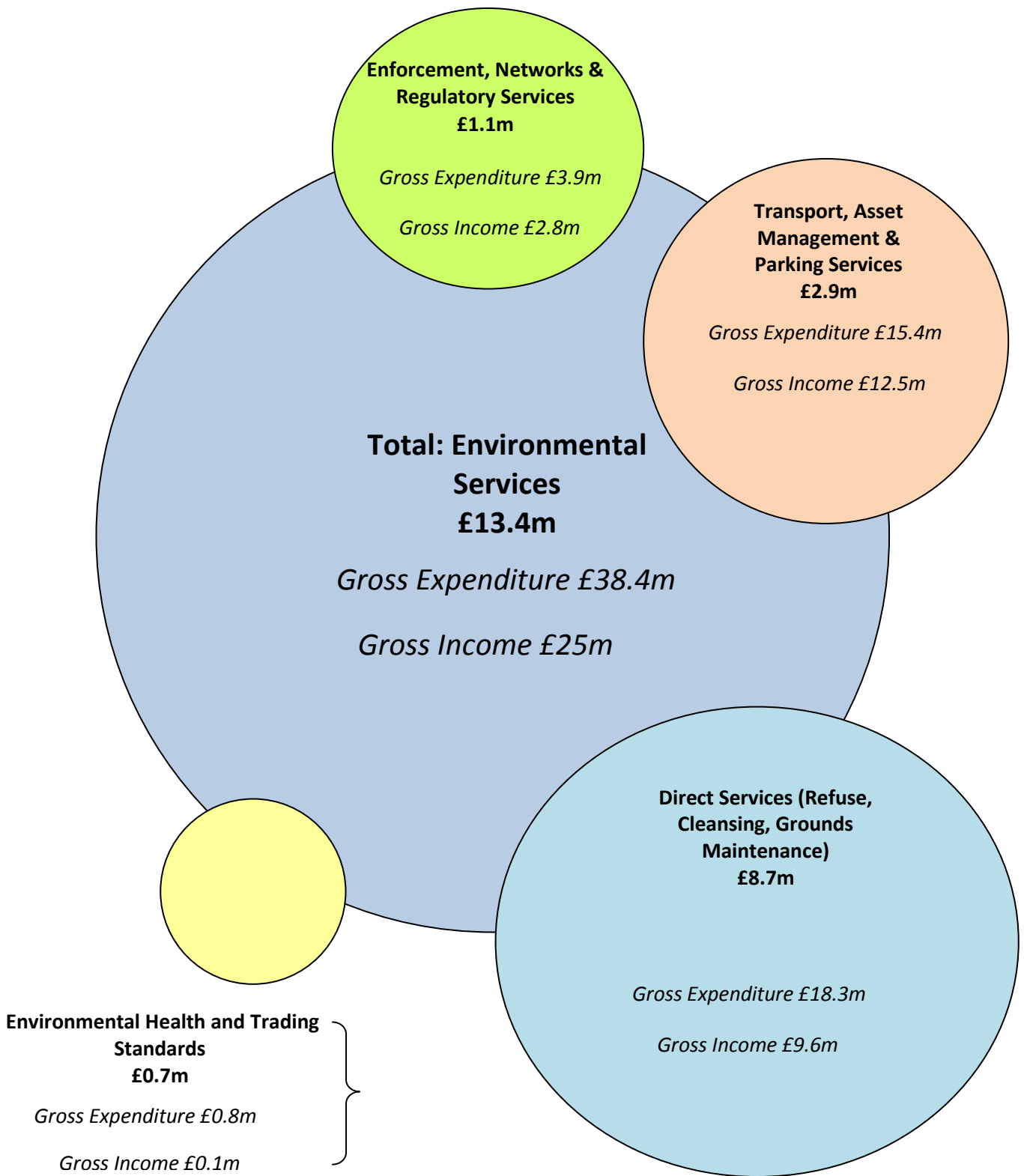
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Environmental Services Net Controllable Budget, 2015-16



ENVIRONMENTAL SERVICES REVENUE BUDGET 2015-16

	Direct Services	Enforcement, Networks & Regulatory Services	Transport & Asset Management	EHTS	Parking Services	Total
Customer Receipts	(1,369,800)	(2,002,100)	(612,000)		(6,899,200)	(10,883,100)
Government Grants	0	(750,000)		(120,100)	0	(870,100)
Other Grants & Contributions	(1,153,400)	0	(83,000)		0	(1,236,400)
Recharges Income	(7,045,300)	(93,000)	(4,864,300)		(36,900)	(12,039,500)
1 - Gross Controllable Income	(9,568,500)	(2,845,100)	(5,559,300)	(120,100)	(6,936,100)	(25,029,100)
Employee Expenses	11,649,100	1,552,800	6,891,400	619,701	1,804,700	22,517,701
Premises Expenditure	221,046	840,200	3,105,700	5,000	217,600	4,389,546
Supplies And Services	649,209	282,170	825,830	70,500	692,900	2,520,609
Third Party Payments	3,194,100	1,210,800	786,045	159,100	191,400	5,541,445
Transport Expenditure	2,573,600	50,800	797,900	8,100	66,600	3,497,000
2 - Gross Controllable Expenditure	18,287,054	3,936,770	12,406,875	862,401	2,973,200	38,466,300
Recharges Income	(4,114,700)	0	(6,426,000)	(15,000)	(30,400)	(10,586,100)
3 - Gross Non-Controllable Income	(4,114,700)	0	(6,426,000)	(15,000)	(30,400)	(10,586,100)
Depreciation And Impairment Losses	1,352,500	8,407,900	755,200	3,100	309,900	10,828,600
Support Services	2,315,100	800,300	1,144,700	299,800	770,000	5,329,900
4 - Gross Non-Controllable Expenditure	3,667,600	9,208,200	1,899,900	302,900	1,079,900	16,158,500
Grand Total	8,271,454	10,299,870	2,321,475	1,030,201	(2,913,400)	19,009,600

RECHARGES TO ENVIRONMENT - GF 2015/16 (1 OF 2)

Recharges from Chief Executive Directorate:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Finance	258,300	476,100	(217,800)
Innovation & Funding	21,400	48,800	(27,400)
Internal Audit	42,300	99,000	(56,700)
Insurance & Risk Management	16,700	21,100	(4,400)
Business Management & Land & Property	37,400	37,400	
Capital Commissioning & Delivery	39,900	129,000	(89,100)
Asset Strategy & Management	124,900	82,400	42,500
Energy & Compliance	21,000	49,000	(28,000)
Property Services	102,300	870,100	(767,800)
Elevate Contract	2,299,200	2,869,800	(570,600)
Subsidy		500,000	(500,000)
Marketing & Communications	67,400	61,100	6,300
Policy & Performance including Corporate Complaints	62,700	84,000	(21,300)
Legal & Democratic Services	144,900	154,200	(9,300)
Members And Mayoral Expenses including Members Transport and Post Delivery	25,300	63,200	(37,900)
HR Support	536,000	702,400	(166,400)
Total Chief Executive	3,799,700	6,247,600	(2,447,900)

Recharges from Housing & Environment:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Refuse Collection	267,600	246,500	21,100
Cleansing	161,000	172,100	(11,100)
Fleet Management	153,000	142,000	11,000
Frizlands Depot	328,300	290,800	37,500
Highways DLO	632,300	581,600	50,700
Highways Engineers	64,600	64,600	
Grounds Maintenance	2,712,800	2,673,300	39,500
Parking	30,400	29,600	800
EHTS	15,000	15,000	
Civic Buildings Accommodation	182,100	88,100	94,000
Building Maintenance	7,900	47,400	(39,500)
Building Cleaning	487,000	176,900	310,100
Total Housing & Environment	5,042,000	4,527,900	514,100

RECHARGES TO ENVIRONMENT - GF 2015/16 (2 OF 2)

Recharges from Adult & Community Services:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Sports Centres	500	500	
CCTV	87,000	100,000	(13,000)
Alarm Monitoring & Magnetic Locks		11,800	(11,800)
Security Contract		1,600	(1,600)
Security	36,200	36,200	
Total Adult & Community Services	123,700	150,100	(26,400)

Recharges from HRA:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Localities	225,200	225,200	
Total HRA	225,200	225,200	0

ENVIRONMENTAL SERVICES

DIRECT SERVICES

Description Of Service

Refuse Collection

- Domestic Waste Services include the collection of waste and recyclable items from 75,000 dwellings.
- In addition, a 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 businesses 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

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 15 parks including the maintenance of bowling greens and seasonal bedding displays. The service also provides a grounds maintenance service to schools and public buildings in the Borough. The service is ISO 9001:2000 accredited.

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DIRECT SERVICES

	Refuse Collection	Cleansing	Highways	Pest Control	Cemeteries & Crematoria	Grounds Maintenance	Parks & Open Spaces	ELWA	Localities	Total
Customer & Client Receipts	(499,100)			(42,000)	(512,700)	(96,000)	(220,000)			(1,369,800)
Government Grants										0
Other Grants & Contributions	(602,900)							(550,500)		(1,153,400)
Recharges Income	(1,035,700)	(606,300)	(146,000)	(173,000)		(1,036,600)			(4,047,700)	(7,045,300)
1 - Gross Controllable Income Total	(2,137,700)	(606,300)	(146,000)	(215,000)	(512,700)	(1,132,600)	(220,000)	(550,500)	(4,047,700)	(9,568,500)
Employee Expenses	2,875,100	1,843,700	316,500	103,800	203,200	2,167,400	(1)	403,800	3,735,600	11,649,100
Premises Expenditure		67,100			41,100	5,000	107,846			221,046
Supplies And Services	127,600	79,800	111,400	33,700	33,500	71,100	24,709	20,000	147,400	649,209
Third Party Payments	601,500	25,200	3,600	3,800	77,300	20,000	2,462,700			3,194,100
Transport Expenditure	988,400	511,900	151,300	18,100		732,200		7,000	164,700	2,573,600
2 - Gross Controllable Expenditure Total	4,592,600	2,527,700	582,800	159,400	355,100	2,995,700	2,595,254	430,800	4,047,700	18,287,054
Recharges Income	(478,200)	(253,500)	(632,300)			(2,750,700)				(4,114,700)
3 - Gross Non-Controllable Income Total	(478,200)	(253,500)	(632,300)			(2,750,700)				(4,114,700)
Depreciation And Impairment Losses	769,500	306,200	60,300		10,900	173,900	31,700		0	1,352,500
Support Services	494,300	360,200	660,000	37,000	69,400	555,300	127,200	11,700		2,315,100
4 - Gross Non-Controllable Expenditure Total	1,263,800	666,400	720,300	37,000	80,300	729,200	158,900	11,700	0	3,667,600
Grand Total	3,240,500	2,334,300	524,800	(18,600)	(77,300)	(158,400)	2,534,154	(108,000)	0	8,271,454

ENVIRONMENTAL SERVICES

ENFORCEMENT, NETWORKS & REGULATORY SERVICES

Description Of Service

The services included within this division, include:

Highways Maintenance

This team is responsible for highway inspections and reactive maintenance

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 and repair
- Lines and signs
- Defective/redundant street furniture
- Highways Offences
- Footway crossing
- Skips, Scaffolding and Permits
- Over grown hedges
- Advertising boards
- Obstruction

New Roads and Street Works Act 1991 (NRSWA)

The team is responsible for coordination and monitoring of planned works through the London Permit Scheme (LOPs). This involves the monitoring and policing of all works carried out on the public highway within the borough to ensure that they work safely, efficiently and on schedule with authorisation from the local authority. Failure to comply with this will lead to enforcement action.

Street Enforcement Team

The Street Enforcement Team is a uniformed presence that provides a range of services including enforcing against fly tipping, fly posting, abandoned vehicles, graffiti, littering, dog fouling, waste on privately owned land, illegally transported waste, street trading and obstruction.

The service contributes significantly to indicators that judge the cleanliness of the streets and the effectiveness of enforcement action to tackle anti social behaviour which has a negative effect on the local amenity of the borough.

Dog Warden Service

A statutory 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.

Noise & Nuisance

The service aims 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, 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 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

The Building Control team is responsible for ensuring that buildings that are being converted, developed or built comply with Building Regulations by way of considering plans, inspections and certify works that have been completed. It also provides professional advice and guidance regarding Building Control legislation, access to buildings under the Disability Discrimination Act, to assist monitoring and policy development with internal and external stakeholders. It is also responsible for ensuring dangerous structures are made safe.

Planning Enforcement

This service investigates breaches of planning control and takes appropriate planning action to tackle illegal development. The planning enforcement team investigates such breaches, including unauthorised building works to listed and other buildings, advertisements, satellite dishes, changes of use, and non-compliance with planning conditions. Where there is a breach formal action can be taken.

Private Sector Housing and Licensing Team

The Private Sector Housing Team is responsible for the enforcement of housing standards, poor living conditions and overcrowding within private rented accommodation. The service provides advice and assistance to private sector tenants and landlords on the required standards in respect of issues of disrepair and licensing of private rented properties.

The authority has introduced a private rented property licensing scheme which requires all rented accommodation to obtain a licence. Properties requiring a licence include houses in multiple occupation as well as single family flats and houses. Enforcement action can be taken against

both licensed accommodation for breach of conditions as well as operating without a licence. Fees are for the period of the scheme and are set at £500 (5 year scheme). Where properties are poorly managed and/or the responsible person is a person of concern, there may be a requirement for an annual fee.

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ENFORCEMENT, NETWORKS & REGULATORY SERVICES

	Highways Maintenance	Street Enforcement	Barking Market	Building Control	Planning Enforcement	Private Rented Property Licensing Scheme	Total
Customer & Client Receipts	0	(842,500)	(869,600)	(290,000)			(2,002,100)
Government Grants	0					(750,000)	(750,000)
Other Grants, Reimbursements & Contributions	0						0
Recharges Income	(65,000)	(18,000)		(10,000)			(93,000)
1 - Gross Controllable Income Total	(65,000)	(860,500)	(869,600)	(300,000)		(750,000)	(2,845,100)
Employee Expenses	(30,100)	764,600	1,100	247,900	1,500	567,800	1,552,800
Premises Related Expenditure	806,300		30,900	3,000			840,200
Supplies And Services	33,470	38,400	22,300	25,800		162,200	282,170
Third Party Payments	690,700	70,000	424,100	6,000		20,000	1,210,800
Transport Related Expenditure	20,100	25,800	1,000	3,900		0	50,800
2 - Gross Controllable Expenditure Total	1,520,470	898,800	479,400	286,600	1,500	750,000	3,936,770
Recharges Income	0						0
3 - Gross Non-Controllable Income Total	0						0
Depreciation And Impairment Losses	8,407,900						8,407,900
Support Services	273,500	390,900	63,800	72,100			800,300
4 - Gross Non-Controllable Expenditure Total	8,681,400	390,900	63,800	72,100			9,208,200
Grand Total	10,136,870	504,200	(326,400)	58,700	1,500	0	10,299,870

Environmental Health & Trading Standards (currently shared with Thurrock)

Description of Service

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.

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Environmental Health & Trading Standards

		Environmental Health & Trading Standards
Customer & Client Receipts		
Government Grants		(120,100)
Other Grants, Reimbursements & Contributions		
Recharges Income		
1 - Gross Controllable Income Total		(120,100)
Employee Expenses		619,701
Premises Related Expenditure		5,000
Supplies And Services		70,500
Third Party Payments		159,100
Transport Related Expenditure		8,100
2 - Gross Controllable Expenditure Total		862,401
Recharges Income		(15,000)
3 - Gross Non-Controllable Income Total		(15,000)
Depreciation And Impairment Losses		3,100
Support Services		299,800
4 - Gross Non-Controllable Expenditure Total		302,900
Grand Total		1,030,201

ENVIRONMENTAL SERVICES

PARKING SERVICES

Description of Services

Parking

The service manages 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, monitoring and information, education, advice, publicity to all members of the community and other services of the Council. The service also has responsibility for the School Crossing Patrols.

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PARKING SERVICES

	Off Street Parking And Administration	On Street Parking And Enforcement	School Crossing Patrol	Abandoned Vehicles	Total
Customer & Client Receipts	(633,580)	(6,265,620)			(6,899,200)
Government Grants					
Other Grants, Reimbursements & Contributions					
Recharges Income	(36,900)	0			(36,900)
1 - Gross Controllable Income Total	(670,480)	(6,265,620)			(6,936,100)
Employee Expenses	568,300	1,084,700	151,700		1,804,700
Premises Related Expenditure	26,000	191,600			217,600
Supplies And Services	444,100	247,200		1,600	692,900
Third Party Payments	71,300	120,100			191,400
Transfer Payments					
Transport Related Expenditure	700	65,900			66,600
2 - Gross Controllable Expenditure Total	1,110,400	1,709,500	151,700	1,600	2,973,200
Recharges Income	(30,400)				(30,400)
3 - Gross Non-Controllable Income Total	(30,400)				(30,400)
Depreciation And Impairment Losses	111,700	198,200			309,900
Support Services	379,450	367,550	23,000		770,000
4 - Gross Non-Controllable Expenditure Total	491,150	565,750	23,000		1,079,900
Grand Total	900,670	(3,990,370)	174,700	1,600	(2,913,400)

ENVIRONMENTAL SERVICES

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 the depot are: Street Cleansing, Waste Collection, Fleet Operations, Vehicle Maintenance, Highways Maintenance, Gulley Cleansing, Graffiti, Grounds Maintenance and Passenger Transport. In addition, Shanks Waste Services operate the Reuse & Recycling Centre (RRC) on the Council's behalf.

The depot also contains a Learning Centre which runs basic skills courses for staff, their families and members of the public.

Facilities Management

Building Services Maintenance provides a maintenance and repairs service through the use of term maintenance contracts covering reactive, cyclical, planned and small maintenance project works. This includes managing the delivery of day to day repairs and maintenance, strategic capital repairs and maintenance, improvements to c180 Council owned buildings, ensuring compliance with Control of Asbestos Working Regulations and ensuring buildings comply with the Disability Discrimination Act (DDA) and HSE Control of Legionella Code of Practice by working alongside the Council's Energy and Compliance team.

Facilities Officers undertake a range of tasks that support the smooth functioning and efficiency of 5 busy Council civic & administration buildings. Main duties include housekeeping, portering, postal services, general repairs and maintenance, provision of out of hours, front of house, reception services and emergency cover/support for reception when required.

Building Cleaning

A centrally managed cleaning service that works in partnership with all client groups to provide a flexible service that reflects individual needs. Cleaning services provide building cleaning to 29 Schools and 61 other corporate buildings.

Highways Maintenance & Street Lighting

Provision of reactive highways maintenance, winter maintenance, gritting activities, verge maintenance, street works, and management of the street lighting maintenance and energy contracts.

Highways Engineers

Provision of professional highway and civil engineering expertise and advice. Includes feasibility, detailed design, procurement and project management for the implementation and maintenance of the highways programme.

Land Drainage

Management and maintenance of the lakes and drainage system owned and controlled by the Council, including management of the River Roding Barrage in Barking. This includes flood management, bridges and culverts

Parks Events

Responsible for the strategic vision for parks, implementation of the Parks & Green Spaces Strategy 2003-2020, the transformational improvement of parks and green spaces, community food growing and allotments.

There is a focus on raising external funds and seeking partnership and community buy-in to underpin improvements. The service 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.

The service transports vulnerable children to specified schools for both inbound journeys 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.

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TRANSPORT & ASSET MANAGEMENT

	Building Cleaning	Facilities Management	Park Events	Frizlands Depot	Passenger Transport	Vehicle Fleet	Highways Engineers	Land Drainage	Highways & Street Lighting	Total
Customer & Client Receipts	(9,800)	0	(320,500)	(60,000)	(31,200)	(171,500)		(19,000)		(612,000)
Other Grants & Contributions		0	0	(83,000)						(83,000)
Recharges Income	(3,179,000)	(1,113,700)	0	(110,800)	(27,000)	(231,600)	(22,200)		(180,000)	(4,864,300)
1 - Gross Controllable Income	(3,188,800)	(1,113,700)	(320,500)	(253,800)	(58,200)	(403,100)	(22,200)	(19,000)	(180,000)	(5,559,300)
Employee Expenses	3,877,000	730,000	263,500	49,200	1,480,600	165,800	2,600	0	322,700	6,891,400
Premises Related Expenditure		1,286,200	392,800	214,800	27,200	10,000		35,600	1,139,100	3,105,700
Supplies And Services	209,300	440,300	82,100	24,800	25,800	11,800	3,100	13,630	15,000	825,830
Third Party Payments	70,300	465,400	144,245	45,800			6,700	33,600	20,000	786,045
Transport Related Expenditure	27,000	6,200	29,700	3,600	645,300	20,300		1,000	64,800	797,900
2 - Gross Controllable Expenditure	4,183,600	2,928,100	912,345	338,200	2,178,900	207,900	12,400	83,830	1,561,600	12,406,875
Recharges Income	(1,198,200)	(2,143,600)	0	(334,400)	(2,529,300)	(155,900)	(64,600)			(6,426,000)
3 - Gross Non-Controllable Income	(1,198,200)	(2,143,600)	0	(334,400)	(2,529,300)	(155,900)	(64,600)			(6,426,000)
Depreciation And Impairment Losses	5,900	37,700	105,300		174,600				431,700	755,200
Support Services	220,000	309,600	158,600	27,000	220,000	64,800	17,200	5,400	122,100	1,144,700
4 - Gross Non-Controllable Expenditure	225,900	347,300	263,900	27,000	394,600	64,800	17,200	5,400	553,800	1,899,900
Grand Total	22,500	18,100	855,745	(223,000)	(14,000)	(286,300)	(57,200)	70,230	1,935,400	2,321,475

Children's Services Revenue Budget 2015/16

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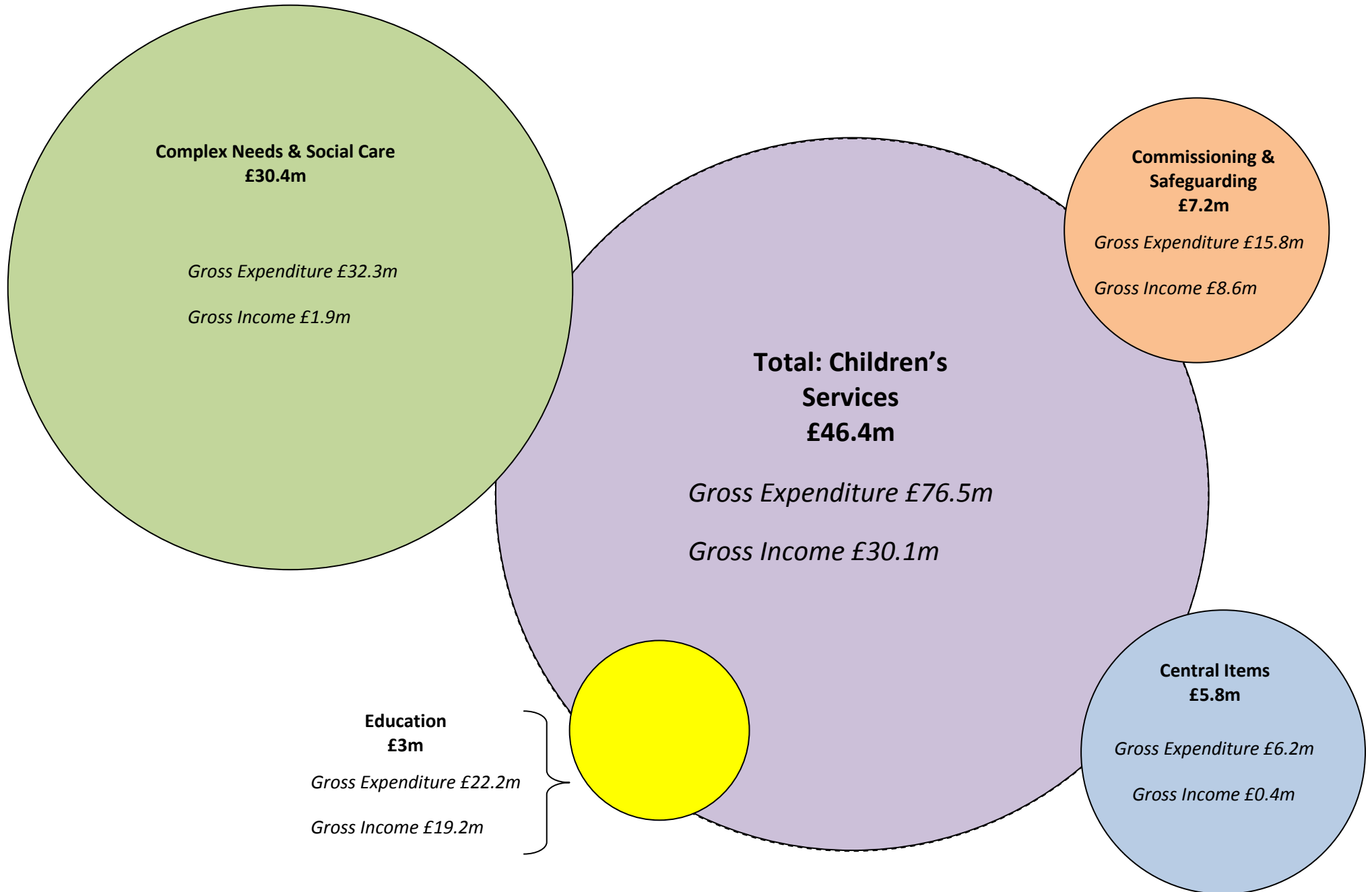
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Children's Services Net Controllable Budget, 2015/16



CHILDREN'S SERVICES REVENUE BUDGET 2015-16

	Childrens Services - Central Items	Commissioning & Safeguarding	Complex Needs & Social Care	Education	Total
Customer & Client Receipts		(3,909,900)	(423,100)	(3,184,500)	(7,517,500)
Government Grants		(165,000)	(1,018,000)	(10,227,100)	(11,410,100)
Other Grants, Reimbursements & Contributions	(190,000)	(193,400)	(240,500)		(623,900)
Recharges Income	(200,000)	(4,351,600)	(183,900)	(5,770,591)	(10,506,091)
1 - Gross Controllable Income Total	(390,000)	(8,619,900)	(1,865,500)	(19,182,191)	(30,057,591)
Employee Expenses	1,202,700	10,462,650	9,407,400	8,686,550	29,759,300
Premises Related Expenditure		539,600	55,600	11,216,191	11,811,391
Supplies And Services	4,087,900	3,732,600	720,000	1,654,500	10,195,000
Third Party Payments	859,300	1,049,700	19,107,600	548,600	21,565,200
Transfer Payments	5,000		588,200		593,200
Transport Related Expenditure	400	33,200	2,398,700	135,300	2,567,600
2 - Gross Controllable Expenditure Total	6,155,300	15,817,750	32,277,500	22,241,141	76,491,691
Recharges Income	(22,400)				(22,400)
3 - Gross Non-Controllable Income Total	(22,400)				(22,400)
Depreciation And Impairment Losses	10,073,100			1,200	10,074,300
Support Services	74,000	1,409,000	2,116,400	1,925,500	5,524,900
4 - Gross Non-Controllable Expenditure Total	10,147,100	1,409,000	2,116,400	1,926,700	15,599,200
Transfers To/From Earmarked Reserves				144,900	144,900
6 - Below the line - MIRS Total				144,900	144,900
Grand Total	15,890,000	8,606,850	32,528,400	5,130,550	62,155,800

RECHARGES TO CHILDREN'S SERVICES 2015-16 (1 of 2)

Recharges from Chief Executive Directorate:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Finance	511	636	(125)
Innovation & Funding	21	23	(2)
Internal Audit	99	112	(13)
Insurance & Risk Management	14	15	(1)
Capital Commissioning & Delivery	64	180	(116)
Asset Strategy & Management	25	38	(13)
Energy & Compliance	21	32	(11)
Property Services	126	159	(33)
Elevate Contract	2,437	2,321	116
Marketing & Communications	79	155	(76)
Policy & Performance	74	80	(6)
Legal & Democratic Services	876	846	30
Members And Mayoral Expenses	51	63	(12)
HR Support	624	577	47
Total Chief Executive	5,022	5,236	(214)

RECHARGES TO CHILDREN'S SERVICES 2015-16 (2 of 2)

Recharges from Housing & Environment:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Refuse Collection	511	636	(125)
Fleet Management	21	23	(2)
Frizlands Depot	99	112	(13)
Grounds Maintenance	14	15	(1)
Passenger Transport	64	180	(116)
Civic Buildings Accommodation	25	38	(13)
Building Maintenance	21	32	(11)
Building Cleaning	126	159	(33)
Total Housing & Environment	881	1,195	(314)

Recharges from Adult & Community Services:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Sports Centres	1	1	0
Alarm Monitoring & Magnetic Locks	0	8	(8)
Security Contract	0	2	(2)
Security	36	36	0
Total Adult & Community Services	37	47	(10)

EDUCATION, YOUTH AND CHILDCARE

Description of Service

The Education Youth and Childcare is made up of the following areas: School Estate, Admission, Attendance /CME/EHE, Education Inclusion, School Improvement Service (SIS), the Adult College, Early Years and Integrated Youth service and Participation and Engagement.

Key Information

School Estate/ Admission

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. The Admission Team is funded from the DSG

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.

Attendance/Children Missing Education/Elected Home Education and

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

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.

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.

Early Years

Early Years 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. The service also supports early years provision in schools and oversees the management and moderation of the Early Years Foundation Stage Profile assessments at the end of reception. Early childhood is an important time in a child's development and the quality of the early years provision they receive can make a real difference to a child's development and future outcomes. The Portage and Early Support Service also sits in Early Years. Portage is a home visiting service for children from birth to three years with at least two areas of developmental delay. The service also manages a detailed and compressive training programme for early years practitioners in all types of setting and supports qualification pathways that enable practitioners to achieve recognised higher level qualifications up to degree level.

The service also manages the take up of 2, 3 and 4 year old early education places and also manages all the payments to providers.

Targeted Support Central Costs

Provides support across a wide range of Targeted Support services

Integrated Youth Services Participation and Engagement

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.

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.

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 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 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.

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.

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Budget Manager	Joy Barter Tel: 020 8227 5533	Group Manager, Early Years and Childcare E-mail: Joy.Barter@lbbd.gov.uk
Budget Manager	Ann.P.Jones Tel: 020 8227 2052	Principal Advisor Education Inclusion E-mail: Ann.P.Jones.@lbbd.gov.uk
Budget Manager	Mike Freeman Tel: 020 8227 3492	Group Manager, School Estate E-mail: Mike.Freeman@lbbb.gov.uk
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EDUCATION, YOUTH AND CHILDCARE

	14-19 Education And Training	Adult College	Early Years & Childcare	Education Inclusion And Attendance	Integrated Youth Services	School Estate And Organisation	School Improvement	Total
Customer & Client Receipts		(288,100)	(103,400)		(89,500)	(1,594,100)	(1,109,400)	(3,184,500)
Government Grants		(2,255,600)			(5,000)	(7,633,700)	(332,800)	(10,227,100)
Recharges Income	(293,000)			(475,300)		(2,705,491)	(2,296,800)	(5,770,591)
1 - Gross Controllable Income Total	(293,000)	(2,543,700)	(103,400)	(475,300)	(94,500)	(11,933,291)	(3,739,000)	(19,182,191)
Employee Expenses	626,400	1,985,100	836,200	663,000	693,750	993,400	2,888,700	8,686,550
Premises Related Expenditure		103,500	21,500		66,600	10,893,791	130,800	11,216,191
Supplies And Services	16,400	210,700	61,500	3,600	57,400	266,000	1,038,900	1,654,500
Third Party Payments		76,800	348,800	25,900	58,000	30,000	9,100	548,600
Transport Related Expenditure	1,400	1,600	800	17,700	9,400	4,500	99,900	135,300
2 - Gross Controllable Expenditure Total	644,200	2,377,700	1,268,800	710,200	885,150	12,187,691	4,167,400	22,241,141
3 - Gross Non-Controllable Income Total								
Depreciation And Impairment Losses		1,200						1,200
Support Services	265,600	441,800	129,800	76,800	105,300	359,600	546,600	1,925,500
4 - Gross Non-Controllable Expenditure Total	265,600	443,000	129,800	76,800	105,300	359,600	546,600	1,926,700
Transfers To/From Earmarked Reserves		144,900						144,900
5 - Below The Line - CIEs & MIRs Total		144,900						144,900
Grand Total	616,800	421,900	1,295,200	311,700	895,950	614,000	975,000	5,130,550

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

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.

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.

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)

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 foster placements, independent, supported accommodation and semi-independent placements. The Asylum service (Unaccompanied Minors and former relevant Care Leavers) is also within this group.

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

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

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. In addition this service area has a Child in Care team for children who will be in the care system long term.

Prevention

Includes the Family Group Conferencing, Crisis Intervention, and Restorative Justice and Access to Resources (ART) teams.

Complex Needs & Social Care Divisional Director

Divisional Director and service wide costs.

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 Manager	Nicholas Evans Tel: 020 8270 6900	Principal Educational Psychologist, Complex Needs & Social Care E-mail: nick.evans@lbbd.gov.uk
Budget Manager	Joanne Tarbutt Tel: 020 8227 5807	Group Manager, Adoption, Fostering & Learn2Live E-mail: joanne.tarbutt@lbbd.gov.uk
Budget Manager	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

COMPLEX NEEDS & SOCIAL CARE

	Assessment, Care, S17 & S20	CWD And Transport	Divisional Director And Central Spend	Emergency Duty	Placements Client Costs	Placements Internal Costs	Schools Psychological Services	Total
Customer & Client Receipts					(200,000)		(223,100)	(423,100)
Government Grants					(344,600)	(673,400)		(1,018,000)
Other Grants, Reimbursements & Contributions			(14,800)	(225,700)				(240,500)
Recharges Income							(183,900)	(183,900)
1 - Gross Controllable Income Total			(14,800)	(225,700)	(544,600)	(673,400)	(407,000)	(1,865,500)
Employee Expenses	3,763,900	987,900	155,200	450,600	500	3,354,700	694,600	9,407,400
Premises Related Expenditure	14,700					31,800	9,100	55,600
Supplies And Services	359,100	38,900	114,400	5,300	137,700	31,400	33,200	720,000
Third Party Payments	1,483,600		9,600	34,000	16,934,000	635,800	10,600	19,107,600
Transfer Payments	98,600				454,600	35,000		588,200
Transport Related Expenditure	159,200	1,939,300	60,300	11,600	97,900	104,400	26,000	2,398,700
2 - Gross Controllable Expenditure Total	5,879,100	2,966,100	339,500	501,500	17,624,700	4,193,100	773,500	32,277,500
Recharges Income								
3 - Gross Non-Controllable Income Total								
Depreciation And Impairment Losses								
Support Services	1,127,000	106,600	46,400	5,700	205,900	518,700	106,100	2,116,400
4 - Gross Non-Controllable Expenditure Total	1,127,000	106,600	46,400	5,700	205,900	518,700	106,100	2,116,400
Grand Total	7,006,100	3,072,700	371,100	281,500	17,286,000	4,038,400	472,600	32,528,400

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

Commissioning & Safeguarding Management

Includes Performance and Information team and Youth Access Card.

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.

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

CAMHS

- Holds commissioning budgets for CAMHS Services

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.

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.

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.

Children's Centres, Troubled Families and MAPs

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. They support the delivery of the Troubled Families programme and hold cases as allocated by the Multi-Agency Panels.

There are 8 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.

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SAFEGUARDING EARLY INTERVENTION AND COMMISSIONING

	Catering Traded Services	Commissioning And Safeguarding Management	Early Intervention	Performance & Commissioning	Quality, Safeguarding And Reviews	Social Care Workforce Development	Total
Customer & Client Receipts	(2,882,700)	(50,000)	(977,200)				(3,909,900)
Government Grants	(65,000)		(100,000)				(165,000)
Other Grants, Reimbursements & Contributions				(150,000)	(43,400)		(193,400)
Recharges Income	(4,291,600)			(60,000)			(4,351,600)
1 - Gross Controllable Income Total	(7,239,300)	(50,000)	(1077,200)	(210,000)	(43,400)		(8,619,900)
Employee Expenses	3,516,300	278,600	3,872,550	1,459,400	1,126,400	209,400	10,462,650
Premises Related Expenditure	30,300		509,300				539,600
Supplies And Services	3,162,000	37,100	333,900	175,300	24,300		3,732,600
Third Party Payments	50,000		465,600	489,600	44,500		1,049,700
Transport Related Expenditure	5,000	6,900	19,200		2,100		33,200
2 - Gross Controllable Expenditure Total	6,763,600	322,600	5,200,550	2,124,300	1,197,300	209,400	15,817,750
Recharges Income							
3 - Gross Non-Controllable Income Total							
Support Services	154,500	132,400	786,600	162,900	122,200	50,400	1,409,000
4 - Gross Non-Controllable Expenditure Total	154,500	132,400	786,600	162,900	122,200	50,400	1,409,000
Grand Total	(321,200)	405,000	4,909,950	2,077,200	1,276,100	259,800	8,606,850

**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

Capital Charges

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

Central Support Costs

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

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 Manager

Helen Jenner

Corporate Director of Children's Services

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MANAGEMENT & CENTRAL

	Central Premature Retirement Costs & Pensions	Central Support Costs	Childrens Services - Director & Central Costs	Total
Customer & Client Receipts				
Government Grants				
Other Grants, Reimbursements & Contributions		(190,000)		(190,000)
Recharges Income		(200,000)		(200,000)
1 - Gross Controllable Income Total		(390,000)		(390,000)
Employee Expenses	747,000		455,700	1,202,700
Premises Related Expenditure				
Supplies And Services			4,087,900	4,087,900
Third Party Payments			859,300	859,300
Transfer Payments			5,000	5,000
Transport Related Expenditure			400	400
2 - Gross Controllable Expenditure Total	747,000		5,408,300	6,155,300
Recharges Income		(22,400)		(22,400)
3 - Gross Non-Controllable Income Total		(22,400)		(22,400)
Depreciation And Impairment Losses		10,073,100		10,073,100
Support Services	7,900	400	65,700	74,000
4 - Gross Non-Controllable Expenditure Total	7,900	10,073,500	65,700	10,147,100
Grand Total	754,900	9,661,100	5,474,000	15,890,000

Children's Services Dedicated Schools Grant Revenue Budget 2015/16

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DEDICATED SCHOOLS GRANT REVENUE BUDGET 2015-16

	DSG - Early Years	High Needs	Schools Block	Total
Customer & Client Receipts		(58,500)	(231,078,531)	(231,137,031)
Government Grants			0	
Other Grants, Reimbursements & Contributions		(265,000)	0	(265,000)
Recharges Income			(1,925,813)	(1,925,813)
1 - Gross Controllable Income Total		(323,500)	(233,004,344)	(233,327,844)
Employee Expenses	1,273,300	4,603,750	25,775,583	31,652,633
Premises Related Expenditure	15,500	201,400	2,787,762	3,004,662
Supplies And Services	17,860,100	15,147,650	153,857,643	186,865,393
Third Party Payments	42,000	6,965,500	642,890	7,650,390
Transfer Payments			0	
Transport Related Expenditure	16,200	27,800	50,614	94,614
2 - Gross Controllable Expenditure Total	19,207,100	26,946,100	183,114,492	229,267,692
Recharges Income			0	
3 - Gross Non-Controllable Income Total			0	
Depreciation And Impairment Losses			0	
Support Services	43,500	1,110,500	2,850,872	4,004,872
4 - Gross Non-Controllable Expenditure Total	43,500	1,110,500	2,850,872	4,004,872
Financing And Investment Income And Expenditure			0	
Other Operating Expenditure			0	
Adjustments Between Accounting Basis & Funding Basis Under Regulations			55,280	55,280
Transfers To/From Earmarked Reserves			0	
5 - Below The Line - CIEs & MIRs Total			55,280	55,280
Grand Total	19,250,600	27,733,100	(46,983,700)	0

CHILDREN'S SERVICES – DSG

Schools Block

Recharges to DSG from Chief Executive Directorate:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Elevate Contract	201	201	0
Legal & Democratic Services	232	232	0
School Appeals	36	36	0
Total Chief Executive	469	469	0

Recharges to DSG from Housing & Environment:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Civic Buildings Accommodation	110	110	0
Total Housing & Environment	110	100	0

Recharges to DSG from Adult & Community Services:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Alarm Monitoring & Magnetic Locks	0	2,400	(2,400)
Security Contract	0	200	(200)
Total Adult & Community Services	0	2,400	0

CHILDREN'S SERVICES – DSG

Description of Service

Primary – There are 43 Primary phase schools.

Secondary - The Secondary Sector consists of 10 Secondary Schools and 1 Special School. 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

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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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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

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Divisional Director of Education

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Housing General Fund Revenue Budget 2015/16

Corporate Director: Steve Tucker

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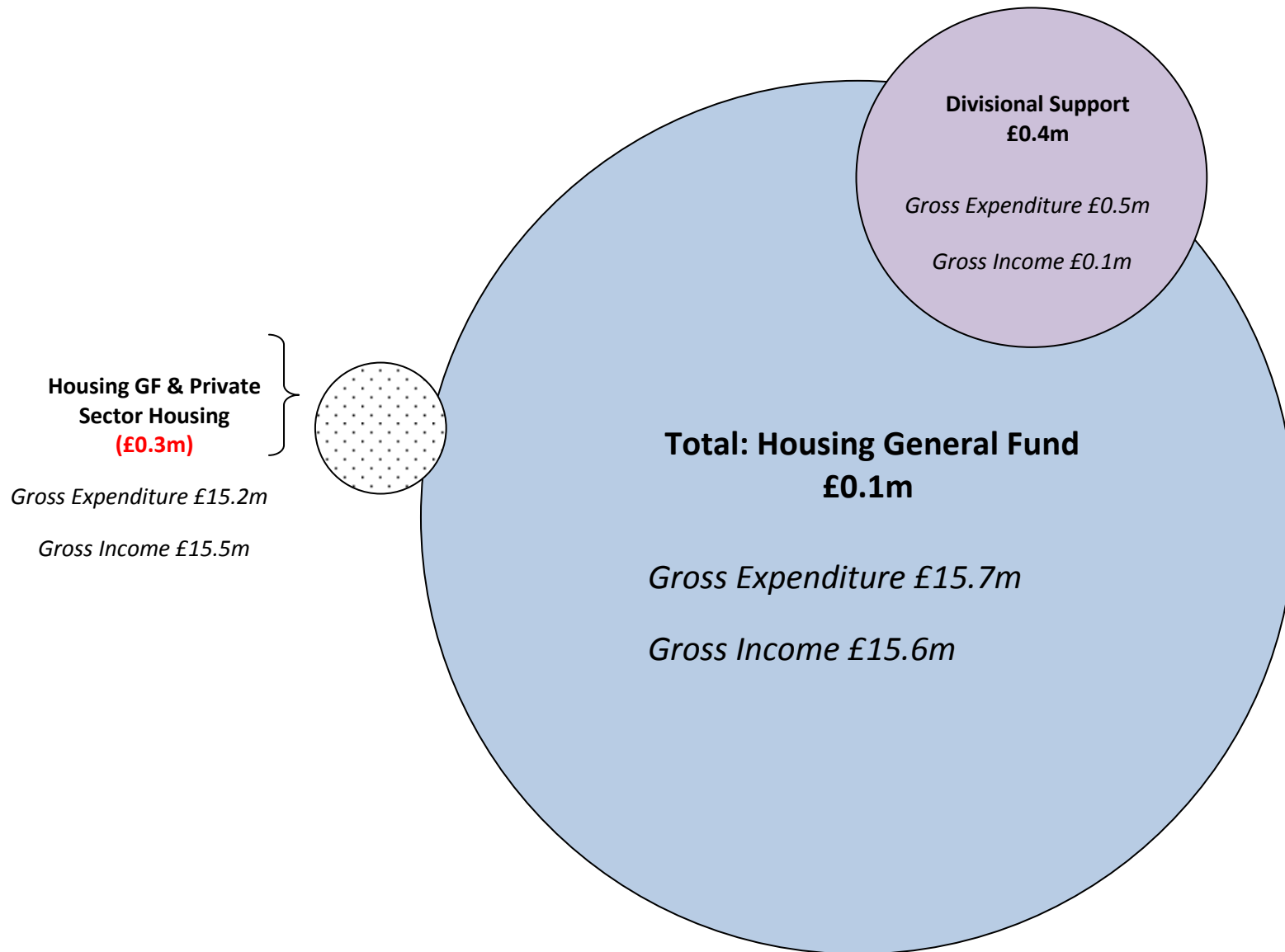
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Housing General Fund Net Controllable Budget, 2015/16



HOUSING GENERAL FUND BUDGET 2015-16

	Housing General Fund	Private Sector Housing	Divisional Support	Total
Customer Receipts	(12,830,631)		(81,200)	(12,911,831)
Government Grants	(482,600)	(100,000)		(582,600)
Other Grants & Contributions	0			0
Recharges Income	(2,075,000)			(2,075,000)
1 - Gross Controllable Income	(15,388,231)	(100,000)	(81,200)	(15,569,431)
Employee Expenses	1,832,600	400,700	463,300	2,696,600
Premises Expenditure	150,800			150,800
Supplies And Services	672,100	4,700	17,800	694,600
Third Party Payments	12,023,931	107,900		12,131,831
Transport Expenditure	0	2,800	900	3,700
2 - Gross Controllable Expenditure	14,679,431	516,100	482,000	15,677,531
Recharges Income	0			0
3 - Gross Non-Controllable Income	0			0
Depreciation And Impairment Losses	59,700			59,700
Support Services	746,700	59,800	184,200	990,700
4 - Gross Non-Controllable Expenditure	806,400	59,800	184,200	1,050,400
Grand Total	97,600	475,900	585,000	1,158,500

RECHARGES TO HOUSING - GF 2015/16 (1 OF 1)

Recharges from Chief Executive Directorate:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Finance	42,800		42,800
Innovation & Funding	71,200		71,200
Internal Audit	37,000		37,000
Insurance & Risk Management	2,900		2,900
Business Management & Land & Property			
Capital Commissioning & Delivery			
Asset Strategy & Management	25,000		25,000
Energy & Compliance	11,600		11,600
Property Services	270,000		270,000
Elevate Contract	79,500		79,500
Subsidy			0
Marketing & Communications	11,800		11,800
Policy & Performance including Corporate Complaints	11,100		11,100
Legal & Democratic Services	52,400		52,400
Members And Mayoral Expenses including Members Transport and Post Delivery	25,300		25,300
HR Support	43,700		43,700
Total Chief Executive	684,300		684,300

Recharges from Housing & Environment Directorate:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Refuse Collection	27,000		27,000
Cleansing			
Fleet Management			
Frizlands Depot			
Highways DLO			
Highways Engineers			
Grounds Maintenance	5,600		5,600
Parking			
EHTS			
Civic Buildings Accommodation	24,300		24,300
Building Maintenance	3,300		3,300
Building Cleaning	34,800		34,800
Total Housing & Environment	95,000		95,000

HOUSING GENERAL FUND

Description of Service

Housing Strategy Division is currently responsible for the following services;

- Housing Advice Service
- 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 Housing Strategy Team's prime objective is the implementation of the Council's statutory duty to develop and deliver a Housing Strategy for Barking and Dagenham. The borough's aim is to create homes and places where people will choose to live and wish to remain in. In doing this the Housing Strategy is required to ensure the supply of homes across the Borough addresses both housing needs and aspirations, 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 team is responsible for development of the HRA Business Plan and clienting the Housing Capital Programme. The Housing Strategy is cross tenure and so the team is also responsible for a wide range of plans covering private sector housing, empty properties, supported housing and fuel poverty.

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

Housing Strategy

The division comprises 7 staff members and activities include:

- Production of housing strategies and plans
- Undertaking and commissioning research

- Commissioning and clienting of various housing functions
- Partnership working (i.e. with Housing Associations, private landlords, Government organisations etc)
- Implementation and enforcement of private sector empty property programme
- Hosting and management of the East London Housing Partnership

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**Budget
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HOUSING GENERAL FUND

	Housing Advice	Housing Strategy	Travellers Site	Total
Customer & Client Receipts	(12,714,931)		(115,700)	(12,830,631)
Government Grants	(200,000)	(282,600)	0	(482,600)
Other Grants, Reimbursements & Contributions	0		0	0
Recharges Income	(1,600,000)	(475,000)	0	(2,075,000)
1 - Gross Controllable Income Total	(14,514,931)	(757,600)	(115,700)	(15,388,231)
Employee Expenses	1,343,200	484,200	5,200	1,832,600
Premises Related Expenditure	133,900		16,900	150,800
Supplies And Services	667,600	3,000	1,500	672,100
Third Party Payments	11,897,031	126,900	0	12,023,931
Transport Related Expenditure	0	0	0	0
2 - Gross Controllable Expenditure Total	14,041,731	614,100	23,600	14,679,431
Recharges Income	0		0	0
3 - Gross Non-Controllable Income Total	0		0	0
Depreciation And Impairment Losses	59,700		0	59,700
Support Services	746,700		0	746,700
4 - Gross Non-Controllable Expenditure Total	806,400		0	806,400
Grand Total	333,200	(143,500)	(92,100)	97,600

Housing Revenue Account Budget 2015/16

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HOUSING REVENUE ACCOUNT BUDGET 2015-16

HRA Estimate 2015/16 – Statutory Format BUDGETS 2015-16	2014/15 (£'000)	2015/16 (£'000)	Change (£'000)	Change (%)
<u>INCOME</u>				
Rents of dwelling	(87,000)	(90,512)	(3,512)	4
Non Dwelling rents	(2,503)	(737)	1,766	(71)
Charges for services and facilities	(16,401)	(16,921)	(520)	3
Total Income	(105,904)	(108,170)	(2,266)	2
<u>EXPENDITURE</u>				
Repairs and maintenance	17,205	17,205	0	0
Supervision and management	38,464	39,752	1,288	3
Rent, rates, taxes and other charges	700	700	0	0
Provision for bad debts	2,659	2,659	0	0
Interest charges	9,759	10,059	300	3
Total Expenditure	68,787	70,375	1,588	2
Net Income – HRA Services	(37,117)	(37,795)	(678)	2
Revenue Contributions towards Capital	35,453	37,131	1,678	5
Pension Contribution	2,000	1,000	(1,000)	(50)
Net Cost of HRA Services	336	336	0	0
Interest & Investment Income	(336)	(336)	0	0
Deficit / (Surplus) for the year	0	0	0	0

RECHARGES TO HRA 2015-16 (1 OF 3)

Recharges from Chief Executive Directorate:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Finance	409	270	139
Innovation & Funding	88	33	55
Internal Audit	34	25	9
Insurance & Risk Management	65	65	0
Tenancy Investigation Team	153	152	1
Employment & Skills	200	0	200
Regeneration	220	220	0
Management & Admin	92	92	0
Capital Commissioning & Delivery	239	239	0
Energy & Compliance	19	19	0
Property Services	200	200	0
HRA Commercial Properties	447	566	(119)
Elevate Contract	3,179	3,572	(393)
Housing Repairs Contact Centre	989	752	237
Corporate Management	685	685	0
Marketing & Communications	61	61	0
Policy & Performance	74	74	0
Legal & Democratic Services	311	311	0
HR Support	242	242	0
Total Chief Executive	7,077	7,578	129

RECHARGES TO HRA 2015-16 (2 OF 3)

Recharges from Housing & Environment Directorate:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Housing Strategy	272	272	0
Refuse Collection	917	813	104
Cleansing	257	238	19
Graffiti	325	334	(9)
Fleet Management	232	261	(29)
Frizlands Depot	111	112	(1)
Highways DLO	131	121	10
Highways Street Lighting	180	180	0
Grounds Maintenance	902	885	17
Parking	37	36	1
Pest Control	160	160	0
Housing Advice -Temporary Accomodation	1,600	1,600	0
Localities	4,047	4,048	(1)
Civic Buildings Accommodation	242	242	0
Building Cleaning	56	90	(34)
Total Housing & Environment	9,469	9,392	77

RECHARGES TO HRA 2015-16 (3 OF 3)

Recharges from Adult & Community Services Directorate:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
CCTV	1	1	0
Alarm Monitoring & Magnetic Locks	188	188	0
Parks Gate Locking/Unlocking	12	12	0
Surveillance and Monitoring Service (SAMS)	26	0	26
Security Contract	148	176	(28)
Security	2	2	0
Anti-social behaviour	0	92	(92)
Domestic Violence	116	116	0
Centrally Controlled items - Service Strategy	40	40	0
Total Chief Executive	533	627	(94)

HOUSING REVENUE ACCOUNT

Introduction

The Council has a statutory responsibility to manage the Housing Revenue Account as a ring fenced account providing housing services to the Council's tenants and leaseholders. The account records income and expenditure relating to the provision of the Council's housing stock.

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

The Cabinet agreed on 16th February 2015 the HRA budget for 2015-16 and an average weekly rent increase of £3.67 (4%).

Description of Services

Housing & Neighbourhood Services

The Housing and Neighbourhood Service delivers statutory landlord and housing management services to circa 18,000 tenants and 3,500 leaseholders. The HRA contains circa 12,000 flats, 10,000 houses and 2,400 garages.

The services delivered include: tenancy and leaseholder management, estate services including caretaking and street cleansing and sheltered housing services.

The service also delivers a housing management service to an additional 477 Reside properties, 6 L&Q supported housing units and estate services to 187 Southern Housing flatted properties.

Repairs and Maintenance Service

The Repairs and Maintenance delivers the following service to our HRA Tenants, Leaseholders and Reside tenants:

Cyclical maintenance, responsive repairs, gas servicing, aids and adaptations, void works, communal repairs and asbestos works.

Housing Business Services

Housing Business Services provides support to DMT and delivers service improvements, audit and inspection planning, policy and performance monitoring and general support to Housing

Homeownership

Homeownership provides guidance and processing of Right to Buy applications and the setting, billing and explanation of leasehold service charge accounts.

Resident Involvement

Resident Involvement supports local residents to become more involved in influencing how services are designed and delivered. The team also provides support for Tenant and Resident Associations in the borough.

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Chief Executive's Directorate Budget 2015/16

Chief Executive: Chris Naylor

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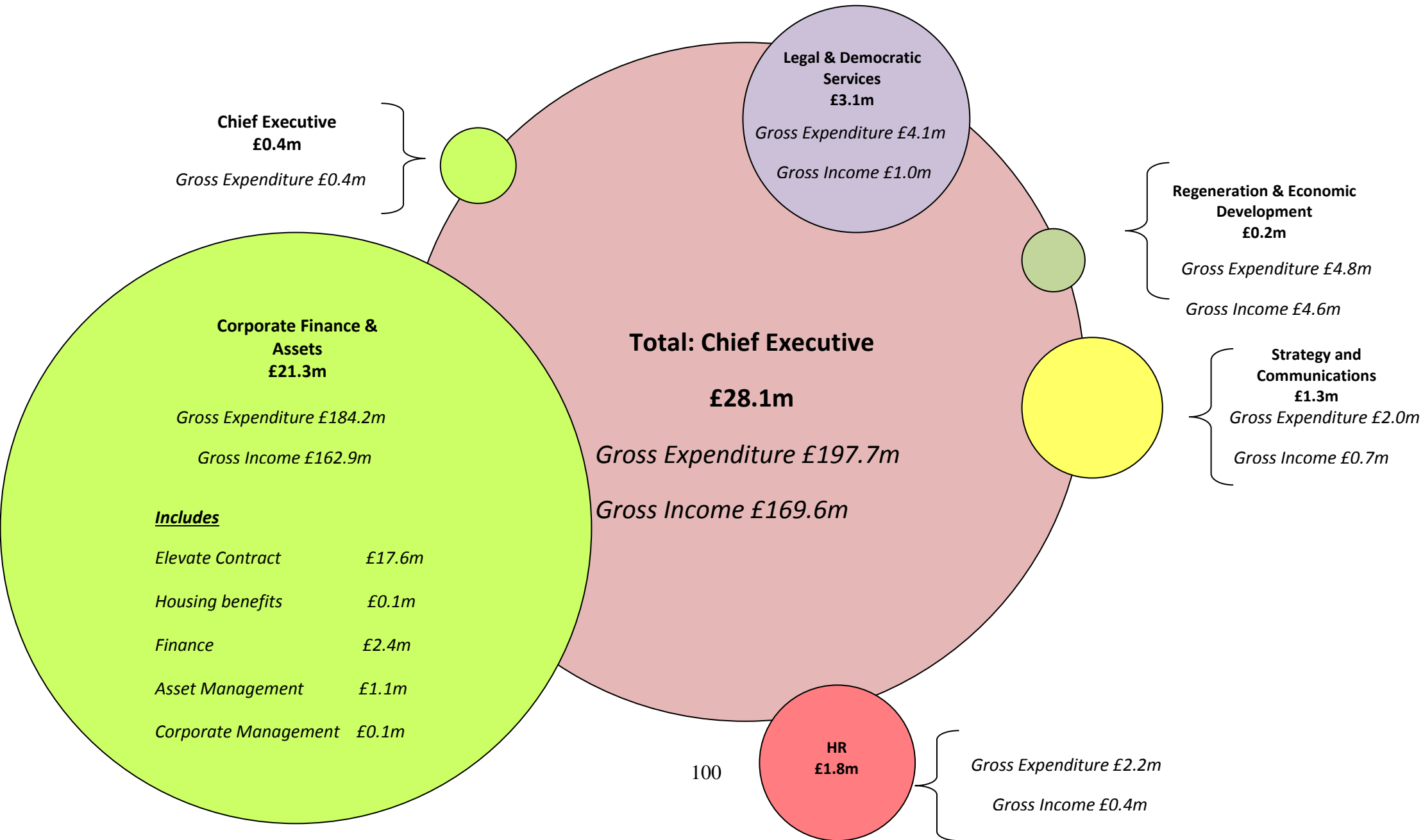
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Group Accountant: Olufunke Johnson

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Chief Executive Net Controllable Budget, 2015/16



CHIEF EXECUTIVE REVENUE BUDGET 2015-16

	Chief Executive	Corporate Finance & Assets	Human Resources	Legal & Democratic Services	Regeneration & Economic Development	Strategy & Communications	Total
Customer & Client Receipts		(3,085,900)	(125,000)	(240,000)	(854,500)	(111,000)	(4,416,400)
Government Grants		(148,247,200)					(148,247,200)
Other Grants & Contributions	(17,000)	(2,481,300)		(98,000)	(522,000)	(504,500)	(3,622,800)
Recharges Income		(9,110,600)	(241,600)	(668,200)	(3,189,100)	(134,300)	(13,343,800)
1 - Gross Controllable Income Total	(17,000)	(162,925,000)	(366,600)	(1,006,200)	(4,565,600)	(749,800)	(169,630,200)
Employee Expenses	331,100	4,834,700	2,176,800	3,752,600	4,195,300	1,261,000	16,551,500
Premises Expenditure	1,000	1,016,200	0	11,800			1,029,000
Supplies And Services	16,500	2,256,500	32,600	356,800	168,400	761,500	3,592,300
Third Party Payments	10,400	20,874,900			410,400		21,295,700
Transfer Payments		149,556,100					149,556,100
Transport Expenditure	5,700	5,662,500	5,000	25,600	32,200	3,000	5,734,000
2 - Gross Controllable Expenditure Total	364,700	184,200,900	2,214,400	4,146,800	4,806,300	2,025,500	197,758,600
Recharges Income	(537,500)	(11,355,100)	(1,731,000)	(3,086,600)	(180,000)	(957,900)	(17,848,100)
3 - Gross Non-Controllable Income Total	(537,500)	(11,355,100)	(1,731,000)	(3,086,600)	(180,000)	(957,900)	(17,848,100)
Depreciation And Impairment Losses		1,124,300		11,200	389,300		1,524,800
Support Services	158,900	4,680,400	175,100	396,500	756,500	102,800	6,270,200
4 - Gross Non-Controllable Expenditure Total	158,900	5,804,700	175,100	407,700	1,145,800	102,800	7,795,000
Grand Total	(30,900)	15,725,500	291,900	461,700	1,206,500	420,600	18,075,300

RECHARGES TO THE CHIEF EXECUTIVE DIRECTORATE 2015/16 (1 OF 3)

Recharges from the Chief Executive Directorate:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Finance	774	1,099	(325)
Innovation & Funding	14	10	4
Internal Audit	207	212	(5)
Insurance & Risk Management	47	96	(49)
Asset Strategy & Management	50	79	(29)
Leasehold Buildings	173	374	(201)
Energy & Compliance	42	63	(21)
Property Services	85	358	(273)
Elevate Contract	552	1,739	(1,187)
Chief Executive	538	503	35
Marketing & Communications	57	242	(185)
Policy & Performance	443	482	(39)
Legal & Democratic Services	861	1,431	(570)
Members And Mayoral Expenses	859	1,116	(257)
HR Support	133	256	(123)
Total Chief Executive	4,835	8,060	(3,255)

RECHARGES TO THE CHIEF EXECUTIVE DIRECTORATE 2015/16 (2 OF 3)

Recharges from Housing & Environment Directorate:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Refuse Collection	36	31	5
Cleansing	93	92	1
Fleet Management	1	9	(8)
Frizlands Depot	2	5	(3)
Grounds Maintenance	1	3	(2)
Civic Buildings Accommodation	902	1,106	(204)
Building Cleaning	55	42	13
Total Housing & Environment	1,090	1,288	(198)

Recharges from Adults & Community Services Directorate:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Dagenham Library & One Stop Shop	209	182	27
Barking Learning Centre (BLC)	183	183	0
Sports Centres	1	1	0
Alarm Monitoring & Magnetic Locks	0	4	(4)
Security Contract	0	2	(2)
Security	48	48	0
Centrally Controlled items - Service Strategy	27	27	0
Total Adult & Community Services	468	447	21

RECHARGES TO THE CHIEF EXECUTIVE DIRECTORATE 2015/16 (3 OF 3)

Recharges from Children's Services Directorate:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Corporate & Democratic Core	22	22	0
Total Children's Services	22	22	0

Recharges from HRA:

Types of support services provided	2015-16 £000	2014-15 £000	Movement £000
Directors Cost	44	44	0
Total HRA	44	44	0

CHIEF EXECUTIVE DIRECTORATE

CORPORATE FINANCE & ASSETS

FINANCE:

Description of Service

The Finance service covers a diverse range of financial, commercial and advisory support activities which enable the delivery of the Councils vision and 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 Counter 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.

The department safeguards resources whilst enabling the Council to take opportunities through risk based decision making. 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 residents.

This is achieved through:

- Best practice revenue and capital project management
- Delivering value for money
- Attracting and maximising external funding opportunities

Internal Audit and Counter Fraud:

- Provides independent assurance & consulting activity to add value and improve the organisation's operations, specifically in the areas of governance, risk management and internal control

- Supports the Council to protect itself from, and effectively respond to, cases of fraud and corruption
- Protects the Council's Housing stock through detection and prevention of housing fraud and delivering housing units back to proper use
- Responsible for key Counter Fraud Policies & leads on the National Fraud Initiative on behalf of the Council
- Responsible for compilation of the Annual Governance Statement including giving an annual audit opinion on the Council's internal control systems
- Supports the Public Accounts & Audit Select Committee in its role as the Council's Audit Committee

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 the Corporate Management Team and Public Accounts & Audit Select Committee;
- 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;

CORPORATE MANAGEMENT:

Description of Service

The budgets within Corporate Management relate 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, subscriptions 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 Manager**

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ASSET STRATEGY, PROPERTY SERVICES, 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 Council's 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 team are also responsible for holding and updating data on the Council's property assets, the allocation and management of corporate office accommodation and management of the commercial property investment and land disposals at a strategic level.

The Property Services Team:

Formally an Elevate managed service, the Property Services Team transferred back to the Council on 1st April 2015. The team manage operational management of the commercial portfolio, land and property disposal, acquisitions, professional property advice and valuations.

The Energy Team:

Provides a strategic and operational energy service and 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 LBB'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 LBB's annual Carbon Reduction 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 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.
- Management of office accommodation and the implementation of the Corporate Office Rationalisation Strategy;
- 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).
- Management, development and systems administration for the K2 Asset Management database.

Property Services Team

This team is responsible for:

- Operational management of the commercial portfolio (rent reviews, lease renewals, new lettings and estate management)
- Land valuations for disposal and market rents.
- Land disposals and acquisitions
- Professional advice on land & property issues.

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 Carbon Reduction Commitment (carbon tax).

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Group Budget Manager	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

CUSTOMER SERVICES, CONTRACTS & BUSINESS IMPROVEMENT:

Description of Service

This service forms the Council's main client unit to manage the Elevate joint venture 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, and the Adecco Temporary Staff Contract.

Elevate Contract

This service manages and holds within its structure lead client roles for Elevate East London LLP, 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

Key Information

Elevate – ICT

ICT - The service 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, 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.

Elevate – Revenues & Benefits

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

This includes the 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.

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

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 £73 million and the net collectable amount after discounts, exemptions and benefits is approximately £56 million;
- The Council Tax data base is made up of around 71,000 domestic properties;
- The data base is expected to increase by around 20,000 domestic properties within the next 10 years due to extensive regeneration within the Borough. This will bring LBBB in line with many other London Boroughs;
- Approximately 70,000 recovery notices per year from reminders through to liability orders are issued.

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

The rent collection service is responsible for the recovery of current tenant rent arrears and Court action is taken if tenants do not maintain agreements to pay off debt. Staff 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 One Stop Shop.

Within the rent collection service;

- The gross collectable debit for 2015/16 is £108m;
- 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.

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.

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.

Information Governance

- Responsible for Council’s Data Protection Act and Freedom of Information Act requirements
- Compliance with Information Commissioner (ICO) regulations
- Responsible for the logging and forwarding of Corporate Complaints and Freedom of Information / Data Protection requests for the entire Council.

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

CORPORATE FINANCE & ASSETS

	Accountancy	Asset Strategy	Assurance & Risk	Corporate Management	Customer Services Contract & Business Improvement	Director Of Finance	Energy & Compliance	Housing Benefit Subsidy	Innovation & Funding	Total
Customer Receipts				(40,000)	(3,045,900)					(3,085,900)
Government Grants					(333,900)			(147,913,300)		(148,247,200)
Other Grants		(10,400)	(47,500)		(137,500)			(2,285,900)		(2,481,300)
Recharges Income	(980,800)	(90,000)	(317,400)	(685,000)	(6,568,000)	(148,300)	(233,600)		(87,500)	(9,110,600)
1 - Controllable Income Total	(980,800)	(100,400)	(364,900)	(725,000)	(10,085,300)	(148,300)	(233,600)	(150,199,200)	(87,500)	(162,925,000)
Employee Expenses	2,501,800	211,600	759,100		756,900	264,900	183,000		157,400	4,834,700
Premises Expenditure		305,300			129,900		581,000			1,016,200
Supplies And Services	76,400	46,300	82,900	404,900	819,000	41,900	1,900	783,200		2,256,500
Third Party Payments	0	72,100	3,000	398,200	20,295,200	59,700			46,700	20,874,900
Transfer Payments								149,556,100		149,556,100
Transport Expenditure	10,200	1,000	6,200		5,642,800	2,300				5,662,500
2 - Controllable Expenditure Total	2,588,400	636,300	851,200	803,100	27,643,800	368,800	765,900	150,339,300	204,100	185,200,900
Recharges Income	(1,834,900)	(575,100)	(554,100)		(7,789,500)	(342,300)	(116,600)		(142,600)	(11,355,100)
3 - Gross Non-Controllable Income Total	(1,834,900)	(575,100)	(554,100)		(7,789,500)	(342,300)	(116,600)		(142,600)	(11,355,100)
Depreciation And Impairment Losses		114,600			1,006,500		3,200			1,124,300
Support Services	238,400	100,100	85,300	3,141,700	921,800	103,100	52,600		37,400	4,680,400
4 - Non-Controllable Expenditure Total	238,400	214,700	85,300	3,141,700	1,928,300	103,100	55,800		37,400	5,804,700
Grand Total	11,100	175,500	17,500	3,219,800	11,697,300	(18,700)	471,500	140,100	11,400	15,725,500

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

REGENERATION & ECONOMIC DEVELOPMENT

	Capital Commissioning & Delivery	Development Planning	Divisional Director Of Regeneration	Economic Development	Employment & Skills Division Summary	Total
Customer & Client Receipts	(75,000)	(779,500)				(854,500)
Government Grants						
Other Grants, Reimbursements & Contributions		(277,000)			(245,000)	(522,000)
Recharges Income	(2,229,900)		(91,700)	(667,500)	(200,000)	(3,189,100)
1 - Gross Controllable Income Total	(2,304,900)	(1,056,500)	(91,700)	(667,500)	(445,000)	(4,565,600)
Employee Expenses	1,633,800	1,165,100	139,500	627,500	629,400	4,195,300
Premises Related Expenditure						
Supplies And Services	60,000	92,400	500	14,500	1,000	168,400
Third Party Payments	264,000			0	146,400	410,400
Transfer Payments						
Transport Related Expenditure	20,800	8,600	500	1,800	500	32,200
2 - Gross Controllable Expenditure Total	1,978,600	1,266,100	140,500	643,800	777,300	4,806,300
Recharges Income	(142,600)	(37,400)				(180,000)
3 - Gross Non-Controllable Income Total	(142,600)	(37,400)				(180,000)
Depreciation And Impairment Losses				389,000	300	389,300
Support Services	400,900	191,700	3,900	42,900	117,100	756,500
4 - Gross Non-Controllable Expenditure Total	400,900	191,700	3,900	431,900	117,400	1,145,800
Grand Total	(68,000)	363,900	52,700	408,200	449,700	1,206,500

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 alongside the Corporate Directors form 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 for the borough is: One borough; One Community; London's growth opportunity.

The three corporate priorities that support this vision are:

1. Encouraging civic pride.
2. Enabling social responsibility.
3. Growing the borough.

Budget Manager

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Chief Executive
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CHIEF EXECUTIVE'S UNIT

		Chief Executive
Customer & Client Receipts		
Government Grants		
Other Grants, Reimbursements & Contributions		(17,000)
Recharges Income		
1 - Gross Controllable Income Total		(17,000)
Employee Expenses		331,100
Premises Related Expenditure		1,000
Supplies And Services		16,500
Third Party Payments		10,400
Transfer Payments		
Transport Related Expenditure		5,700
2 - Gross Controllable Expenditure Total		364,700
Recharges Income		(537,500)
3 - Gross Non-Controllable Income Total		(537,500)
Depreciation And Impairment Losses		
Support Services		158,900
4 - Gross Non-Controllable Expenditure Total		158,900
Grand Total		(30,900)

CHIEF EXECUTIVE DIRECTORATE

STRATEGY & COMMUNICATION

Description of Service

The aim of the service is to provide strategic leadership and direction to ensure that there is a consistent approach and strategic delivery of the vision and priorities.

Key Information:

The **Strategy** Team provides:

- Development and management of the strategic policy and performance framework including the vision and priorities and Corporate Delivery Plan;
- Development and project management of the corporate and business planning framework for the Council linked to the Medium Term Financial Strategy 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.

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;

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STRATEGY & COMMUNICATION

	Marketing & Communication	Policy & Performance Team	Total
Customer & Client Receipts	(111,000)		(111,000)
Government Grants			
Other Grants, Reimbursements & Contributions	(300,000)	(204,500)	(504,500)
Recharges Income	(60,800)	(73,500)	(134,300)
1 - Gross Controllable Income Total	(471,800)	(278,000)	(749,800)
Employee Expenses	638,100	622,900	1,261,000
Premises Related Expenditure			
Supplies And Services	273,400	488,100	761,500
Third Party Payments			
Transfer Payments			
Transport Related Expenditure	1,000	2,000	3,000
2 - Gross Controllable Expenditure Total	912,500	1,113,000	2,025,500
Recharges Income	(294,200)	(663,700)	(957,900)
3 - Gross Non-Controllable Income Total	(294,200)	(663,700)	(957,900)
Depreciation And Impairment Losses			
Support Services	54,500	48,300	102,800
4 - Gross Non-Controllable Expenditure Total	54,500	48,300	102,800
Grand Total	201,000	219,600	420,600

CHIEF EXECUTIVE DIRECTORATE

LEGAL & DEMOCRATIC SERVICES

Description of Service

The service comprises the following:

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 led 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 legality
- 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

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**Divisional
Director**

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LEGAL & DEMOCRATIC SERVICES

	Democratic Services	Legal Services	Total
Customer & Client Receipts	(5,000)	(235,000)	(240,000)
Government Grants			
Other Grants, Reimbursements & Contributions		(98,000)	(98,000)
Recharges Income	(42,100)	(626,100)	(668,200)
1 - Gross Controllable Income Total	(47,100)	(959,100)	(1,006,200)
Employee Expenses	1,798,700	1,953,900	3,752,600
Premises Related Expenditure	11,800		11,800
Supplies And Services	269,300	87,500	356,800
Third Party Payments			
Transfer Payments			
Transport Related Expenditure	18,600	7,000	25,600
2 - Gross Controllable Expenditure Total	2,098,400	2,048,400	4,146,800
Recharges Income	(1,684,600)	(1,402,000)	(3,086,600)
3 - Gross Non-Controllable Income Total	(1,684,600)	(1,402,000)	(3,086,600)
Depreciation And Impairment Losses	11,200		11,200
Support Services	204,500	192,000	396,500
4 - Gross Non-Controllable Expenditure Total	215,700	192,000	407,700
Grand Total	582,400	(120,700)	461,700

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
- Managing the processes for recruiting, contracting and paying the staff who work for the Council, as managed by Elevate Services.

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.

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Budget Manager	Peter Watson Tel: 020 8227 2092	Group Manager, Business Change Email: peter.watson2@lbbd.gov.uk
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HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT

	HR Business Change Services	HR Employee Relations Services	HR Management	HR Strategy Services	Trade Union Representatives	Total
Customer & Client Receipts				(125,000)		(125,000)
Government Grants						
Other Grants, Reimbursements & Contributions						
Recharges Income	(99,300)	(21,400)	(62,800)	(43,500)	(14,600)	(241,600)
1 - Gross Controllable Income Total	(99,300)	(21,400)	(62,800)	(168,500)	(14,600)	(366,600)
Employee Expenses	215,000	313,000	184,900	1,140,900	323,000	2,176,800
Premises Related Expenditure			(600)	600		0
Supplies And Services	1,200	2,500	15,200	10,000	3,700	32,600
Third Party Payments						
Transfer Payments						
Transport Related Expenditure		1,000	2,800	700	500	5,000
2 - Gross Controllable Expenditure Total	216,200	316,500	202,300	1,152,200	327,200	2,214,400
Recharges Income	(201,900)	(294,600)	(288,000)	(612,100)	(334,400)	(1,731,000)
3 - Gross Non-Controllable Income Total	(201,900)	(294,600)	(288,000)	(612,100)	(334,400)	(1,731,000)
Depreciation And Impairment Losses						
Support Services	3,000	6,100	137,300	6,900	21,800	175,100
4 - Gross Non-Controllable Expenditure Total	3,000	6,100	137,300	6,900	21,800	175,100
Grand Total	(82,000)	6,600	(11,200)	378,500	0	291,900

CENTRAL BUDGETS

2015/16

CENTRAL FINANCE

Below are details of the budgets that are held centrally for corporate items. This includes £1.5 million of budget contingency, to help cover some the budget risks as described in the first part of this budget book, and £10.8 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 £14.2 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		1,461
Levies		
East London Waste Authority Levy (ELWA)	10,315	
London Pension Authority Levy	180	
Lee Valley Regional Park Levy	156	
Environmental Agency Levy	104	10,755
Sub-Total:		12,215
Central Expenses		
Minimum Revenue Provision (MRP)	7,438	
Transfers to/(from) Reserves	565	
Corporate Expenses	5,473	
Interest Payable	2,250	
Interest Receivable	(1,539)	14,187
Depreciation		(25,074)
Sub-Total: Central Expenses and Depreciation		(10,887)
Total		1,328

The amounts shown above for levies are the budgeted amounts within the Central Budget. These amounts differ from the actual levies for 2015/16 of £10.779 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 and sources of funding, 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	2017/18
	Actual	Approved	Proposed	Proposed	Proposed
	£'000	£'000	£'000	£'000	£'000
General Fund Capital Programme	48,271	52,714	78,292	30,740	1,000
HRA Capital Programme	71,087	90,439	81,899	43,779	24,495
Sub-Total	119,358	143,153	160,191	74,519	25,495
Finance Lease & PFI Additions	3,455	25	54	69	88
EIB Projects: Abbey Road / Gascoigne	-	34,200	21,100	20,000	12,000
Total	122,813	177,378	181,345	94,588	37,583
Financed by:					
Capital Grant	50,604	31,372	70,594	26,540	0
Section 106	889	1,074	0	0	0
Revenue Contributions	9,249	4,703	400	0	0
Capital Receipts	15,960	11,522	6,365	1,200	0
MRR & HRA funding	42,656	90,439	78,699	33,029	24,495
Sub-Total	119,358	139,110	156,058	60,769	24,495
Net financing need*	3,455	38,268	25,287	33,819	13,088

Revenue & Capital Budget Book

2015/16



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