

Notice of Meeting of the

ASSEMBLY

**to be held on Wednesday, 21 November 2018
commencing at 7:00 pm in the
Council Chamber, Town Hall, Barking**



To all Members of the Council of the London Borough of Barking and Dagenham

Date of publication: 13 November 2018

Chris Naylor
Chief Executive

Councillors and senior officers are invited to attend a presentation to be chaired by the Councillor Saima Ashraf, Deputy Leader and Cabinet Member for Community Leadership and Cohesion in the Council Chamber at 6pm.

Led by Pye Nyunt, Insight Hub Manager, this highly interactive session will introduce the new Borough Data Explorer incorporating a Social Progress Index (SPI), the first of its kind in the world measuring the quality of life for residents.

The session will be highly interactive allowing Members the opportunity to practise these unique new on-line tools, using a wide range of data sets to analyse performance across and in the 17 Borough wards as well as comparisons with other London boroughs.

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AGENDA

1. Apologies for Absence

2. Declaration of Members' Interests

In accordance with the Council's Constitution, Members are asked to declare any interest they may have in any matter which is to be considered at this meeting.

3. Minutes - To confirm as correct the minutes of the meeting held on 12 September 2018 (Pages 3 - 9)

4. Minutes of Sub-Committees - To note the minutes of the JNC Appointments, Salaries and Structures Panel held on 15 October 2018 (Page 11)

5. Leader's Statement

The Leader will present his statement.

6. Appointments

The Labour Group Secretary will announce any nominations to fill vacant positions on Council committees or other bodies.

7. Annual Report 2017/18 -Safeguarding Adults Board (Pages 13 - 48)

8. Annual Reports 2017/18- Adoption and Corporate Parenting- a new approach (Pages 49 - 79)

9. Treasury Management 2018/19 Mid-Year Review (Pages 81 - 101)

10. Corporate Plan 2018 - 2022 (Pages 103 - 140)

11. Report of a Decision of the Standards (Hearing) Sub-Committee (Pages 141 - 144)

12. Motions (Pages 145 - 151)

13. Questions With Notice

14. Any other public items which the Chair decides are urgent

15. **To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

Private Business

The public and press have a legal right to attend Council meetings such as the Assembly, except where business is confidential or certain other sensitive information is to be discussed. The list below shows why items are in the private part of the agenda, with reference to the relevant legislation (the relevant paragraph of Part 1 of Schedule 12A of the Local Government Act 1972 as amended). ***There are no such items at the time of preparing this agenda.***

16. **Any confidential or exempt items which the Chair decides are urgent**

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Our Vision for Barking and Dagenham

ONE BOROUGH; ONE COMMUNITY; NO-ONE LEFT BEHIND

Our Priorities

A New Kind of Council

- Build a well-run organisation
- Ensure relentlessly reliable services
- Develop place-based partnerships

Empowering People

- Enable greater independence whilst protecting the most vulnerable
- Strengthen our services for all
- Intervene earlier

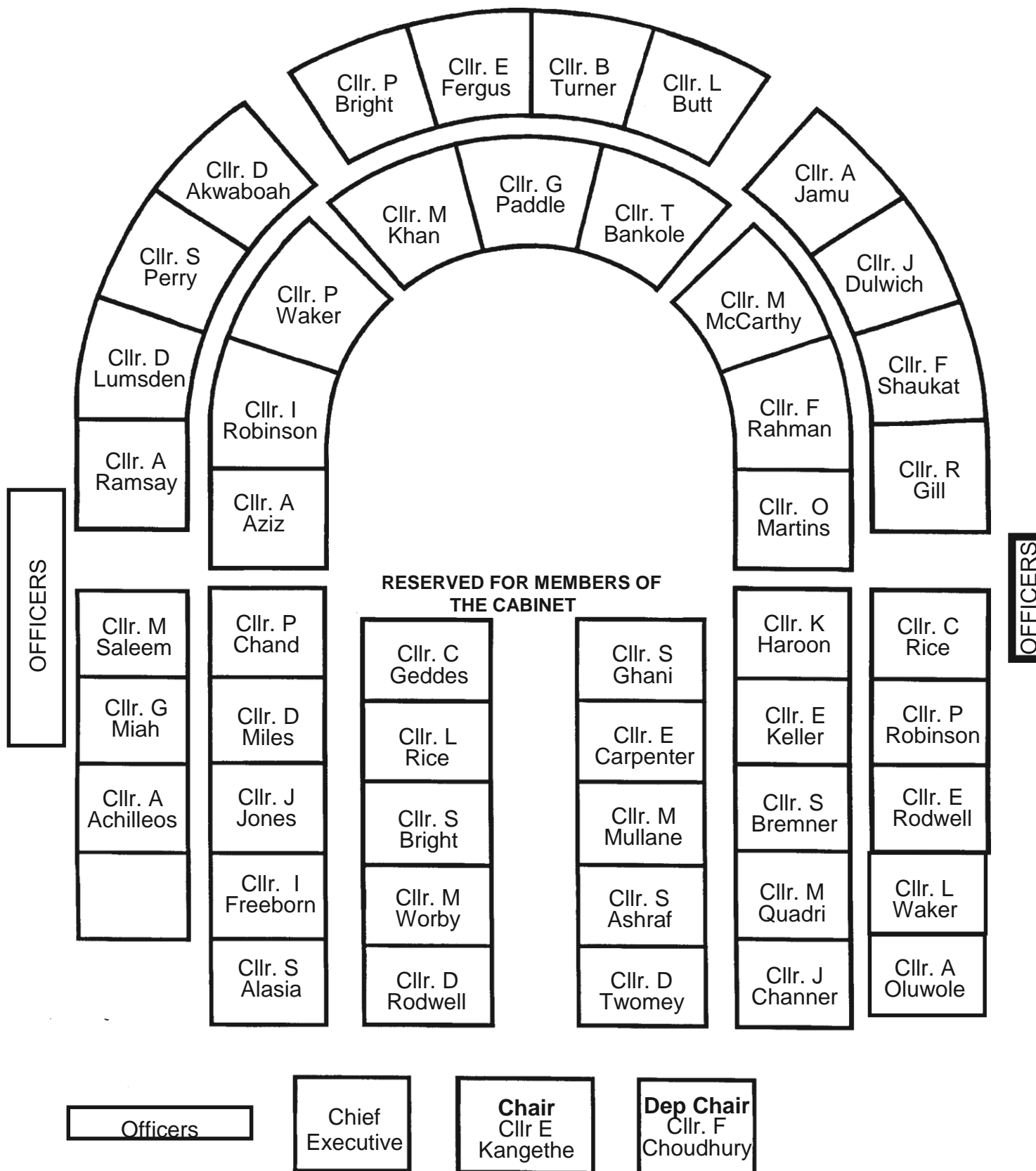
Inclusive Growth

- Develop our aspirational and affordable housing offer
- Shape great places and strong communities through regeneration
- Encourage enterprise and enable employment

Citizenship and Participation

- Harness culture and increase opportunity
- Encourage civic pride and social responsibility
- Strengthen partnerships, participation and a place-based approach

BARKING TOWN HALL COUNCIL CHAMBER



SEATING PLAN FOR THE ASSEMBLY

MINUTES OF ASSEMBLY

Wednesday, 12 September 2018
(7:02 - 9:08 pm)

PRESENT

Cllr Elizabeth Kangethe (Chair)
Cllr Faruk Choudhury (Deputy Chair)

Cllr Andrew Achilleos	Cllr Dorothy Akwaboah	Cllr Sanchia Alasia
Cllr Abdul Aziz	Cllr Toni Bankole	Cllr Simon Bremner
Cllr Princess Bright	Cllr Sade Bright	Cllr Laila M. Butt
Cllr Evelyn Carpenter	Cllr Peter Chand	Cllr Josie Channer
Cllr John Dulwich	Cllr Edna Fergus	Cllr Irma Freeborn
Cllr Cameron Geddes	Cllr Syed Ghani	Cllr Rocky Gill
Cllr Kashif Haroon	Cllr Amardeep Singh Jamu	Cllr Jane Jones
Cllr Eileen Keller	Cllr Mohammed Khan	Cllr Donna Lumsden
Cllr Olawale Martins	Cllr Mick McCarthy	Cllr Giasuddin Miah
Cllr Dave Miles	Cllr Margaret Mullane	Cllr Adegboyega Oluwole
Cllr Glenda Paddle	Cllr Simon Perry	Cllr Moin Quadri
Cllr Foyzur Rahman	Cllr Tony Ramsay	Cllr Chris Rice
Cllr Lynda Rice	Cllr Ingrid Robinson	Cllr Paul Robinson
Cllr Darren Rodwell	Cllr Emily Rodwell	Cllr Muhammad Saleem
Cllr Faraaz Shaukat	Cllr Bill Turner	Cllr Dominic Twomey
Cllr Lee Waker	Cllr Phil Waker	Cllr Maureen Worby

APOLOGIES FOR ABSENCE

Cllr Saima Ashraf

21. Declaration of Members' Interests

There were no declarations of interest.

22. Minutes (18 July 2018)

The minutes of the meeting held on 18 July 2018 were confirmed as correct.

23. Leader's Statement

The Leader of the Council presented a verbal statement, updating the Assembly on a range of matters since the last meeting including:

- A tribute to Gary Doolan, a highly-respected Islington Councillor and GMB Officer who had recently passed away;
- The positive comments that he had received at the recent LGA Conference regarding the progress being made by the Council;
- The need to maintain pressure on the Government to properly fund the NHS and social care after years of underfunding.
- The excellent work being undertaken by the Cabinet Member for Social Care and

Health Integration and officers to protect children from the dangers posed by the internet and other potential risks.

- His appointment to the London Councils' Executive as Lead for Housing and Planning.

- The fantastic GCSE and A level results achieved by the Borough's pupils this year;

- The Council's success in the "Best Social Housing Initiative" category at the Municipal Journal Awards 2018; and

- The Council's congratulations to the Al Madina Mosque on being awarded '5 Star Beacon status' in recognition of its leadership and work in the community.

24. Appointments

There were no appointments.

25. Appointment of Parent Governor (Primary) Co-optee to the Overview and Scrutiny Committee

The Monitoring Officer presented a report on the appointment of a Parent Governor (Primary) Co-optee to the Overview and Scrutiny Committee.

Nominations to fill the vacancy had resulted in one successful application from Mr Baba Tinubu, a Parent Governor at Dorothy Barley Junior Academy.

The Assembly **resolved** to agree the appointment of Mr Baba Tinubu to the position of Parent Governor (Primary) Co-optee to the Overview and Scrutiny Committee for a term of four years.

26. Parks and Open Spaces Strategy Update

The Leader of the Council introduced an update report on behalf of the Cabinet Member for Community Leadership and Engagement in respect of the Parks and Open Spaces Strategy. The report provided Members with an overview of the work that has been undertaken since the strategy was adopted some 14 months ago, to deliver the agreed priorities for parks, which included:

- Three major transformational schemes under development at Central Park, Parsloes Park and Abbey Green.
- Innovative community food growing and healthy eating programmes were being introduced in several parks; effective partnership working with community groups and residents has enabled external funding to be secured for two new state of the art children's play facilities; and community management opportunities were being actively pursued to make better use of existing facilities in the parks and to bring redundant facilities back into use.
- It was clear there were benefits for residents in terms of remaining active and to enjoy sports and there was a wider benefit from parks in terms of mental health and wellbeing. Green spaces were being improved and community involvement was welcomed. The Council were keen to encourage residents to seek the ownership of green spaces. In addition,

crime and anti-social behaviour in parks was being deterred, despite a reduction in police resources.

The Leader referred to the innovative approach to attract funding for projects, with £11m to support parks improvement and £12 m investment in a Youth Zone, which improved the life chances of young people. He was also proud of the of investment in smaller parks.

The Assembly welcomed the report and thanked the Commissioning Director for Culture and Recreation for his work in the cultural development of the Borough, with particular reference made to the Central Park masterplan.

The Assembly also welcomed the development of partnerships with residents and officers and were keen to ensure that the Green Belt was preserved and defended. It also wished to ensure that wildlife was protected within the Council's parks and opens spaces. They noted that under funding in respect of planning applications, £350K had been provided for the development of Beam Park.

The Assembly **resolved** to note the work to date in addressing the priorities set out in the Parks and Open Spaces Strategy and the proposed approach and themes for future work plans.

27. Community Solutions - Update Report

The Cabinet Member for Social Care and Health Integration introduced a joint report providing an update on the Council's new Community Solutions service which was launched in October 2017.

The report set out the main priorities for the service for 2018 and beyond. The Cabinet Member for Social Care and Health Integration commented on the transformational approach of the Community Solutions service, at the heart of which was a shift to supporting individuals, families and communities to become more self-reliant and resilient.

The Cabinet Member for Employment, Skills and Aspiration commented on the integrated work and skills service and she also referred to the Dagenham One Stop Shop transition into Community Solutions from March 2018. The integral role of volunteers was discussed and, in that regard, it was noted that three volunteers had recently been conferred with the Freedom of the Borough in recognition of their service to the local community.

The Cabinet Member for Regeneration commented on the challenge to maintain and improve services at a time of Government funding cuts and he also referred to the Homelessness Reduction Act 2017, which placed further responsibilities on local authorities without the proper funding.

The Leader of the Council added that it was a challenging time for Local Government and placed on record the Council's appreciation to staff for their hard work and commitment.

The Assembly welcomed the report and discussed a range of issues including:

- Members' casework and feedback;
- The need for work to be done to improve primary care with particular reference to mental health issues;
- Concerns at overcrowding in social and private rented housing;
- The need to ensure that young people's views are taken into account and to meet their aspirations for the future;
- The need for effective performance monitoring across the Community Solutions service.

The Assembly **resolved** to note the key progress and achievements of the Community Solutions service to date and its main service priorities for the current financial year.

28. Motions

There were none.

29. Questions With Notice

Question 1

From Councillor Lumsden

Will the Cabinet Member for Employment, Skills & Aspiration explain what the Council is doing to support young apprentices in the borough?

Response

The Cabinet Member for Employment, Skills and Aspiration advised that the Council had an active programme to develop apprenticeship opportunities within its own workforce, taking advantage of the funding available through the apprenticeship levy (which the Council pays). The Council offered apprenticeships at Level 2 (GCSE equivalent) and Level 3 (A-Level equivalent) across a range of sectors and occupations. Currently a total of 457 16-17 year olds in the Borough were on an apprenticeship (8.3%), which compared to 4.5% across London.

Apprentices directly employed by the Council (who aren't on formal trade apprenticeship schemes or employed by schools) were paid at or above the London Living Wage and at east £10.20 an hour almost three times the national minimum wage rate for apprentices (£3.70 an hour).

In addition, the Council promoted and supported apprenticeships across the borough via a dedicated in-house apprenticeship team.

In order to boost the recruitment of Care Leavers into apprenticeships, the Council had introduced a transition grant of £50 per week, rising to £70 per week for two-year apprenticeships, which was paid in addition to the apprenticeship wage. Any Care Leaver who applies for a Council apprenticeship, and meets the minimum criteria, was guaranteed an Interview.

Question 2

From Councillor Paul Robinson

Given the rising levels of knife crime in our borough will the relevant Cabinet Member tell the Assembly what is being done to prevent knives from being sold to young people in Barking & Dagenham and ensure that local shops act responsibly?

Response

The Cabinet Member for Enforcement and Community Safety advised that it was illegal to sell a knife to a person under the age of 18. She stated that the Council had a vital role in protecting young people and it had adopted an Enforcement Policy which proactively investigated the sale of all knives to underage people. The Council worked with businesses to advise them on how they can put in place measures to prevent the sale of knives including test purchases.

Over the past 18 months, officers in the Borough's Trading Standards team have conducted 130 test purchases in a number of retail outlets for knives using the Council's team of young volunteers. Although a majority of shops refused to sell to underage customers, several failed the test by selling knives to the young volunteers who visited them. As a result, enforcement action had been taken. The proactive work of the Enforcement team working with the Metropolitan Police has resulted in only one inappropriate sale taking place in the past six months, resulting in a fine at Court.

The Cabinet Member advised that there had been a significant drop in the sale of knives in the Borough due to the continuous effort the Council were making through the test purchasing operation.

Question 3

From Councillor Rahman

Will the relevant Cabinet Member update the Assembly on what action is being taken to improve roads and pavements in Barking & Dagenham?

Response

The Cabinet Member for Regeneration and Social Housing advised that the Council had a Capital Highways Investment Programme for footways and carriageways and the current programme runs until 2020 and approximately 3% of the network had footways or carriageways renewed each year under this programme. Necessary repairs were selected following a structural survey in which the most severe defects would take priority. Funding across London had been withdrawn for a two-year period and the Council would therefore need to fund repairs from existing budgets. He added that major carriageway repairs on major roads were funded by Transport for London.

Question 4

From Councillor Ingrid Robinson

Local residents whose doctors are either paid for by another borough but whose practice is in Barking & Dagenham, or those whose doctors are based in another borough, find themselves unable to secure appointments with district nurses within Barking & Dagenham. This means they often have to travel miles from their homes to receive treatment. Can the Cabinet Member for Social Care & Health Integration explain why residents cannot be supported closer to where they live, regardless of which borough funds their GP or where the practice is located?

Response

The Cabinet Member for Social Care and Health Integration advised that she had been in discussion with the Clinical Commissioning Group (CCG) and this matter particularly affected the Borough's residents mainly who were registered with the Chadwell Heath Health Centre. Although located in the Borough, the Health Centre's patients were commissioned by Havering CCG and not Barking and Dagenham CCG. There had been some differences in commissioning plans across Barking and Dagenham, Havering and Redbridge Boroughs but Commissioners were working together to ensure a more co-ordinated approach. They were also undertaking work to review service specifications for community health services and working together with NELFT to shape the contract for 2019/20.

Question 5

(Standing Order 7.1 (Chapter 3, Part 2 of the Council Constitution) was suspended at this juncture, to enable the meeting to continue beyond the 9.00 pm threshold)

From Councillor Miah

Can the Cabinet Member for Educational Attainment & School Improvement provide an update on this year's GCSE and A Level results in the borough?

Response

The Cabinet Member for Educational Attainment and School Improvement congratulated the Borough's students on their achievements in the recent GCSE and A level exams. She thanked students, schools, teachers and parents in helping to make this possible. There would be a full report submitted to Cabinet in November 2018 once the Council had national comparative information on exam results.

2018 had seen the biggest changes to GCSE for 30 years since their introduction. Now almost all main subjects had new tougher exams, marked on a 9-1 scale with more content and less course work. Many schools found

this year had been very challenging, however there was ample evidence of the borough's top achieving young people achieving excellent results. One student was one of only 732 young people in the country scoring the new top grade 9 in all their GCSEs.

There were also changes to A levels this year and a further 11 subjects moved to 100% exam with no course work. Nationally the main headline indicators have seen a small drop, and this has largely been the case in the Borough. There was still more progress to be made, however it was noted that several schools had performed strongly. Linked to these results were the opportunities they provided for young people to enter fulfilling careers. It was encouraging also to see students starting to get places on degree apprenticeships with top city firms.

Supplementary Question

Councillor Miah enquired whether the Council have a Bursary Scheme to encourage high performing students.

The Cabinet Member advised that the Council have a Bursary Scheme for top performing pupils at GCSE Grade 9 and awards take place each October annually and Members were welcomed to attend the annual awards ceremony.

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MINUTES OF JNC APPOINTMENTS, SALARIES AND STRUCTURES PANEL

Monday, 15 October 2018
(9:45 - 11:55 am)

Present: Cllr Dominic Twomey (Chair) and Cllr Saima Ashraf

Apologies: Cllr Sade Bright and Cllr Olawale Martins

1. Appointment of Chair

Councillor Twomey was appointed as Chair of the meeting.

2. Declaration of Members' Interests

There were no declarations of interest.

3. Private Business

It was resolved to exclude the public and press from the remainder of the meeting by reason of the nature of the business to be discussed which included information exempt from publication by virtue of paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

4. Appointment of Interim Finance Director

The Panel considered the papers that had been submitted in advance of the meeting, which included the job description and person specification for the post, search information, together with the CVs of the two shortlisted candidates.

The Panel reviewed and agreed the interview questions to be asked of the candidates.

Following the interviews, Members discussed the responses to the questions and reached a unanimous decision regarding the appointment.

The Panel **resolved:**

- (i) To appoint Helen Seechurn to the post of Interim Finance Director for up to 12 months, subject to suitable references, other employment checks and usual interim terms and conditions.

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ASSEMBLY

21 November 2018

Title: Annual Report 2017/18 -Safeguarding Adults Board	
Report of the Cabinet Member for Health and Social Care Integration	
Open Report	For Information
Wards Affected: All	Key Decision: No
Report Author: Mark Tyson, Commissioning Director, Adults' Care & Support	Contact Details: Tel: 020 8227 2875 E-mail: mark.tyson@lbbd.gov.uk
Accountable Director: Mark Tyson, Commissioning Director, Adults' Care & Support	
Accountable Strategic Director: Elaine Allegretti, Strategic Director for People and Resilience	
<p>Summary:</p> <p>Under Schedule 2 of the Care Act 2014, Safeguarding Adult Boards (SABs) are required to publish an Annual Report, detailing their work over the preceding year. The attached Annual Report (Appendix 1) describes the work and priorities of the Barking and Dagenham Safeguarding Adults Board (SAB) from April 2017 to March 2018. It sets out how the Board has worked to improve the protection of vulnerable adults across Barking and Dagenham along with its achievements in 2017/18 and key priorities into the future.</p> <p>The annual reports contain contributions from a range of organisations who are involved in safeguarding vulnerable adults in Barking and Dagenham. Joint working has been effective over the past year, and the membership of the Board has strengthened. During the year, the Board has appointed a new Independent Chair. The statutory partners have provided financial resources to support the SAB a to fulfil their functions and to support the undertaking of Safeguarding Adult Reviews (SARs).</p> <p>The Annual Report has been agreed by the Safeguarding Adults Board at its meeting on 17 July 2018 and and was presented and discussed at the Health & Wellbeing Board on 5 September 2018. During the presentation the Health & Wellbeing Board noted the need to improve awareness across frontline teams and the wider community about safeguarding concerns, especially around issues of exploitation and modern slavery, and on how to report concerns for attention by statutory agencies.</p> <p>The Assembly is invited to note the report and, further to the discussion at the Health & Wellbeing Board, to draw out any issues that it prompts that Members would like the Safeguarding Adults Board to consider as part of its routine business or the Strategic Plan.</p>	

Recommendation

The Assembly is recommended to:

- (i) Note the contents of Annual Report of the Safeguarding Adults Board for 2017/18;
- (ii) Note the discussion at the Health & Wellbeing Board and add further comments to shape the priorities of the SAB through its Strategic Plan.

Reason(s)

Safeguarding vulnerable adults from abuse is one of the most important statutory duties that falls upon the Council. Collaborating with partners in the health sector and the Police is mandated by the Care Act, and together with other important partners, the Safeguarding Adults Board is the mechanism for discharging that duty. It is important that all Members of the Council are aware of the work of the Council in improving the systems to safeguard adults and have the opportunity to shape that work.

1. Introduction to the Safeguarding Adults Board

- 1.1 It is a requirement set out in the Care Act 2014 that organisations work together to promote the safeguarding of vulnerable adults within their communities. For Barking & Dagenham, the Safeguarding Adults Board has established a vision that:

Every adult living in the London Borough of Barking and Dagenham has the right to live in safety, free from fear of abuse or neglect. The Safeguarding Adults Board exists to make sure that organisations, people and local communities work together to prevent and stop the risk of abuse or neglect.

- 1.2 The prime focus of the work of the Safeguarding Adults Board is to ensure that safeguarding is consistently understood by anyone engaging with adults who may be at risk of or experiencing abuse or neglect, and that there is a common commitment to improving outcomes for them. This means ensuring the community has an understanding of how to support, protect and empower people at risk of harm. We want to develop and facilitate practice which puts individuals in control and generates a more person-centred approach and outcomes.
- 1.3 The Barking and Dagenham Safeguarding Adults Board is made up of the following statutory partners:
- i) London Borough of Barking & Dagenham;
 - ii) The Metropolitan Police; and
 - iii) Barking & Dagenham Clinical Commissioning Group.
- 1.4 In addition, the membership of the Board includes a number of other representatives of agencies with significant contributions to the safeguarding of vulnerable adults. These include:

- i) North East London NHS Foundation Trust;
- ii) Barking, Havering and Redbridge University Hospitals NHS Trust; and
- iii) The London Fire Service.

1.5 The Cabinet Member for Social Care & Health Integration attends meetings of the Safeguarding Adults Board.

1.6 During 2017/18, Brian Parrott was appointed as the new Independent Chair of the Safeguarding Adults Board, and this is the first Annual Report which he has introduced under his leadership of the Board.

2. Highlights of the 2017/18 Annual Report

2.1 The report details some of the performance information about the work of partners in safeguarding vulnerable adults during the year. 1,632 safeguarding concerns were raised for investigation by the Council during this time, the highest number of safeguarding concerns raised since the introduction of the Care Act in 2015. It is not easy to draw conclusions from this, with any potential genuine increase in risk being masked by changes in recording practice by practitioners and the public.

2.2 The annual Adult Social Care User Survey for 2017/18 showed that 79% of people said their services made them feel safe. This is marginally down from 81% in 2016/17, and is also higher than the 65% who indicated in the same survey that overall they felt safe. This gap may be about perceptions of crime and safety in Barking and Dagenham, and possibly points towards work already being planned to improve the 'disability positive' environment of the borough.

2.3 During the year, the report records progress on improving quality assurance of the adult social care provider market; improvements in mental capacity act assessment and recording; changes to the structures for safeguarding in the Metropolitan Police; work to oversee improvements to primary care services; and work in response to CQC inspections of the two major hospital providers.

2.4 The Partnership concluded one Safeguarding Adults Review during the year, into a case of modern slavery involving a young woman with a learning disability. The review highlighted a number of recommendations around processes and staff training in order to prevent the recurrence of the failings that had been identified. All recommendations have now been delivered, with a new Modern Slavery pathway under development.

2.5 During the year, the SAB undertook a comprehensive process of self-assessment by partners, followed by a peer challenge session. The result of this have informed the priorities for improvement detailed in the report, being delivered through the SAB's seven priorities in its Strategic Plan, namely:

- i) Awareness-raising of safeguarding with the wider community and advice on how to report concerns;
- ii) Ensuring 'Making Safeguarding Personal' is embedded into practice;
- iii) Supporting professionals in undertaking mental capacity assessments;

- iv) Joint learning from Safeguarding Adults Reviews, Domestic Violence Homicide Reviews and other similar reviews;
- v) Increase knowledge of safeguarding among wider groups of professionals in partner organisations;
- vi) Ensuring links between safeguarding, domestic abuse, and domestic violence practice; and
- vii) Risk in relation to discharge of vulnerable people from hospital into community settings and back home.

3. Recommendations

- 3.1 The Assembly is recommended to note the Safeguarding Adults Board Annual Report and to provide feedback for the SAB to consider as it develops further its strategic plan for 2018/19 and 2019/20.

Public Background Papers Used in the Preparation of the Report: None

List of appendices:

Appendix 1: Barking & Dagenham Safeguarding Adults Board Annual Report 2017/18

APPENDIX 1

Safeguarding Adults Board Annual Report 2017 – 18



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Independent Chair's Foreword and Overview

1

This is the first foreword to an Annual Review report which I'm privileged to write on behalf of Barking and Dagenham's Safeguarding Adults Board (SAB) and its statutory partners (Council, NHS and Police). I became the new Independent Chair of the Board half way through 2017/18 in September 2017, succeeding Sarah Baker who had done much to establish the Board in line with the Care Act 2014. Since then I have enjoyed working with so many able, committed and positive colleagues in the borough and among partners.

Any annual report is in part reflection on and accountability for what has happened in the year just ended (2017/18), as well as some commentary about prospects for the current year (2018/19) and subsequently. It also has the key purposes of seeking to give confidence (i) to the Barking and Dagenham public, (ii) to those people who represent their interests, and (iii) to the leadership of organisations that the borough's Safeguarding Adults Board is properly committed to and capable of discharging its responsibilities in the way in which everyone has a right to expect. I hope that the following pages satisfy those challenges without being too lengthy and detailed.

The scale of the challenges for safeguarding adults are considerable – people in the borough, usually in a weaker position in some way (because of frailty, disability, illness, limited language or being of a minority in some other respect); then being at risk of harm, abuse or neglect by some other more powerful person or body. The numbers of concerns expressed about people in the borough and enquiries being undertaken, as can be seen in this report, are many. Protection arrangements then need to be alert, available, appropriate, responsive and personal ('Making Safeguarding Personal').

It is the role of the multi-agency Safeguarding Adults Board to have oversight of all these matters. In short, awareness of the risks and actions required when harm or abuse occurs or is questioned. The Safeguarding Adults Board is able to hold all organisations to account and to seek assurance that people in the borough are being protected appropriately.

I began my Independent Chair role alert to some immediate priorities:

- Re-engaging two parts of the NHS (Barking, Havering and Redbridge University Trust and North East London Foundation Trust), and later also the London Fire Service, more integrally to Barking and Dagenham's

Safeguarding Adults Board.

- Strengthening the performance review and assurance functions of the SAB. In particular, the quality and timeliness of data, indications of trends and assurance arrangements within individual organisations.
- Concluding a complex Safeguarding Adults Review which exposed professional ignorance and/or poor practice and management in relation to human trafficking, modern slavery and mental capacity judgements and, as importantly, seeking assurance about swift improvements.

Alongside this I have been able to visit services and talk with people, especially across the Council and NHS organisations serving Barking and Dagenham, and to witness good practice, innovative thinking, high levels of professionalism and huge personal commitment. Personal and inter-organisational relations are generally good in the borough. All partners recognise that there is more for them to do, alone and with others, in relation to:

- Mental Capacity Assessment and judgment, and
- Making Safeguarding Personal.

These two aspects have continued as core priorities into 2018/19. Additionally, to my mind and the Board's, other priorities for 2018/19 have emerged:

- Being confident that the SAB has sufficient knowledge about safeguarding awareness in the wider community; of places or communities which may have less awareness, including knowledge about how to report concerns, and being assured that actions are in place where there are gaps. Related to this is a need to establish meaningful arrangements for feedback to the SAB about safeguarding, including from service user, carer and voluntary sector interests.
- Assuring sufficient knowledge of safeguarding among other than specialist professionals in partner organisations, for example, the Council's community solutions team, enforcement and housing staff or those in primary health care settings, police and fire officers.
- Ensuring that the oversight and governance of different safeguarding and public protection services, partnerships and formal review mechanisms complement each other well, without inappropriate gaps or overlap – hospital discharge, safeguarding children, domestic violence (and domestic abuse more widely), community safety and others.

It would be wrong for me not to comment though that, whatever the safeguarding adults achievements described in this annual report, the pressures on individual

practitioners, managers and partner organisations, indeed across all caring organisations and the community/voluntary sector, are immense. All the statutory partners – Council, NHS, Police and Fire, are experiencing actual reduction in financial resources relative to needs. Difficult priority decisions are needing to be made. Organisational changes (actual or anticipated) are a perpetual possible distraction.

I hope, though that, it will be apparent from the above paragraphs that the SAB has a clear sense of its short term and longer term priorities, that partners are committed to these, but that there is much to do. Nowhere is there any complacency.

I am appreciative personally of the good relationships I have been able to develop quickly within the Council, all NHS bodies, Police and Fire services, and elsewhere. I hope I have been able to use my links across the London Councils Safeguarding Adults Board Independent Chairs Network, local government, adult social care and the NHS to benefit in Barking and Dagenham. I am particularly grateful for the support to the Board and myself from Joanne Kitching, the SAB Business Manager and to the 'lead people' from Council, NHS and Police personally. Thank you.

To people and organisations more widely, I hope that this annual report offers reasonable assurance that the SAB is resolved and determined that people should be protected from harm and abuse in Barking and Dagenham, and that the SAB will be as effective as we can be in our duties, responsibilities and priorities.



Brian Parrott
Independent Chair
Barking and Dagenham Safeguarding Adults Board
August 2018

What is Safeguarding Adults? 2

The Care Act 2014 statutory guidance defines adult safeguarding as:

‘Protecting an adult’s right to live in safety, free from abuse and neglect. It is about people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the same time making sure that the adult’s wellbeing is promoted including, where appropriate, having regard to their views, wishes, feelings and beliefs in deciding on any action. This must recognise that adults sometimes have complex interpersonal relationships and may be ambivalent, unclear or unrealistic about their personal circumstances.’

The Care Act 2014 came into force on 1st April 2015. The Act introduced new requirements for safeguarding adults and the arrangements that each locality must have in place to ensure that vulnerable people are protected from risk, abuse or neglect. The Local Authority, NHS Clinical Commissioning Groups and the Police are all statutory partners of the Safeguarding Adults Board (SAB) and other important partners are also involved in various different ways.

The Care Act identifies six key principles that should underpin all safeguarding work. These are accountability, empowerment, protection, prevention, proportionality and partnership.



The SAB's Vision

3

Every adult living in the London Borough of Barking and Dagenham has the right to live in safety, free from fear of abuse or neglect. The Safeguarding Adults Board exists to make sure that organisations, people and local communities work together to prevent and stop the risk of abuse or neglect.

In the London Borough Barking and Dagenham we want to embed a stronger and safer culture that supports adults who are at risk of harm. We know that to achieve this we have to work in partnership with the people who use local services and with the wider local community. All agencies working with adults at risk have an essential role in recognising when these people may be in need of protection. Agencies also have a responsibility to work in partnership with adults at risk, their families, their carer(s) and each other. The introduction of the Care Act 2014 has brought in many changes in Adult Social Care Services. The Safeguarding Adults Board has a statutory duty to ensure it uses its powers to develop responsibility within the community for adults who need care and protection.

The prime focus of the work of the Safeguarding Adults Board is to ensure that safeguarding is consistently understood by anyone engaging with adults who may be at risk of or experiencing abuse or neglect, and that there is a common commitment to improving outcomes for them. This means ensuring the community has an understanding of how to support, protect and empower people at risk of harm. We want to develop and facilitate practice which puts individuals in control and generates a more person-centred approach and outcomes.

The Safeguarding Adults Board has developed a Strategic Plan which sets out how we will work together to safeguard adults at risk.

The Safeguarding Adults Board has a responsibility to:

- **protect** adults at risk
- **prevent** abuse occurring, and
- **respond** to concerns.

It may be suspected that someone is at risk of harm because:

- there a general concern about someone's well being
- a person sees or hears something which could put someone at risk
- a person tells you or someone else that something has happened or is happening to them which could put them or others at risk.

The Board and its Committees

4

How the Board works

The Barking and Dagenham Safeguarding Adults Board is made up of the following statutory partners:

- The Local Authority
- The Borough Police
- The NHS Clinical Commissioning Group.

During the latter part of 2017/18, following the appointment of the new SAB Independent Chair from September 2017, a number of changes began to be made to Board arrangements.

The SAB now has two committees, which are chaired by different partner organisations:

- The Performance and Assurance Committee (chaired by the London Borough of Barking and Dagenham)
- The Safeguarding Adult Review Committee (chaired by the Clinical Commissioning Group)

Other members of the Board include:

- Chairs of the Committees
- a representative from North East London Foundation Trust (NELFT)
- a representative from Barking, Havering, Redbridge University Hospitals (BHRUT)
- a representative from the London Fire Service
- the Council Cabinet Member for Social Care and Health Integration
- officer advisers.

In addition, the SAB is able to invite other organisations or individuals to attend and speak at the meetings where they have contributions to make.

The Chair of each of the two committees is responsible for:

- Developing a work programme which will be incorporated into the SAB strategic plan and monitored by the SAB.
- Resourcing the meetings of the committee.
- Reporting on the progress of the committee's work to the SAB and ensuring that the membership of the committee draws in the required experience.

In addition, from early 2018 the SAB is in the process of remodelling two other less formal groups:

A **Learning and Development Group** will focus on multi-agency learning needs and ways of overseeing and reviewing their follow through.

A **Communications and Community Engagement Group** will focus on how all multi-agency safeguarding work across organisations and the Board connects to users of services and to the local and diverse communities of Barking and Dagenham.

The nature of these groups can be more flexible and selective as to on what and how it works. A small number of volunteers, not necessarily Board members, from organisations will be involved.

During the year the Independent Chair met regularly with the Barking and Dagenham Safeguarding Children Board Independent Chair. This allows for opportunities to consider safeguarding adults and children at risk, and the issues affecting both areas.

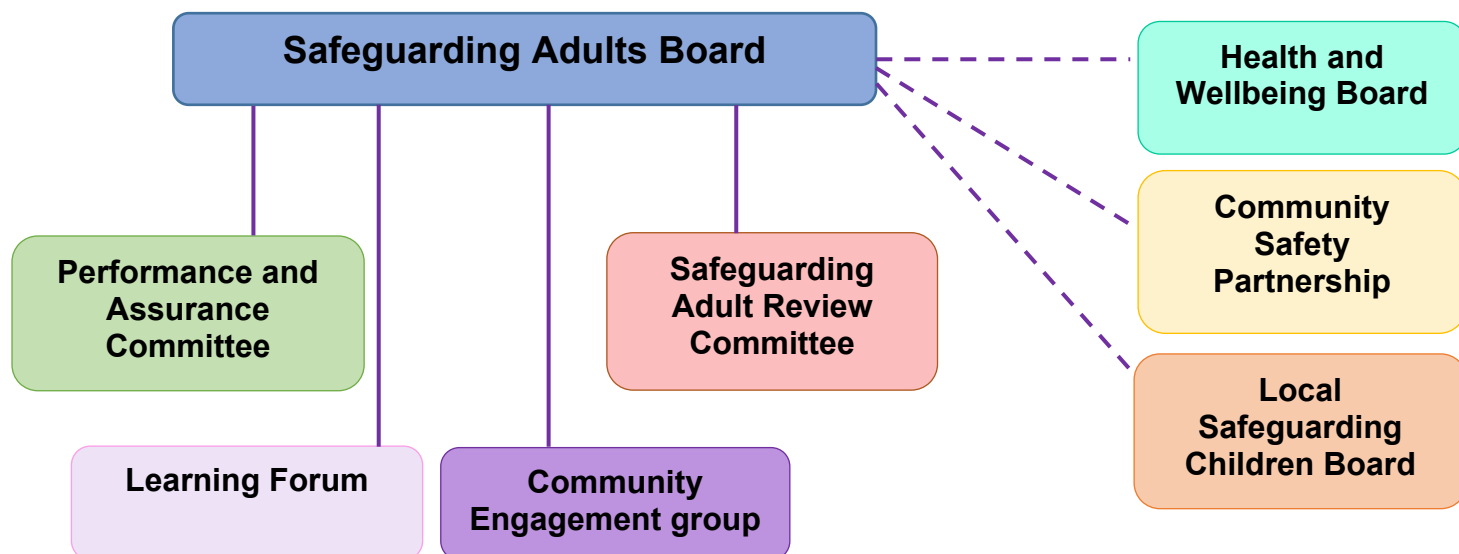
The Independent Chair attended the Health and Wellbeing Board to allow for further consideration and debate regarding the issues of safeguarding within the agenda. The Independent Chair also met quarterly for a Council corporate safeguarding meeting with the Leader of the Council, the Lead Member for Social Care and Health Integration, the Chief Executive of the London Borough of Barking and Dagenham and the Strategic Director for Service Development and Integration, to review performance data for adult social care, including workforce data and associated risks and mitigation. This allows for open debate, discussion, challenge and demonstrates a climate of openness and transparency.

Partners' attendance at the SAB in 2017/18 was as follows:

Independent Chair	100%
London Borough of Barking and Dagenham	100%
Police	100%
NHS Clinical Commissioning Group	100%

The Board is supported by the Council Cabinet Member for Social Care and Health Integration as a participant observer. This enables Councillor colleagues to be kept up to date with safeguarding adult matters. In addition, the Committee Chairs and officer advisors also attend Board meetings.

The Safeguarding Adult Board Structure



The SAB's Statutory Responsibilities

The SAB must publish an Annual Report each year as well as having strategic plan. This Annual Report of the Barking and Dagenham SAB looks back on the work undertaken by the SAB and its committees, throughout 2017/18 and provides an account of the work of the partnership including achievements, challenges and priorities for the coming year.

In addition, the SAB has a statutory duty to carry out Safeguarding Adult Reviews (SARs) where an adult in the local authority area:

- has died as a result of abuse or risk (either known or suspected) and there are concerns that partner organisations could have worked together more effectively to protect that adult.
- has not died but the SAB knows or suspects that adult has experienced serious abuse or neglect.

The implementation of recommendations and action plans from a SAR must be reported in the Annual Report, including any decision not to implement any recommendation. One SAR which was started in 2016/17 was completed in late 2017. No new SARs were commenced in 2017/18. An overview of the SAR is given in chapter 9.

Financial Contributions and Expenditure

Statutory partners make financial contributions to the Safeguarding Adults Board. For 2017/18 the partner contributions to the SAB were as follows:

CCG - £30,000

Police - £5,000

London Fire Brigade - £500

The London Borough of Barking and Dagenham contributes the balance of the total costs of operating the Safeguarding Adults Board, this year amounting to £80,300.

The following table shows a breakdown of the expenditure for 2017/18. This includes staffing costs for the SAB Independent Chair and the Board Business Manager.

Expenditure	Cost
Safeguarding Adult Reviews (SARs)	£24,300
Support services costs, including staffing (SAB Independent Chair and the Board Business Manager) and support budgets	Approx. £91,500
TOTAL	£115,800

Safeguarding in numbers

5

There has been one Safeguarding Adult Review reported and published in 2017/18.



The multi-agency learning focused on undertaking mental capacity assessments, information sharing and awareness raising around modern slavery.

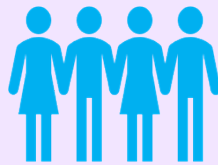


1632 safeguarding concerns were raised to LBBB.

This is an increase of **177** compared to last year.



462 safeguarding enquiries commenced and **425** concluded during the year.



32% of safeguarding enquires were about neglect and acts of omission which is lower than last year.



74% of risks were investigated in the person's own home.

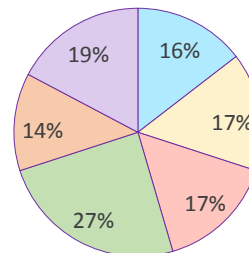


In **64%** of cases action was taken and the risk was reduced. This is the same as last year.



Safeguarding enquiries by type of risk

- Physical Abuse
- Psychological Abuse
- Financial or Material Abuse
- Neglect and Acts of Omission
- Self neglect
- Other Risk Types



There has been one Safeguarding Adult Review reported and published in 2017/18.



The multi-agency learning focused on undertaking mental capacity assessments, information sharing and awareness raising around modern slavery.



Safeguarding Performance for 2018/19

2017/18 saw the highest number of safeguarding concerns raised since the introduction of the Care Act in 2015. 1,632 concerns raised is 12% higher than the previous year. It is not easy to draw conclusions from this, with any potential genuine increase in risk being masked by changes in recording practice by practitioners and the public.

Of those concerns, 462 led to safeguarding enquiries during the year. This is a proportionate reduction in the levels of enquiries based on last year, given the increased number of initial concerns. However, it is also reducing when measured on a per-head basis (319 per 100,000, compared to 244 in similar boroughs). The SAB has agreed that some qualitative analysis would be helpful to explore patterns in progression of safeguarding referrals.

The location of risk shows, on the face of it, some marked difference to our similar boroughs, with elevated levels of concerns arising in people's own home (74% in Barking & Dagenham, compared to 57% in similar boroughs), and correspondingly reduced levels in care homes (16% B&D compared to 20% elsewhere).

Investigation is being undertaken to determine whether this is a recording issue, with practitioners defining a care home, not entirely unreasonably, as someone's own home.

In 90% of cases during the year, action was taken in response to a safeguarding enquiry and risk was either removed or reduced as a result. It remains a matter of professional assessment in the remaining 10% of cases where this was not the case, and factors such as service user choice and decision making can play a significant role.

The work undertaken by the SAB and partners in response to the findings of major enquiries has shown some impact in respect of mental capacity assessment. From very low figures of 3% (2015/16) and 8% (2016/17), it is now recorded in 21% of cases that the victim lacked capacity. This is much more in line with comparator borough levels of 25% (2016/17). Provision of advocacy or family support was there in 88% of cases, which is the same as recorded by similar boroughs in 2016/17. In a similar vein, the number of Deprivation of Liberty Safeguards processed increased by 24% to 389. The pressure on this system is recognised nationally and reflected locally in the fact that only 9% were completed within timescale.

The annual Adult Social Care User Survey for 2017/18 showed that 79% of people said their services made them feel safe. This is marginally down from 81% in 2016/17, and is also higher than the 65% who indicated in the same survey that overall they felt safe. This gap may be about perceptions of crime and safety in

Barking and Dagenham, and possibly points towards work to improve the 'disability positive' environment of the borough.

The SAB's Partners

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London Borough of Barking and Dagenham

Developments and Improvements in Safeguarding Adults Practice

London Borough of Barking and Dagenham has continued to operate a significant part of the local system for safeguarding vulnerable adults during 2017/18. The restructuring of the Council's operations for care and support took full effect during this period, with the Community Solutions team as the new home for the multi-agency safeguarding hub and dividing the former Intake and Access team between Community Solutions and the new Adults' Care and Support Operations service block.

During this period, mental health social work also came back to join other social care operations. This has strengthened the social work function, and there have been notable improvements in the completion of safeguarding investigations as a result.

In respect of the Council's duty to promote a sustainable and good quality market in care services, there continues to be concern about the quality of the local social care market. The Council has worked closely with a number of providers to support improvement or, in some instances, to suspend all placements until improvements are made. We have operated strong links to the Care Quality Commission and the local Clinical Commissioning Group in order to share and evaluate intelligence about market quality and safety.

Contribution to Multi-agency Safeguarding Practice and Partnership Working Arrangements

The Council is also considering opportunities to strengthen the safeguarding strategy function in order to better support the work of the Board, the Independent Chair, and the partnership more broadly.

Objectives and Ambitions for 2018/19

In terms of feedback we have received, it is acknowledged that a number of partners would like to see more feedback on decisions made in respect of the safeguarding concerns that they raise through the Council's reporting mechanisms. We have committed to review the 'closure' process in order to improve this situation, with the introduction of the new LiquidLogic case management system being an opportunity in this regard. However, it must be acknowledged that the Council is operating on significantly reducing resources for adults' care and support, and additional steps in the workflow of safeguarding adults must be carefully evaluated in this context. The

new services Adults' Care and Support and the Disability Service continue to be under review to ensure that the model of delivery is effectively delivering the aims that were intended, and most importantly, support service users to have choice and control over their care and receive care and support of a high quality.

We have also acknowledged that improvements need to be made in the information provided to service users and carers about how and when to report their concerns, and of the standards that they are entitled to expect of their care provider. This would align to the previously acknowledged need to further embed 'Making Safeguarding Personal' and its principles into the everyday practice of our teams. In terms of learning from incidents, we will continue to monitor closely the operation on the hospital discharge pathway, which is likely to further increase as resources reduce and system pressures emerge during 2018/19. The recurrent theme of improving mental capacity assessment and Deprivation of Liberty Safeguards also remains relevant into 2018/19, though data is showing some improvement in 2017/18. The introduction of the post of Principal Social Worker has assisted in this respect, developing a stronger leadership function for professional social work within adults' care and support. The Council has also taken seriously the matters raised in the Safeguarding Adults Review into a suspected case of modern slavery and is working on improving practice in adults' care and support and more widely.

The Metropolitan Police

Developments and Improvements in Safeguarding Adults Practice

In the last year the Metropolitan Police has commenced a significant restructure of local policing. Locally this has seen the three Boroughs of Barking and Dagenham, Redbridge and Havering brought together in to one Basic Command Unit – BCU. The BCU for this area is called East BCU and was one of two introduced to test and develop the concept. It has now been adopted as the force model and we have the advantage locally of having now implemented that format whilst the rest of the Met do so over the next year.

In relation to Safeguarding, the BCU provides some real opportunities not least because cases frequently transcend borough boundaries. It brings together previously separate facets of policing under one local command led by a Detective Superintendent, and sees safeguarding become an integral part of local policing. This, together with a shift of operational focus towards risk and harm, means those who perpetrate or suffer things such as domestic abuse, serious sexual crime, missing episodes, child abuse and exploitation are the priority for all local officers not just specialists.

Contribution to Multi-agency Safeguarding Practice and Partnership Working Arrangements

One of the intentions of the Met in implementing the BCU design is a commitment to multi-agency safeguarding. The local MASH teams remain allowing proper assessment of vulnerability and swift decision-making, with added depth as the three MASH teams can support each other at times of high demand.

The contribution to the safeguarding Board meetings has been by local, senior specialist safeguarding officers.

The domestic abuse risk forum, the MARAC, continues and is chaired by a dedicated senior police officer, with the added benefit of identifying best practice not only from the other parts of the BCU, but also from across London as under the new structure domestic abuse managers work far more closely together.

Our use of control orders to protect the vulnerable, e.g. domestic violence protection orders has seen a big increase as the creation of a specialist safeguarding team for the BCU better identifies risk and maximises opportunities to keep people safe. Often these orders are followed by multi-agency strategy discussions to create an effective safety plan for the future.

Objectives and Ambitions for 2018/19

As an organisation we are just at the beginning of a journey. We have much to do to equip all of our local officers and staff (over 1300 of them) to be proficient in recognising the different forms of vulnerability. The BCU structure is just the beginning. It provides the opportunity to challenge ourselves to think and deliver policing differently. The next year will see a focus on our first response police officers, to provide them with the skills and knowledge to investigate all but the most high risk of domestic crime – by far the biggest volume of vulnerability crime. This will reduce the occasions a victim has to explain what happened and reduce the time taken to investigate by eliminating the handover between teams.

Barking and Dagenham NHS Clinical Commissioning Group

Developments and Improvements in Safeguarding Adults Practice

The CCG has continued to maintain a high focus on Adult Safeguarding work within Barking and Dagenham. The Designated Adult Safeguarding Manager role has been further embedded within the local health economy into its second year as a key member of the local safeguarding workforce. This has led to stronger safeguarding

links with provider organisations and their related workforces and in turn a positive impact on the adult safeguarding agenda of providers. During 2017/18 there has been a higher level of scrutiny around the NHS's role within local safeguarding practices, including the monitoring of health related actions resulting from Safeguarding Adult and Domestic Homicide Reviews (SAR and DHR). The CCG has strengthened the impact of adult safeguarding across Barking and Dagenham by developing and reviewing adult safeguarding policies and procedures as well as the Adult Safeguarding Standards used as part of the NHS Standard Contract for provider organisations.

Contribution to Multi-agency Safeguarding Practice and Partnership Working Arrangements

Throughout 2017/18 the CCG has continued to make significant contributions to multi-agency safeguarding practice and partnership working arrangements. This has included attendance at all SAB Meetings, chairing of the Performance and Assurance Committee, comparison and analysis and provision or narrative of provider data for inclusion within the performance dashboard. As well as this input, the Designated Adult Safeguarding Manager chaired the panel of a Safeguarding Adult Review (SAR) and participated in the work of the SAB Committees, in addition to chairing the local Quality Surveillance Group (QSG) Meeting. The CCG has worked closely with local authority colleagues in the conducting of quality assurance and safeguarding visits to care homes with nursing providers. The CCG has also successfully delivered the Local Area Contact (LAC) provision for the Learning Disability Mortality Review (LeDeR) Programme.

Objectives and Ambitions for 2018/19

The CCG's objectives and ambitions for 2018/19 in relation to safeguarding adults includes the review of internal and provider adult safeguarding training packages to ensure that training provided is appropriate for the role and responsibilities of staff receiving the training. In relation to care homes with nursing, the CCG aims to introduce a schedule of quality assurance and safeguarding visits, both announced and unannounced, to ensure the provision of high quality and safe care. Additionally, the CCG plans to facilitate wider discussions around care provided outside of primary and secondary care to assist the local health economy to understand and address other areas of potential adult safeguarding concerns such as pressure ulcers, management of naso-gastric tubes (used of feeding people that difficulty swallowing) and safe discharges from acute providers.

Barking Havering and Redbridge University Hospital Trust

Developments and Improvements in Safeguarding Adults Practice

Following a successful Trust Safeguarding business case to Barking, Havering and Redbridge University Hospitals NHS Trust (BHRUT) a substantial investment to expand the Trust's Safeguarding Team was made. A number of posts were recruited in to which included a Safeguarding Advisor, Harmful Practice; Emergency Department, Safeguarding Advisors and a Safeguarding Adult Advisor to support the work of the Named Nurse, Safeguarding Adults, all of which strengthen the support the team can provide at both an operational and strategic level.

A real focus throughout the year has been on safeguarding training compliance; Safeguarding Adults Level 1 and 2 has consistently been achieved above 95% since April 2017. A revised Mental Capacity Act e-Learning module was launched in October 2017 as "essential" training for all clinical staff achieving 85% compliance by year end.

A Deprivation of Liberty Safeguards patient/carer information leaflet was developed to explain the DoLS process as required by the Mental Capacity Code of Practice. This information was also developed in easy read format.

Contribution to Multi-agency Safeguarding Practice and Partnership Working Arrangements

BHRUT are represented at the Barking and Dagenham Safeguarding Adults Board (SAB) by either the Trust's Chief Nurse, or in her absence the Deputy Chief Nurse, Safeguarding and Harm Free Care. The Named Nurse, Safeguarding Adults is an active member of the Barking and Dagenham SAB committees. The Lead Nurse, Learning Disabilities attends the Barking and Dagenham Learning Disability Partnership Board.

BHRUT staff are trained to recognise and respond to safeguarding concerns which are reported through the completion of a safeguarding concern form. The BHRUT Safeguarding Adults Team and Joint Assessment and Discharge Team work collaboratively with the Barking and Dagenham Business Support Teams to support the safeguarding process by way of appropriate information sharing and attendance at strategy meetings/case conferences and discharge planning meetings.

Objectives and Ambitions for 2018/19

The Trust has developed a combined Safeguarding Children's and Adults Strategy 2018-2020 replacing the previous individual Safeguarding Adult and Children Strategies. The strategy was developed collaboratively with internal and external

stakeholders including representatives from the Trust's Divisions, colleagues from the Tri-Borough Safeguarding Children and Adult Boards and BHR Clinical Commissioning Group. Clinical areas were visited to capture the views of patients and visitors with regard to the proposed strategy. The strategy is aligned to the key safeguarding priorities identified at national and local level and focuses on:

- Think Family - include the whole family when planning care
- Service User Engagement - plan services based on patient feedback
- Responsive Workforce - ask questions and think the unthinkable
- Harmful Practice - protect adults and children who may be at risk of harm
- Bridging the Gap for 16-18 year olds - prepare young people moving from children to adult hospital services
- Empowerment and Advocacy - adhere to the Mental Capacity Act
- Learning from Practice - facilitate training and share lessons learnt from safeguarding incidents
- Information Technology - utilise information technology to improve service user engagement and appropriate sharing of information.

North East London Foundation Trust (NELFT)

Developments and Improvements in Safeguarding Adults Practice

NELFT continue to develop and embed adult safeguarding into existing governance systems and practices throughout the organisation. This includes the wider governance and safeguarding systems such as the serious incident (SI) process, domestic violence (DV)/other harmful practices. The NELFT adults and children's safeguarding team have merged creating one safeguarding service. In-line with the 'Think Family' approach, this model has been beneficial all operational NELFT teams.

NELFT Safeguarding has contributed to a range of policies within the Trust and multi-agency policies, i.e. the Barking and Dagenham Hoarding and self-neglect policy (August 2017). NELFT have a trust-wide lead for Learning Disability Mortality Review (LeDeR), mental capacity assessment and Deprivation of Liberty Safeguards (DoLS) and Prevent as well as directorate level leadership. A Standard Operating Procedure Policy has been developed for all NELFT staff. The lead also represents at the steering groups for East London.

Mandatory reporting for LeDeR, MCA/DoLS and Prevent is embedded in the trust via safeguarding systems and the Trust incident reporting system (Datix). MCA/DoLS and Prevent training has maintained targeted compliance. Furthermore, MCA/DoLS training requirements has since been revised and is now mandatory to ensure MCA 2005, (and the interface with mental health act) is embedded into everyday practice.

The NELFT Safeguarding Team completed and published a range of audits in 2017. Good practice identified included timeliness and quality of advice given by the safeguarding team; 100% compliance with MSP objectives and an increase in the appropriate use of safeguarding alerts in patient electronic records. Improvements include embedding tools such as child sexual exploitation (CSE), female genital mutilation (FGM) and Safe Lives (DV). This has been strengthened within safeguarding training and discussed at safeguarding supervisor's networks and link practitioner forums.

Contribution to Multi-agency Safeguarding Practice and Partnership Working Arrangements

NELFT continues to prioritise partnership working at both strategic and operational levels and ensure significant contribution to safeguarding learning and development within the multi-agency of LBBD. This includes representation at the SAB, which regular attended by the NELFT Integrated Care Director for Barking and Dagenham. Key pieces of work are supported by the AD Safeguarding and the Safeguarding Adults team.

The NELFT safeguarding team meets regularly with the designated safeguarding professionals at the CCG and to review the safeguarding strategy, safeguarding risks and review any learning and action plans from SAR/DHR/SCRs. All staff have an obligation to provide information to the local authority in relation to safeguarding enquiries as specified in the Multi-Agency Safeguarding Policy and Procedures and the Care Act 2014. NELFT practitioners attend strategy meetings and case conferences as required by the section 42 safeguarding process.

NELFT took part in the planning and development of the modern slavery/trafficking and MCA event in Barking and Dagenham. NELFT successfully piloted mental capacity assessment training utilising actors. This was very well received by NELFT practitioners. The concept was then recommended by NELFT for the SAR learning event in May 2018 whereby the individual who had a learning disability was subjected to modern slavery. The event emphasised the importance of utilising the IMCA advocacy service.

Objectives or Ambitions for 2018/19 in Relation to Safeguarding Adults

The NELFT Safeguarding Adults and Safeguarding Children SOP's are being fully revised and aligned into a single guidance document. This document will include embedded live links to relevant policies and procedures to strengthen the accessibility to relevant information and guidance for NELFT frontline staff. The NELFT safeguarding team are working with CCG colleagues in preparation for the final publication of the 'Safeguarding for Adults: Roles and competencies' - intercollegiate document, which is expected towards the end of 2018. The purpose

is to scope the current training offer within NELFT against the draft document that was released in March 2018. Additionally, there will be a review of the domestic violence, exploitation, MCA and DoLS training packages. The NELFT Safeguarding team will produce a newsletter on a quarterly basis which will be a practice briefing sharing learning and themes from Safeguarding Adults Reviews (SAR), Domestic Homicide Reviews (DHR) and other reviews such as LeDeR and SIs.

A re-audit of NELFT's adherence to the DoLS procedures is in the data collection stage. This is part of the evidence to demonstrate embedding of the MCA and DoLS legislation into everyday practice across the Trust.

SAB Self Assessment and Peer Challenge 7

Elsewhere in this report is some of the detail which illustrates the Board's performance and quality assurance oversight responsibilities. Additionally, at the end of the 2017/18 performance year (in June 2018) the SAB completed an individual partner self-assessment, assurance and audit process, concluding with a live 'peer challenge' exercise of each's submission.

The exercise covered areas such as leadership, strategy, governance and organisational culture; responsibilities towards adults at risk (for staff and commissioned services); approach to workforce and workplace issues in relation to safeguarding; effective inter-agency working; diversity; service users being informed about safeguarding; application of learning from SARs.

Representation at the peer challenge session included the SAB Independent Chair, London Borough of Barking and Dagenham Council, the NHS Clinical Commissioning Group (CCG), the Met Police, Barking, Havering and Redbridge University Trust (BHRUT), North East London Foundation Trust (NELFT) and the Fire Service. There were three main aims for the session:

- Challenging conversations to enhance individual organisation's self-critical perspective.
- Assurance for the Board that all organisations will address statutory and non-statutory expectations in relation to safeguarding.
- Feedback to the board with regard to its effectiveness in working across the partnership to safeguard adults.

The audits and preparation work undertaken by each individual partner were used to facilitate the discussion and allowed for some extremely useful, honesty and open discussions about positive partnership working and relationships, as well as the challenges faced by individual partners and the Board itself. The session focussed on how partners and the Board could work together strategically to improve structures and processes related to safeguarding as well as ensure that vulnerable people are safeguarded. Discussions focussed on areas for improvement and how organisations and the Board could work together to achieve these.

This was the first time the Barking and Dagenham SAB had undertaken a SAB wide self-assessment, assurance, audit and peer challenge exercise, in this way. Over recent years, derived initially from a London NHS exercise and adopted more widely by the London Councils SAB Independent Chairs Group, such a process had been

followed in some other London boroughs. It had been well regarded by partners. Essentially it was to review the year preceding (2017/18) early in the following year with a view to assuring actions in 2018/19 and looking ahead to the SAB's priorities into 2019/20.

All Barking and Dagenham SAB partners agreed voluntarily to engage in the exercise, with the London Fire Service as new members of the SAB joining in just the peer challenge session. For several partners this meant adapting reviews applicable across more than one London Borough SAB to the specific circumstances of Barking and Dagenham. All did this purposefully and willingly. Each organisation's written submission was shared with colleague partners who attended the peer challenge session in person. Each organisation has received an individual note of the peer challenge session.

Additionally, the peer challenge session identified key outcomes for the SAB as a whole; issues which should be pursued by all Board partners and the Board as a whole in 2018/19 and beyond. The principle ones are these below. They were considered at the SAB meeting in July 2018.

1. Being confident that the SAB has sufficient **knowledge about safeguarding awareness in the wider community**; of places or communities which may have less awareness, including knowledge about how to report concerns, and being assured that actions are in place where there are gaps.
2. Assuring sufficient **knowledge of safeguarding among other than specialist professionals** in partner organisations, for example council community solutions staff, enforcement and housing staff or those in primary health care settings, police and fire officers, to illustrate just these.
3. Making sure that there are **good links between 'safeguarding', 'domestic abuse' and 'domestic violence'** practice, understanding and reviewing processes across the organisations; that staff understand respective roles and responsibilities; and that there are mechanisms to ensure good communication.
4. Seeking to ensure that **'Making Safeguarding Personal'** is embedded in practice by all partners, other than in exceptional circumstances when it may be less appropriate, and that its effectiveness is measured.
5. Recognising that professionals continue to need support in undertaking **mental capacity assessments in an appropriate and timely way**.
6. Seeking to ensure that there is **learning wherever it is needed from Safeguarding Adults Reviews, Domestic Violence Homicide reviews**

and other reviews, not just in Barking and Dagenham but from across London where shared information is readily available.

7. Being assured that the enhanced safeguarding risks at points of practice and organisational interface are fully appreciated and addressed, most obviously in relation to **discharge of more vulnerable people from hospital care into community settings and people's own home.**

These outcomes from the peer challenge session form the priorities for the SAB in the current and coming year and will feed into production of a SAB longer term strategic plan from 2019/20.

Safeguarding Adult Reviews

8

The Safeguarding Adult Review (SAR) Committee, under the Care Act, has responsibility for commissioning and leading on SARs.

During 2017/18 the Safeguarding Adult Review Panel considered one case which did not progress to a SAR. The Safeguarding Adults Board completed one SAR that had been started in the previous year. The S Committee oversaw the review and presented the final report and action plan to the Safeguarding Adults Board for sign off and agreement for publication.

Safeguarding Adult Review 'Drina'

This Safeguarding Adults Review (SAR) 'Drina' was commissioned by the Barking and Dagenham Safeguarding Adults Board into the apparent failure to safeguard Drina, a vulnerable 35 year old Romanian female with learning disabilities. Drina became known to the London Borough of Barking and Dagenham and the Police on the 17th November 2016 having been found when bailiffs attended a house in Dagenham, regarding financial matters. Drina was seen in a dirty and unkempt condition in circumstances that led them to believe that she was being kept as a slave. They immediately reported their concerns to police. Drina was pushed into a van by occupants of the house before police arrived and was taken away from the premises. Drina was later traced by police at a house in Walthamstow and taken to a place of safety. Drina was later determined by the UK Home Office National Referral Mechanism (NRM) to be a victim of Modern Slavery. Drina was repatriated back to Romania on the 19th December 2016. An Independent Reviewer was commissioned to carry out the SAR.

The key findings and learning from this SAR across the partnership were:

- Undertaking mental capacity assessments, human rights assessments, risk assessments and multi-agency meetings to share information across partners
- Use of translators and independent mental capacity advocates to support victims
- Raising awareness of modern slavery and human trafficking to professionals
- Raising awareness of whistleblowing policies and supporting staff to report concerns
- Use of expert medical advice to be sought by the Police to obtain and preserve evidence for potential criminal investigations.

All Safeguarding Adult Review reports published by the SAB can be found at this link

<http://careandsupport.lbbd.gov.uk/kb5/barkingdagenham/asch/advice.page?id=cGthvG2UuNE>

Quality of Care

9

As part of its performance review and quality assurance responsibilities the SAB is routinely advised of significant external statutory inspections (for example, Care Quality Commission (CQC), Her Majesty's Inspector of Constabulary (HMIC) of partners themselves and also individual organisations in the borough, for example nursing and residential care homes and domiciliary care services.

North East London Foundation Trust (NELFT) CQC Inspection

NELFT was inspected in October and November 2017, was rated as 'good' for being effective, caring, responsive and well led. It was rated as 'requires improvement' for being safe.

Following the Care Quality Commission's (CQC) previous inspection in 2016, the trust had implemented a comprehensive improvement plan and the majority of CQC's recommendations had been put into practice.

The 'safe' key question remains rated as 'requires improvement' and there are further improvements that the trust must make in six of the core services. This includes addressing areas such as ensuring staff had completed mandatory training, hand-washing, fire safety, medicines management, use of restraint, updating risk assessments and maintaining clinical equipment. The trust is addressing this as a matter of urgency.

Barking Havering and Redbridge University Hospitals Trust CQC Inspection

BHRUT was inspected on 23rd January 2018. The rating of 'requires improvement' had stayed the same from the previous inspection. The main reasons were that:

- medical staff compliance with mandatory training was below the trust target.
- vacancies and the use of bank and agency staff impacted staff morale in some services. There was a shortage of medical cover on surgery wards, especially in the evenings and at weekends. The emergency department did not use standard tools for assessing risks and severity of the condition of mental health patients.
- although medicines management was good overall, the recording of temperatures for the storage of medicines was inconsistent.
- the environment of the EUCC raised a number of patient safety concerns.

However, the CQC did find that there are good standards of infection control, although the infection control team did not have a system to identify trends in infection. There has been a raised profile for compliance against World Health Organisation (WHO) checklists. In addition, staff demonstrated appropriate knowledge and understanding of safeguarding procedures and how to escalate concerns. There was also evidence that serious incidents were appropriately investigated and that learning and outcomes were shared with staff.

Barking and Dagenham Primary Care Providers

Out of thirty-five GP practices in the borough ten were rated by CQC as 'requires improvement' under the 'safe' rating. Contractual breach notices were issued where appropriate, and all practices rated overall as 'inadequate' were placed in special measures. Primary care also identified a number of common themes in terms of short fallings highlighted by the CQC, which have been used to develop an action plan to support practices to improve. In addition, an independent organisation was commissioned to deliver a support programme for practices rated overall as 'requires improvement' which ran through much of 2017. This provided practical, hands on support to help practices develop Action Plans to address short fallings identified by the CQC and undertake the work necessary to implement them prior to re-inspection. Practices that were rated overall as 'inadequate' were eligible to access Peer Support Programme commissioned by NHS England.

The Adult Social Care Provider Market

The Council's Quality Assurance team are continuing to work closely with the new area team at the Care Quality Commission (CQC). The focus on building good working relations has resulted in better information sharing to improve quality and standards in the provider care market. The CQC and the Quality Assurance Team have shared consistent views about the performance of local social care providers over the course of the last year. The risk-based approach to assessing provider performance, and planning appropriate interventions, has continued to ensure that providers are more robustly monitored and by using improvement plans are moving more swiftly away from needing escalated oversight. During 2017/18 eleven local social care providers were rated by the Care Quality Commission as either 'requires improvement' or 'inadequate' out of a total of 101 operating in the borough.

Quantitative and qualitative data is used to assess providers. Information on the number of safeguarding alerts, complaints and calls to the London Ambulance Service are used and performance monitoring data is shared between the Quality Assurance Team with and the Commissioning Team. The Quality Assurance team attend the Local Quality Surveillance Group meeting along with BHRUT, CCG, CQC along with other health professionals including the London Ambulance Service. This

gives professionals the opportunity to share information across neighbouring boroughs and discuss how working together to undertake joint visits and support local providers across the local sub regional footprint.

Service user feedback is gathered regularly via telephone surveys undertaken by a volunteer and quality assurance staff and through visits with service users and also family members. This is used to assess satisfaction with services and to highlight any issues with the relevant professionals, service or provider. Feedback is provided to commissioners to help shape and plan services. Complaints and Members' enquiries are shared with the Quality Assurance team to allow the opportunity for investigation and feedback.

The three main commissioning areas for vulnerable adults include older people, mental health and learning disabilities. Commissioners have been working with community groups, service users and their families to develop a range of principles to ensure the voice of the community is heard within commissioning practice. The central thread of this is for services be delivered as close to home as possible so that service users are supported by family, friends and local networks.

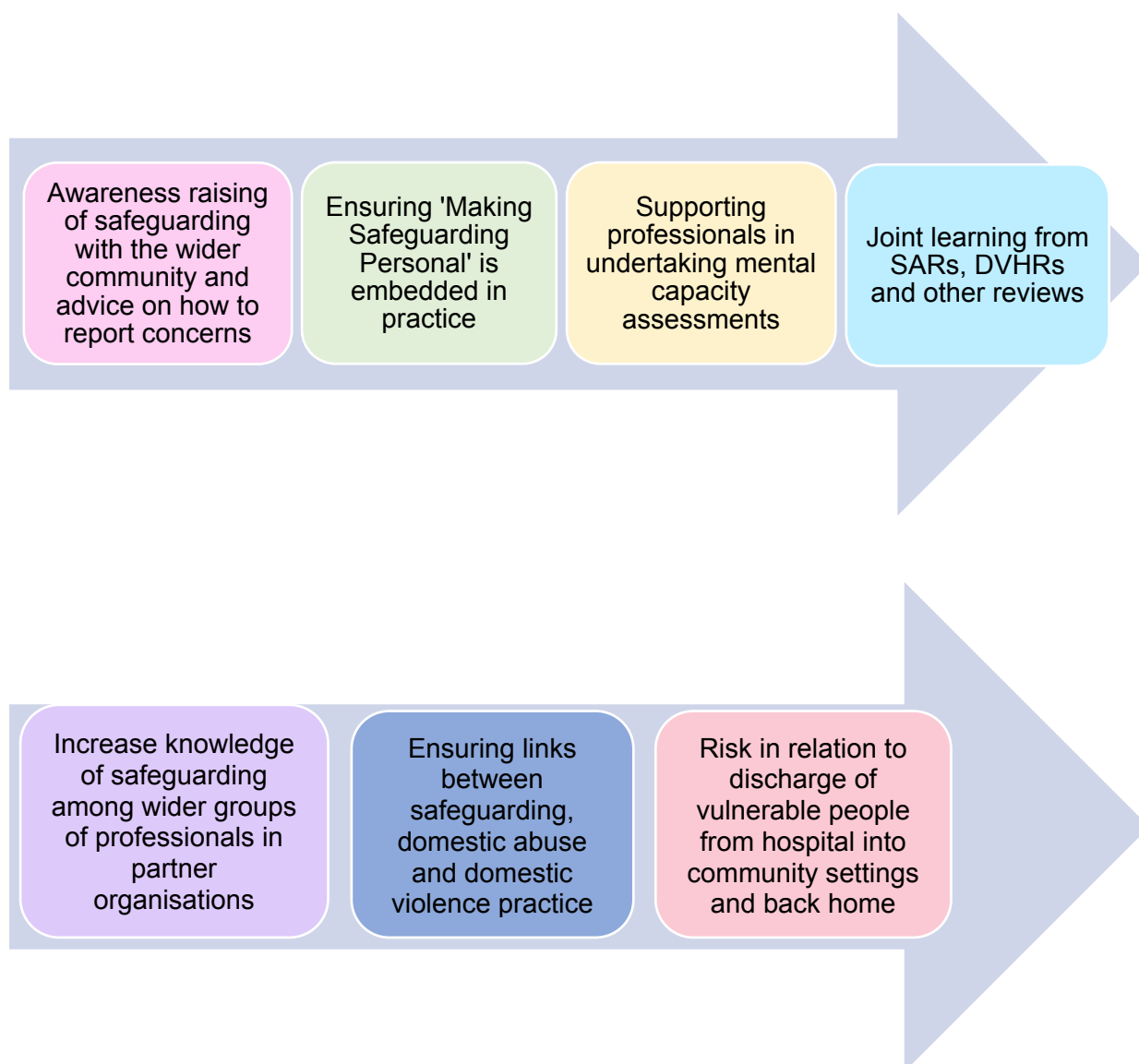
For mental health and learning disability, commissioners have identified the following gaps within our current commissioning portfolio, these include utilising supported living offer, other forms of specialist accommodation such as co-living, a forensic offer and specialist floating support to provide support to people in their own homes. The Commissioning team are currently undertaking a tender process for mental health and learning disabilities to ensure that these gaps are met, and that these services meet the needs of our local population, both now and in the future. To this end we have been engaging with the provider market to ensure that the market can meet our needs and will have service user involvement throughout the process.

Commissioners continue to work in partnership with local providers of services to older people, including but not limited to residential and nursing homes and providers of domiciliary care in an effort to maximise the quality of services available. There are quarterly provider forums for both service types and providers are actively encouraged to help shape the agenda for the meetings so that they are useful and provide a valuable source of information. Over the coming year a tender exercise will be undertaken for all home care and crisis intervention services commissioned by the local authority. The current contracts for these services are due to come to an end in January 2020 and work has already begun to look at how they could be remodelled to ensure they best meet the need of both the local authority and its service users. The Commissioning team are also working to produce information and advice packs for service users to help them navigate the adult social care system. The packs will contain information on a wide range of subjects including the assessment process, services, safeguarding, end of life care and the financial assessment process.

Partnership Priorities for 2018/19 10

The Board regularly considers the work of the SAB in light of the changing context of health and social care nationally and locally and of other partner organisations, emerging risks and financial pressures. The Board recognises the need to have oversight of safeguarding practice to ensure that quality of care is not compromised. The SAB has a role to play in supporting the workforce across the partnership, ensuring that they have the skills and competencies to fulfill their roles.

The Safeguarding Adult Board priorities for 2018/19 are set out below. These are incorporated into the SAB's strategic plan and committee work plans



Healthwatch

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When engaging with the public, Healthwatch ask specific questions depending on the area of service we are inquiring about. We have found, that unless direct requests or issues are raised, people using services don't speak about safeguarding matters to us.



The most likely scenario where safeguarding issues might get raised is during Enter and View visits at services like care/nursing homes.

From the visits undertaken by Healthwatch over the last year, the feedback and observations that have emerged haven't raised any safeguarding matters however, some areas of services where standards could be compromised, could lead to preventable and potentiated safeguarding concerns if not raised early and addressed.

We are aware through our involvement with quality surveillance, that health and care monitoring teams working with CQC inspectors and the local authority are scrutinising services and acting on safeguarding concerns.

This provides us with insight and an opportunity to raise issues about services, with officers who have the legal powers to investigate safeguarding issues that are raised through their processes and impose remedial actions to prevent safeguarding events occurring.

Further Safeguarding Information

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For further information about safeguarding and information about the Safeguarding Adults Board please use the following link

<https://www.lbbd.gov.uk/residents/health-and-social-care/adults-care-and-support/safeguarding-adults/safeguarding-adults-overview/>

To report a safeguarding concern:

Adult Triage, Community Solutions

020 8227 2915

intaketeam@lbbd.gov.uk or safeguardingAdults@lbbd.gov.uk

Out of Hours Emergency Social Work Duty Team

020 8594 8356

adult.edt@nhs.net

In an emergency:

Call 999 and ask for the Police

Call 101 if you are worried but it is not an emergency.

ASSEMBLY**21 November 2018**

Title: Annual Reports 2017/18- Adoption and Corporate Parenting- a new approach	
Report of the Cabinet Member for Health and Social Care Integration	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Heather Storey, Head of Commissioning; Children's Care and Support	Contact Details: Tel: 020 8227 2827 E-mail: Heather.Storey@lbbd.gov.uk
Accountable Director: April Bald, Operational Director for Children's Care and Support	
Accountable Strategic Director: Elaine Allegretti, Strategic Director for People and Resilience	
<p>Summary:</p> <p>The Council is required to produce annual reports on corporate parenting and adoption, both of which are included in the agenda, for your consideration today. Whilst useful and important, these reports primarily serve the purpose of acquitting our reporting duties to the DfE and in isolation, do not reflect our more considered and systematic approach to permanency planning for the children and young people in our care.</p> <p>This report outlines the contents of the two annual reports and describes the new approach that will be taken to producing these in future.</p>	
<p>Recommendation</p> <p>The Assembly is recommended to:</p> <ul style="list-style-type: none"> (i) Note the contents of the two annual reports on adoption and corporate parenting respectively. (ii) Note developments in children's social care over the last 6 months and support their reflection in a more useful, timely and purposeful strategy. 	
<p>Reason(s)</p> <p>The purpose of this report is to update Assembly on the work of Adoption and Corporate Parenting, highlighting key achievements and priorities for the coming year.</p>	

1. Introduction and Background

- 1.1 Looking after and protecting children and young people is one of the most important jobs that councils do and when a child, for whatever reason, can't safely stay at home, it is up to us as the local authority to step in and give them the care, support and stability that they deserve.
- 1.2 This isn't just up to the lead member or director of children's services – we need everyone looking out for our most vulnerable children and young people, and every councillor has a role to play. Being a corporate parent means doing everything we can for every child in the council's care – and every care leaver – to give them the opportunities that other children get. This covers everything from keeping an eye on their progress at school, to looking after their health and wellbeing, to preparing them for life as independent adults – and supporting them when they get there. We need to be ambitious for the children in our care, encouraging them to dream big and take chances even if they don't feel like that's been an option in the past.
- 1.3 The Adoption Annual Report provides an update on the progress of plans for regionalisation, Barking and Dagenham will join with the East London boroughs of Tower Hamlets, Havering, Redbridge and Waltham Forest and potentially Newham. The London Borough of Havering has been identified as the local authority to be the Hub for East London. The aim is for the Hub to be set up by the spring of 2019, but this may be undertaken in stages from April 19 onwards. The final plans have yet to be agreed by the local authorities that will make up the East London Region and then the proposals will need to be ratified by each authority's Cabinet.
- 1.4 Timeliness continues to be a challenge in adoption and we are scrutinised against DfE standards through the Adoption Scorecard. Nationally there has been a marginal increase in children being referred for adoption decisions and in 2017/18, LBBD saw a slight increase in the number of children who were given the decision that they 'should be placed for adoption' (SHOPA) decision as well. This was an increase from 18 cases to 22 cases between 2016-17 and 2017-18. A contributory factor was a number of sibling groups needing placements.
- 1.5 The Corporate Parenting Annual Report provides an update on the numbers of children in care as well as some of the key events over the last year, including Takeover Day. Our 0-9 population is underrepresented in care, with 10-17-year olds being overrepresented. Boys are overrepresented, making up 53% of all those in care. White ethnic groups are overrepresented in care, with Black African and Asian groups being underrepresented in care relative to the local population. 2014-2017 has seen a downward trend in children entering care and children in care, with minor trend fluctuations in 2017/18.
- 1.6 One of the critical things our children and young people need is stability and clear plan for permanence in their future. This might mean a plan to remain at- or return home with their parents, to progress to independence, to remain in a happy foster placement, a plan for adoption or a placement in residential care; regardless planning for permanence is critical. We recognise that this approach to achieving permanence for our children and young people cuts across the children's care and support and doesn't apply just to children in care. It is also impacted by and reflected in our approach to- and performance in corporate parenting and adoption, as well as other areas.

2. Proposed Strategy

2.1 It is for this reason that we are developing a Permanency Strategy, which will underpin our plans for permanence throughout every child's journey. The Permanency Strategy will encompass the following and will incorporate and replace the two annual reports you are being presented with today, in future years. We will still, however, need to report to the DfE on these items annually and therefore these elements of the strategy will be updated every year so that we can fulfil that duty.

- A needs analysis and performance report including:
 - Adoption
 - Corporate parenting
 - Demand analysis and projections
- Our strategy for improvement including
 - Early permanence planning
 - The edge of care
 - Return home and Special Guardianship
 - Fostering
 - Residential care
 - Adoption
 - Leaving care
 - Participation and co-production
- Our strategy for ensuring sufficiency including
 - Placement and carer sufficiency
 - Commissioning plans
 - Care leavers' accommodation
 - Demand management
 - Market management

2.2 The strategy will be developed over the next 2 months, in line with revisions to the target operating model and in response to previous performance and anticipated policy developments.

3. Consultation

3.1. One key element of our work in corporate parenting and in planning for permanence is ensuring that children and young people are involved, both in their own plans and by feeding into broader service development through groups such as Skitz and the Corporate Parenting Board. The Corporate Parenting Annual report outlines activity in this area over the last year and the new strategy will seek to further improve opportunities for children and young people to meaningfully contribute to planning.

Public Background Papers Used in the Preparation of the Report: None

List of appendices:

Appendix 1- Adoption and Permanence Annual Report 2017/18

Appendix 2- Corporate Parenting Annual Report 2017/18

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Adoption & Permanence Annual Report

2017-2018



Introduction

One of our key priorities is to secure permanence for our children from the day that they come into our care. Permanence can be achieved through a number of routes, children who return to their birth family, placed with friends or relatives, permanent new or existing families, adoptive families, carers that have been granted a Child Arrangement Order or Special Guardianship Order, or for a very small minority residential care. Whatever the route, the imperative is ensuring that they are brought up in secure, loving home that meets all of their individual needs.

This report provides an update on activity in the Adoption Service from 1st April 2017 to 31st March 2018, and incorporates the activity in relation to Adoption, Special Guardianship Order and Long term fostering, and sets out plans for the new financial year. The Barking and Dagenham Adoption Service operates within the regulatory framework of the Children Act 1989; Adoption and Children Act 2002; and the Children and Families Act 2014, Adoption Regulations, associated Statutory Guidance and National Minimum Standards.

The Adoption Service was last inspected in April – May 2014, as part of the wider inspection of services for children in need of help and protection, children looked after and care leavers. The Adoption performance was judged as Requires Improvement.

The Progress of Regionalisation

The plan for London has become clearer this past year, with the identification of four London regions. These will be North, South, East and West London. Barking and Dagenham will join with the East London boroughs of Tower Hamlets, Havering, Redbridge and Waltham Forest and potentially Newham. The London Borough of Havering has been identified as the local authority to be the Hub for East London.

A project manager has been employed at Havering Council, and the process of defining the structure and work parameters of the East London Region are in the process of being developed.

The aim is for the Hub to be set up by the spring of 2019, but this may be undertaken in stages from April 19 onwards. The final plans have yet to be agreed by the local authorities that will make up the East London Region and then the proposals will need to be ratified by each authority's Cabinet.

Adoption Issues

The main issues within LBBD's Adoption Service continue to be the time children wait to be placed in an adoptive home, and the mismatch between the adopters available and waiting and the needs of the children needing an adoptive placement. Whilst local authorities have tried to address these issues there has still been an impact on adoption outcomes. According to 'Adoption Match' "only 40% of children (443) on the Adoption Register as at the end of June 18 are seeking a single placement, whereas 74% of the families (423) on the Adoption Register are seeking a single placement".

In LBBD we have a number of sibling groups needing adoptive placements. The picture nationally mirrors this situation in other local authorities. According to the Adoption Register “The number of sibling groups of two or more remains high at 60% (671) but the number of families seeking 2 or more children at 26% (148) is still unbalanced.”

The legal processes continue to have an impact on the timescales for placing children in their adoptive placements. There have been continuous challenges from birth parents to the granting of Placement Orders and Adoption Orders. There is now caselaw which prohibits the placement of a child whilst an appeal is pending. This has impacted on the Adoption Scorecard adversely for a few children.

The aim of the adoption reform programme was that local authorities were expected to place children in permanent homes without undue delay. However, some of the ‘Harder to Place’ children, that characterise a good proportion of the children that have an adoption plan; such as children with special needs or sibling groups, take longer to find an appropriate family. Barking and Dagenham council are committed to ensure that these children are found adoptive homes, even if it takes longer and a number of such children have impacted on the Scorecard performance even though the eventual outcome has been an adoptive family that can meet their needs.

The inter-agency fund that the Government uses to refund payments made to other local authorities and agencies for the use of their adopters changed last year. Only children who are termed “hard to place” and whom have been waiting at least 18 months will now have their fees reimbursed. This has had financial implications for the Department, as we have bought families from other agencies in the reporting period that will no longer be refunded by the government as they do not fall within the criteria.

In addition, there have been changes to the Adoption Support Fund, in which the government placed a limit on funding to £5000 for each child has had some implications for children needing ongoing therapeutic support post adoption.

Decisions for Adoption

Nationally there has been a marginal increase in children being referred for adoption decisions. In 2017/18, LBBD saw a slight increase in the number of children who were given the decision that they ‘should be placed for adoption’ (SHOPA) decision. This was an increase from 18 cases to 22 cases between 2016-17 and 2017-18. A contributory factor was a number of sibling groups needing placements.

- 3 groups of 2 siblings
- 2 groups of 3 siblings
- 10 individual children

According to the Adoption Leadership Board the number of local authority decisions that a child should be placed for adoption has stabilised over the last 3 years. “The number of local authority decisions that a child should be placed for adoption and placement orders granted by courts fell in the second half of 2013-14. Approximately 21% fewer decision for adoption were made in 2015-16 compared to 2013-14.” The numbers have dropped over the following years. This has meant for last year we

have seen our numbers of children placed for adoption, and the corresponding number of adoption orders fall.

We have endeavoured to ensure that there is increased effective planning for permanence for the children, and we are now seeing children referred at an earlier stage. Our referrals have increased compared to other boroughs and more children given ADM decisions for adoption, but some plans subsequently changed to SGO within extended family. However, there is an increased awareness that adoption is a potential option for children resulting in an increase in referrals for an ADM decision.

Routes Through to Adoption

We continue to consider traditional and new initiatives to identify adoptive families for children needing placements. To this end, we are members of “Adoption Link” (an on-line web search for adopters to identify potential matches themselves, similar to the National Adoption Register) and “New Family Social” (an organisation which supports LGBT prospective and approved adopters).

We also attended 3 Adoption Exchange Days and two Adoption Activity Days. Adoption Activity Days are fun events that are held for children who are considered to be harder to place and for adopters to meet them in an informal setting. The aim is to break down preconceptions about such children and for matches to be ‘adopter driven’ by making connections with children who they may not have considered previously. However, we did not make any matches through these events in 2017-18.

Fostering to Adopt

This is a scheme where carers are dual approved as both adopters and foster carers. The child may return home to their birth family, but the local authority strongly anticipates that they will go on to be adopted by their carers.

Fostering to Adopt schemes are not appropriate for all situations as the adopters have to bond with a child as well as managing the risk that the child will be returned to their family. However, if this arrangement is considered appropriate it is extremely beneficial to the child who has no change of carer, which is preferable for maintaining attachments to their primary carer. In most cases children transition from foster carers to adopters and although this transition is managed well during the introductions period it does mean a change for the child.

We discuss with all our prospective adopters about ‘foster to adopt’. We currently have a case where the child has been placed with their siblings who have already been adopted. The child is doing well in placement and it is anticipated that the court will grant a Placement Order. However, during the reporting year of 2017-18 we did not have any children placed under this scheme.

Summary of the Children Referred for Adoption (SHOPA)

This year the total number of children with SHOPA decisions, was 22 children, compared to 18 in 2016-17 and 28 in 2015-16.

There were no relinquished children in this period.

Children's Plans for Adoption – Approvals and Rescinded Decisions

There were 3 children whose plans were rescinded from the 2017-18 list as alternative permanent plans were devised for these children.

- 1 single child and a sibling group of 2 children

Details of Children Approved for Agency Decision Maker

Boys	Girls	White British	European	Mixed heritage	Black African	Asian
13	9	15	3	1	2	1

Age Breakdown

0-1	1year	2years	3years	4years	5years
6	3	3	2	5	3

Summary of the children who were matched in 2017-18

Of the 11 children who were matched with families for adoption (where the adoption order has not yet been granted), there were 5 single children and three sibling groups of two children. Of these matches, 4 children were matched with in-house adopters. This consisted of 2 single children and a sibling pair. (See Appendix 4)

Of the remaining 6 children, who were matched to interagency adopters (adopters approved by other local authorities or voluntary adoption agencies), these were 3 sibling groups of two.

The cost of such inter-agency placements is approximately £27,000 for one child (or £29,700 if purchased from a London adoption agency); and £43,000 for sibling groups of two (London fee is £47,300). The Adoption Reform Grant fund the purchasing of interagency placements, providing the child/ren are classed as 'hard to place' and has been waiting for 18 months or over for a family. The costs will be increased in 2018-19.

Summary of the children who were adopted 2017- 2018

The total number of children who were granted Adoption Orders during this period was 12 children. (See Appendix 1)

Boys	girls	White British	White European	Mixed Heritage	Black African	Asian
4	8	11	1	0	0	0

Age Breakdown

0-3 years	4-7 years
9	3

Sibling Groups and Individuals

Single children	Siblings (2 children)
6	3 groups

Timeliness: Adoption Scorecard

The Adoption Scorecard is used to measure performance. This tool allows the Department for Education (DfE) to measure how swiftly children are placed for adoption, with government thresholds set against two indicators measuring:

- **A1** - The time it takes for a child from entering care to moving in with their adoptive family.
- **A2** - The time it takes match a child to a family following the making of a Placement Order.

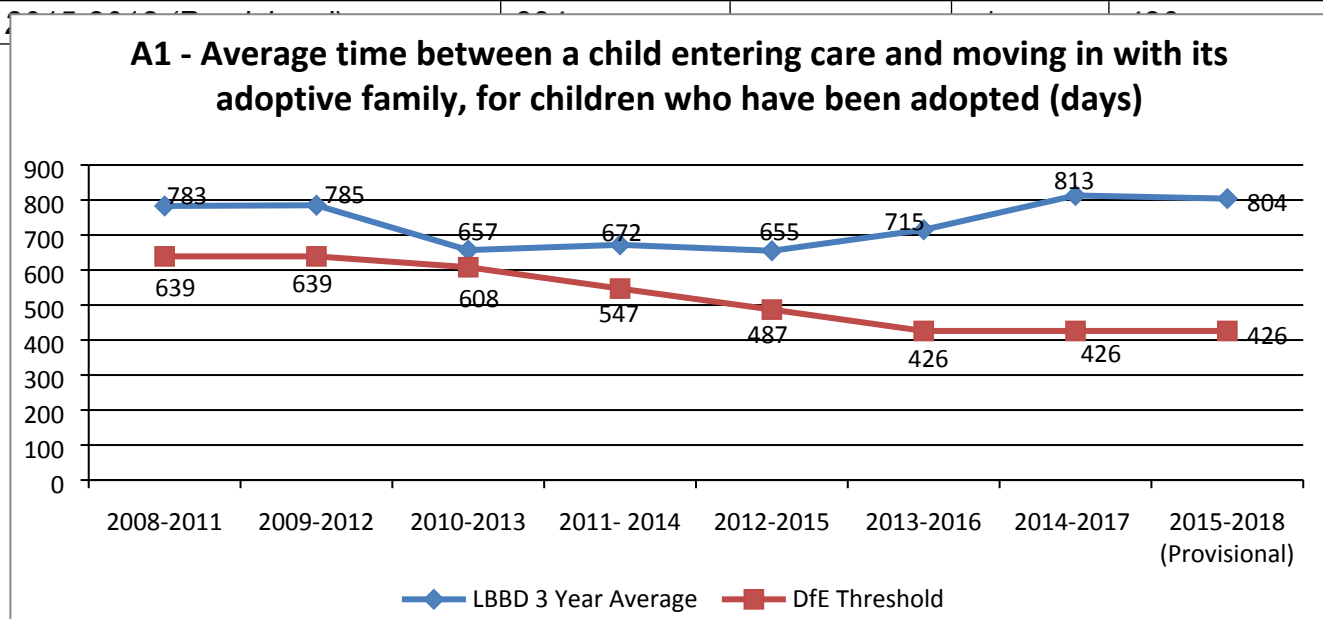
The Scorecard was published in April 2018 and takes account of the period 2014-17 so the children adopted in the reporting period of 2017-18 are not yet on the scorecard. However, the children who were added to this published scorecard (i.e. those adopted in 2016-17) were highly complex. Case summaries of the 3 children who took the longest were provided to the DfE and are attached as Appendix 2.

A1 - Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (426 days)

Within 2014-17, Barking and Dagenham on average took 813 days (2 years 3 months) between a child entering care and moving into its adoptive family – 387 days above the national threshold of 426 days (1 year 2 months). This represents a longer time period for A1 when compared to 2013-16 performance (715 days) and is also significantly above the England average of 520 days. Barking and Dagenham's performance on A1 is also above our statistical neighbours' average of 565 days.

In 2017/18, 12 children were adopted (6%) and performance on A1 decreased from 1127 to 506 days which is much closer to the national threshold. This performance will reduce our 2015-18 performance from 813 days to 804 days. Once published in 2019 performance will be 378 days (1 year 2 weeks) off the national threshold set at 426 days.

A1 Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (426 days)	LBBB 3 Year Average	National	London	DFE Threshold
2008-2011	783	626	701	639
2009-2012	785	636	715	639
2010-2013	657	647	703	608
2011- 2014	672	628	662	547
2012-2015	655	593	619	487
2013-2016	715	558	599	426
2014-2017	813	520	574	426



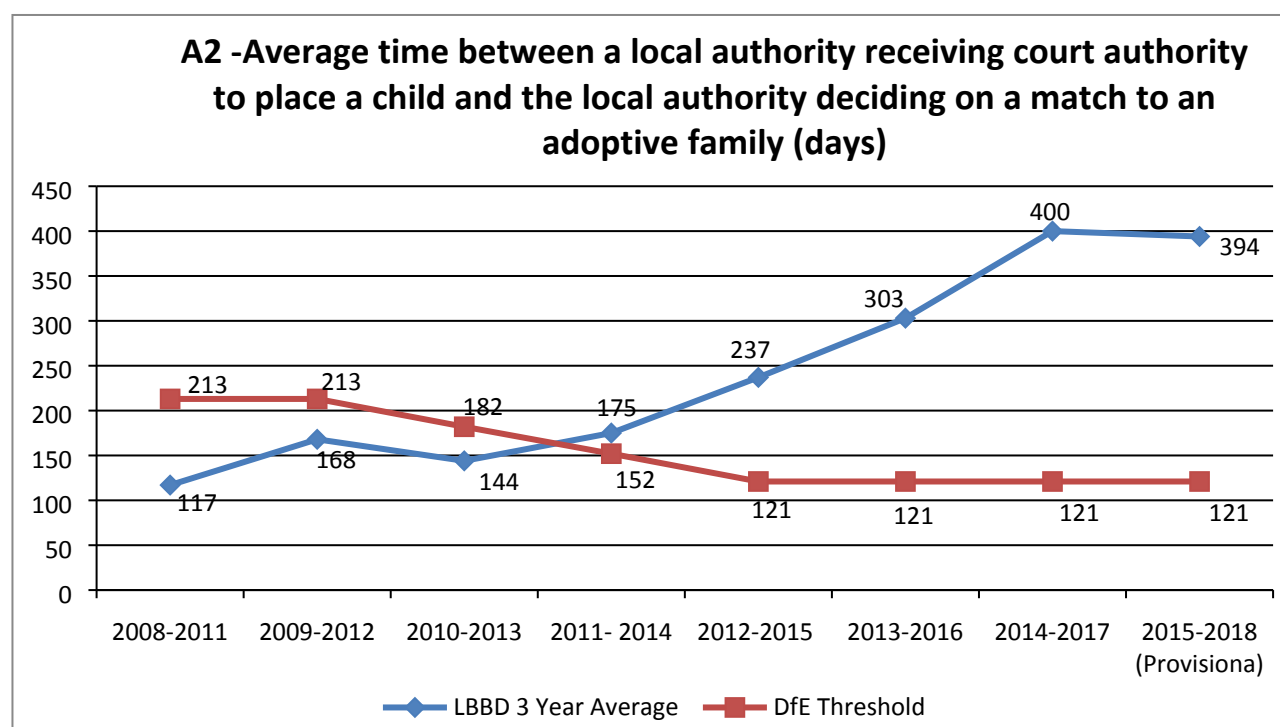
A2 - Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (121 days)

The national threshold for the average time between receipt of a placement order and the confirmation of a match is 121 days (4 months). Within 2014-17, on average, Barking and Dagenham took 400 days (13 months), which is 279 days (9 months) above the threshold. This also represents a longer time period for A2 when compared to 2013-16 (303 days) performance and is also above the England average of 220 days. Barking and Dagenham's performance on A2 is also above our statistical neighbours' average of 247 days.

The 2017-18 adoption performance for A2 is 262 days, 141 days (5 months) above the national threshold. This performance will reduce our 2015-18 adoption scorecard performance slightly from 400 to 394 days, which will be 273 days above the threshold.

However, from Appendix 1 it can be seen that we placed three sets of sibling groups in 2017/18. All the children placed in this period were placed well below the DfE average time, except for one child who was a Black child who had sickle cell disease.

A2 Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (121 days)	LBBB 3 Year Average	National	London	DfE Threshold
2008-2011	117	173	147	213
2009-2012	168	195	173	213
2010-2013	144	210	197	182
2011- 2014	175	216	203	152
2012-2015	237	223	218	121
2013-2016	303	226	232	121
2014-2017	400	220	235	121
2015-2018 (Provisional)	394	n/a	n/a	121



[The key point to note is that the 2014-17 adoption scorecard has reached a peak in terms of numbers of days for both A1 and A2. The next two adoption scorecards to be published will see a reduction for both indicators.](#)

As a result of the newly published Scorecard data, the Local Authority received a letter from the Under Secretary of State due to the thresholds not being met and a detailed response has been provided to the Minister. A further meeting will be held with DfE representatives to further interrogate performance – date to be confirmed.

Disruptions

There have been no disruptions, post placement or post order, during this reporting period.

Adopters

Recruitment Activity- 2017-2018

Activity over the April 2017 to March 2018 period included:

- Taking part in 3 adoption events – national and local ‘Exchange’ events, covering Manchester, Leeds, and London.
- 9 adoption information events coordinated and promoted by ELPAC.
- Professional photography for all children with adoption as their plan
- Joint working with East London Adoption Marketing Group - boroughs are Havering, Redbridge, Waltham Forest, Newham and Tower Hamlets. Outcomes include a new website for East London Adoption
- Providing enquiry booklets for prospective adopters when asked and at information evenings.
- We continue to post a short film about adopters’ journeys with us – used on social media and Lbbd.gov.uk website
- Uploading profiles on Adoption Link and managing enquiries

Summary of Approved Adopters

Table 13. Number of approved adoptive families

No of Approvals (families)	4 Families
----------------------------	------------

6 families were approved in 2016-17 (12 families in 2015-16). In 2017-18 we approved 4 families that were home adopters, and two inter-country adopters who were adopting from India and Bangladesh. Adopter numbers have been low due to the fact that there are a number of adopters nationally who are waiting for placements. In order to place children quickly we have purchased adopters from other local authorities or independent agencies.

Approvals

Approved Adopters (Figures for 2015-16 in brackets)

Table 14. Number of couples/Single adoptive families

Couples	4
---------	---

Ethnicity of Adults Approved

Table 15. Ethnicity of Approved Adopters - Couples

Couples	
White British	3
Black British/African	1

Sexuality of Adults Approved

Table 17. Sexuality of approved adopters

Couples	
Heterosexual	3
Same sex (female)	1

To provide additional support to lesbian, gay, bisexual and transgender adopters, as mentioned above, we are members of “New Family Social” a registered charity that works closely with adoption and fostering agencies across the UK.

Independent Review Mechanism (IRM)

There were no appeals to the IRM this reporting year.

Panel Attendance April 2017 – March 2018

LBBD’s Adoption and Permanence Panel meets monthly to make recommendations to the Director of Operations, Children’s Care and Support, who acts as the Agency Decision Maker (ADM), with regard to the approval of prospective adopters and the matching of children with specific families. Additional panels can be convened as necessary, although this was not required during this period. Two panels were cancelled as there were no cases to present.

The composition of the Panel is in accordance with the Adoption Agencies Regulations 2011 and includes independent members. The Chair is also an independent person who has significant experience of adoption work. During the past year at least three panel members resigned for various personal reasons, and we have recruited a further three members to replace them.

Panel Training

Panel members identify areas of training that they feel they need, as well as the Department offering training that may be of interest.

Over the past year the Panel was provided with training on Life Story Work.

Panel members were also offered training organised by the East London Permanency and Adoption Consortium (ELPAC).

The Panel Chair attended a 'Refresher Workshop' for Panel members on 26th January 2018 offered by ELPAC.

All Panel members have a yearly appraisal with the Panel Chair and the ADM.

Adoption Support Services

The provision of adoption support services continues to feature heavily in the Government's current adoption reform. From the 1st May 2015, the Adoption Support Fund (ASF) became operational as recognition that many adoptive families will require additional therapeutic support throughout their adoption journey. This funding is for therapeutic support for adopters and children which can be purchased externally and funded by ASF. Since April 2017 there has been a limit placed on the ASF payments to £5000 per child per year, unless there are very specific circumstances. During the past year we made 8 successful bids to the ASF.

In total, we claimed £20,417.75 from the Adoption Support Fund in 2017-18. In addition, we spent a further £31,078 on post adoption support that we could not claim from the ASF as it did not fit their criteria.

Currently 1½ social work posts, supported by our in-house Play Therapist, provide support to birth and adoptive families who require a service.

The play therapist has worked individually with 45 adoptive families providing therapeutic support. She works with the adoptive families both pre-order and post adoption order. **Please see attached case study for further information - Appendix 3**

Other post adoption support work included family days and support groups, provided through our contract with Adoption UK. Post adoption support is also provided by staff within the team which includes ongoing support and 'one off' advice to families. They have been working with 18 families supervising contact between birth relatives and the adopted child. This can vary for each child from twice a year or more when there is separate contact for different members of the family. We have a social worker who provides life story books for the adopted child, and she has completed 10 books this year, and an independent worker has completed 4 books.

We also have an agreement with PAC via ELPAC to provide post adoption services to birth families and adoptive families.

Post Adoption Support Packages

Table 21. Number of families receiving Adoption Support packages

Number of families in receipt of post-adoption support packages (not one off advice) funded by LBBB	20
Number of families in receipt of post-adoption support packages (not one off advice) funded by another local authority or voluntary adoption agency	0
Number of families in receipt of post-adoption support packages (not one off advice) funded by another route (e.g. the Adoption Support Fund)	8
Total number of families in receipt of post-adoption support packages (not one off advice)	28

Adult Adoptee Support

Table 22. Number of families receiving Adoptee Support

Number of families in receipt of adult adoptees support packages (not one off advice) funded by LBBB	6
Number of families in receipt of adult adoptees support packages (not one off advice) funded by another local authority or voluntary adoption agency	0
Number of families in receipt of adult adoptees support packages (not one off advice) funded by another route (e.g. the Adoption Support Fund)	0
Total number of families in receipt of adult adoptees support packages (not one off advice)	6

Long Term Fostering

Long term fostering is formally considered to be a permanency option as outlined in the Care Planning and Review Regulations 2010. In 2017-18 we matched 30 children with long term foster carers at Fostering Panel.

25 matched with in-house foster carers

3 matched with IFA carers

2 matched with Connected Persons' carers

Special Guardianship

Nationally there has been a continual rise in the number of children placed with family under Special Guardianship Orders (SGO). What the evidence suggests is that children who would have previously been placed for adoption are now becoming subject to Special Guardianship Orders (SGOs). We have placed 15 children under the age of three with family under SGO, who might otherwise have been placed for adoption. However, overall there has been a slight decline in SGOs granted in this reporting year compared to the previous year – 42 orders granted in 2017-18 compared to 45 the previous year.

The reduction of SGOs granted this year may be linked to the new initiative that has been developed within the Adoption Service. We have reconfigured staff resources within the team to enable us to undertake the majority of the prospective special guardianship assessments, reducing the reliance on independent social workers. The quality of in-house assessments are generally of a much higher quality and this has resulted in family members being robustly ruled out as being suitable to care for children, or they have made the decision that they did not want to continue with the assessment process once they were fully aware of their legal duties under special guardianship.

Special Guardianship Orders Granted April 2017- March 2018

- A total of 42 Special Guardianship Orders were granted.
- As can be seen the majority of the children were in the younger age group, which also affects the number of children available for adoption.

Age Breakdown

Ages	No. of individuals
0 – 3	15
4 – 7	13
8-12	7
13+	7

Number of Special Guardianship Breakdowns/Disruptions

- A total of 4 SGO's disrupted.

Special Guardianship Support Provided from April 2017 to March 2018

- Completed 43 Special Guardianship Support Packages
- Direct work with a significant number of families relating to contact, child's behaviour, and other matters including finances.

Training Provided

- Monthly 'Introduction to Special Guardianship' training for prospective Special Guardians.
- Two-day Special Guardianship training, taking place three times a year. It covers contact, relationships, attachment and understanding and managing needs and behaviours of children that have experienced abuse or neglect.
- Life Story Training for Special Guardians takes place three times a year for half day.
- Parents' Gathering: '*How to get the most out of contact*' three times a year.
- Domestic Violence training for Special Guardians to understand the impact of DV on children.

Other Activity

- Special Guardians' Support Groups 6 times a year (including two evenings).
- Parent Support Groups 3 times a year.
- Regular consultation to social workers re Special Guardianship issues.
- Presentations about special guardianship at team meetings twice a year at all the Children's Services' team meetings.

Events for Special Guardians and their Families

- Summer picnic for SG families.
- Special Guardians - Christmas lunch.

Summary of Activity for 2017-18

Achievements

- We have had no adoption disruptions for the fifth consecutive year.
- We have made a number of successful bids to the Adoption Support Fund, that have helped children with therapeutic support.
- We have completed 10 of Life Story Books for children who have been waiting.
- We have successfully placed a number of harder to place children in adoptive families.
- The Adoption Improvement Group has been meeting regularly and this has had a beneficial impact on the way we work in terms of communication with the different teams and monitoring the children whose care plan is adoption.

Challenges

- Continuing to improve the Scorecard performance.
- Finding families who are suitable to be matched with our children.
- There continues to be parental challenges to the Placement Order applications that delay cases in court.
- The team have had an increase in the number of court statements, both Family Finding and SGO assessment and support packages, that have had an impact the work of the team, who have had to produce reports within short timescales.

Priorities for 2018 - 19

The priorities related to Adoption & Permanence in 2018-19 are:

- Continue with the Adoption Improvement Group to address in particular, the scorecard performance and delays in care proceedings and family finding.
- To Improve on our Score Card performance whilst still considering adoption for hard to place children.
- Further work with all teams in Children's Care and Support on improving permanency planning and creating a culture of 'Every Day Counts' for all children, but particularly those with adoption plans.
- Work with Legal to ensure that a meeting takes place with the Designated Judge for East London Court regarding the issues that are arising re early permanence/fostering to adopt.

- Making use of Adoption Support Fund (ASF) initiatives locally, and regional through the East London consortium.
- Increase approvals of adopters to meet the needs of LBBB children, by targeting specific applicants.
- Prepare for the regionalisation programme and work closely with staff and partner local authorities to achieve improved services for LBBB.
- Working with partners in the region to improve performance and meet gaps in services e.g. continuation of monthly family finding meetings, sharing of information regarding ASF resources.
- PAC (Post Adoption Centre) and the East London Consortium have a contract for PAC to provide some post adoption support services. This will be continued.
- Further develop LBBB's permanence procedures to support staff in ensuring that all permanence options are explored and progressed in a timely manner.
- Outsource inter-country adoption to the Inter-Country Adoption Centre.
- Continue to increase the use of SGOs as an alternative appropriate option for permanency where adoption is not achievable.
- Ensure that there is appropriate joint staff and Panel training for the coming year.

Joanne Tarbutt
 Head of Service – Looked After Children, Adoption and Prevention
 31.7.18

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Children's Care & Support



Corporate Parenting Annual Report 2017 - 18





1. Being a Corporate Parent

- 1.1 Looking after and protecting children is one of the most important jobs that councils do.
- 1.2 When a child or young person comes into the care of the Local Authority or is under 25 and was in our care for 13 weeks before their 14th birthday, the authority becomes their corporate parent.
- 1.3 Being a corporate parent is one of the key roles for Officers and Councillors, that is to act for those children in our care and care leavers, as a parent would for their own child.
- 1.4 The Local authority has a duty to:
 - Keep them safe in a family setting (wherever possible), with opportunities to forge positive relationships, achieve their full potential in education, employment or training.
 - Promote their physical and mental wellbeing.
 - Listen to their voice, take their wishes and feelings into account whilst securing the best outcomes for them.
 - Celebrate each child's young person's uniqueness and have high aspirations for them.
 - Prepare them for adulthood and independent living.

2. Profile of our children

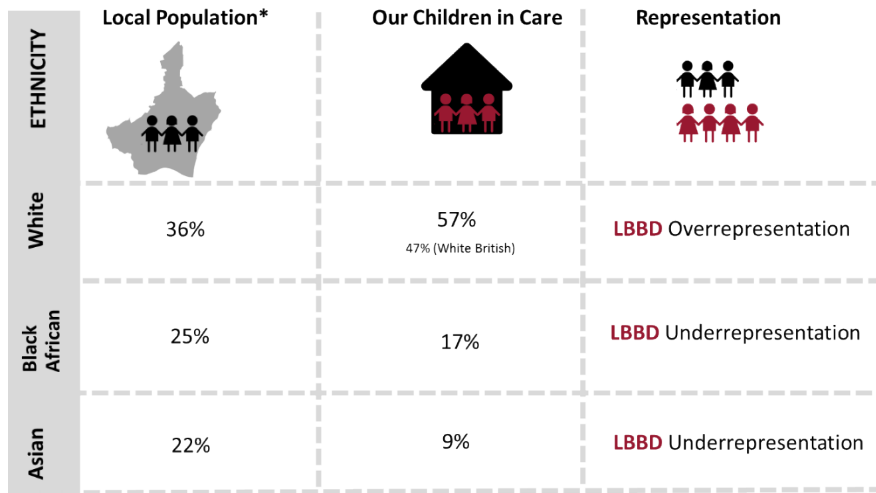
2.1 **Our 0-9 population is underrepresented in care, with 10-17-year olds being overrepresented. Boys are overrepresented, making up 53% of all those in care.**

2.2

	Local Population	Our Children in Care	Representation	National Children in Care
AGE RANGE				
0-4	34%	17%	LBBB Underrepresentation	20%
5-9	30%	18%	LBBB Underrepresentation	21%
10-15	27%	39%	LBBB Overrepresentation	37%
16-17	9%	26%	LBBB Overrepresentation	22%

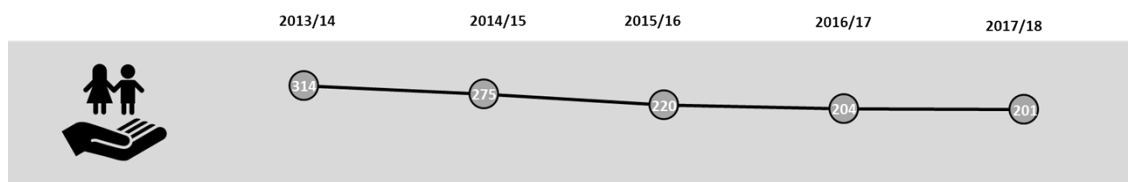
2.3 **White ethnic groups are overrepresented in care, with Black African and Asian groups being underrepresented in care relative to the local population.**

2.4

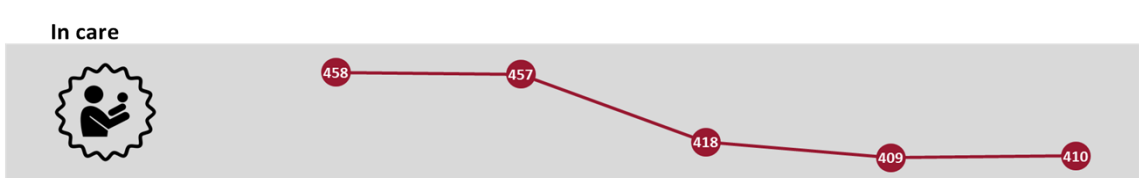


2.5 2014-2017 has seen a downward trend in children entering care and children in care, with minor trend fluctuations in 2017/18

2.6



2.7



* Note axes are different to scales so comparison between trend lines is not possible.

2.8

Current Legal Status	2017/18 Q4	SN Average 16/17	London Average 16/17	National Average 16/17
Sec 20	18.1% (73)	33%	42%	29%
Interim Care Order	19.8% (81)	12%	9%	11%
Full Care Order	54.2% (221)	44%	40%	49%
Placement Order	5.5% (23)	10%	8%	11%
Other	2.4% (10)	1%	1%	<1%

3. Successes in 2017-18

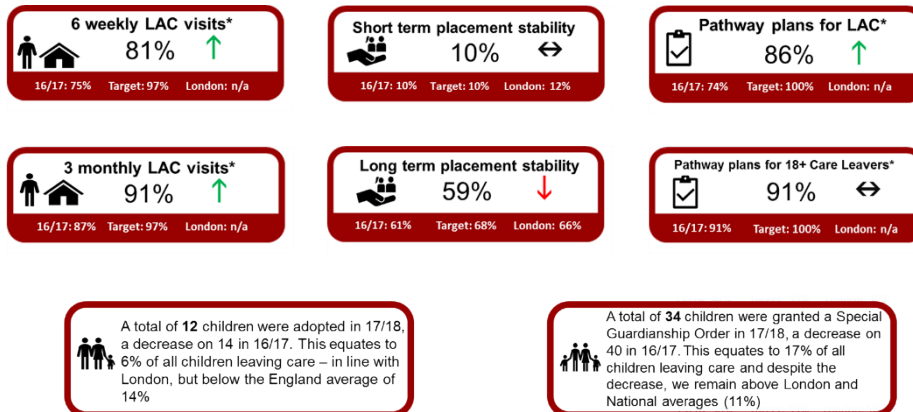
- 3.1 The Takeover event was extremely successful as 5 children in care and care leavers from the Children in Care Council (Skittlz) organised the entire event and ran the session. The issues that were agreed as the priorities have formed the basis of work for this year's Members' Corporate Parenting Group.
- 3.2 Reinstatement of the free leisure pass which was requested by Skittlz and actively supported by the Lead Member for Children.
- 3.3 Increase in representation at Skittlz from a wider age range of children and young people.
- 3.4 Two LAC consultations resulting in 100 responses.
- 3.5 Two internships for Care Leaver graduates within the Council.
- 3.6 Two workshops focussing on NEET and Care Leavers being one of the cohorts. Four dedicated apprenticeships for Care Leavers will hopefully be delivered in 2018-19.
- 3.7 Implementation of the Mockingbird programme with one Constellation established and working well, evidencing positive impact on placement stability for the children in this group. A further 3 Constellations are planned for 2018-19.
- 3.8 Reintroduction of Children in Care Awards Ceremony and 5th Leaving Care Awards ceremony with good attendance by Members at both events.

4. Promise 1: To make sure you get the best care

- 4.1 23 professionals trained via Total Respect training led by Care Leavers. Autumn session planned for foster carers
- 4.2 Active Children in Care Council, with key achievements over the past year including involvement in recruitment of Director of Social Care, reinstatement of free leisure passes for LAC, development of child friendly PEPs and contributing to the development of the Office for the Children's Commissioner CiC Digital Hub.
- 4.3 Extensive LAC survey conducted twice a year with 100 respondees. Positives from most recent consultation include that 95% of LAC aged under 16 are able to contact their social worker, 85% of 8-15 year olds feel listened to and know how to make a complaint.
- 4.4 5 LAC participated in a takeover of Members' Corporate Parenting Group in January 2018, with forward plan for MCPG developed.
- 4.5 Strong links between CiC Council and Principal Social Worker, with the voice of the child group established.

5. Promise 2: To look after you and treat you well

5.1



Key = ↑ Improving performance since 16/17, ↔ Similar performance to 16/17, ↓ Declining performance since 16/17
* Due to data recording issues immediately after the implementation of liquid logic in March, the end of February figure is given

5.2 3 in 4 of our children are placed with foster and kinship carers, this is in line with national, London and Statistical Neighbours. Since 2014 the number of children placed more than 20 miles from home has increased from 14 to 22%. However, just over 75% of children live in the borough or in surrounding boroughs enabling them to maintain connections with school, family, friends etc.

5.3

% of children placed In Borough	35.5% (145)
% of children placed out of Borough	62.1% (254)
% of children placed for adoption (undisclosed location)	2.4% (10)
% of Children placed 20 miles plus from home	22.0% (90)

5.4 Performance on short term placement stability is good – the % of children with three or more placements during the year was 10%. This is the same as the national average and less than the London and Statistical Neighbour averages.

5.5 Long term placement stability – children aged under 16 who have been in care for at least 2.5 years and in the same placement for 2.5 years was slightly worse from the previous year at 58.5% (60.8%). However, 13 (9%) children moved were for positive reasons such as rehabilitation to their

family or moved from residential care to foster care. If these changes had not occurred our performance would have been in line with the national performance (69%) and above London (66%).

- 5.6 A further 5 (4%) children took themselves back to family and these arrangements were considered and supported to achieve the best outcomes possible. The majority of children who moved due to placement breakdown were generally children who had very challenging behaviour and this is an area of ongoing focus for the next year as it is acknowledged that a long-term placement breakdown has very negative implications on the outcomes for children and young people.
- 5.7 Introduction of Mockingbird Fostering Programme. This is a national scheme that originated in the USA and provides a high level of support to children and their carers who are in the 'constellation' and it is anticipated that the scheme will positively impact on long term placement stability. A further 4 constellations are being planned for 2018-19.
- 5.8 There will continue to be a focus on placing all children with adoptive families where their care plan is adoption in a more timely way. Although the timeliness performance on the adoption scorecard is a concern, a number of complex children continue to be placed with adoptive families. These include sibling groups, disabled children and children aged 5+, which is an excellent outcome for these children as they now have a lifelong family.
- 5.9 5.8 Adoption performance has been subject to a high level of scrutiny this year by Children's Select Committee and two workshops which included senior managers and the Lead Member for Children's Services. Performance on adoption breakdowns remains strong – this is the fifth consecutive year where we have had no breakdowns pre or post order where we are in contact with the adoptive families.

6. Promise 3: To help you be healthy

- 6.1 92% of all children who have been in care for a year or more had a health check last year. This includes the development of Health Plan to address any needs identified.
- 6.2 All looked after children referred to community paediatric services and CAMHS within Barking and Dagenham have a Referral to Treatment (RTT) within 4 weeks, compared to national standard of 18 weeks.
- 6.3 Dental checks unfortunately declined during this period from 89% to 84% as more older children actively refused a dental check.
- 6.4 The looked after medical and nursing teams are both fully staffed with good working relationships between providers and commissioners to ensure that children placed outside of Barking and Dagenham requiring medical services can be referred to private providers to ensure timely treatment where indicated.

- 6.5 A monthly meeting takes place between Health and Children’s Services to ensure that children who are out of the local area or who may need special arrangements are offered appropriate appointments.
- 6.6 There is effective scrutiny of looked after children’s health assessments to ensure that all looked after children’s health needs are met.
- 6.7 A dedicated CAMHS worker has been appointed to work directly with a small number of children and to ensure their needs are addressed within local CAMHS services and who liaises with services out of area if necessary. This worker also offers support to foster carers and is developing alternative ways to engage children and young people with support for their emotional wellbeing.

7. Promise 4: To get the best education

7.1 Our Virtual School leads on ensuring our children get the best education and below are the successes of this reporting year.

- All our children are in good or outstanding schools
- 93% have an updated personal education plan
- 36% GCSE Maths and English (compared 18% of the national LAC cohort)

7.2 **The Virtual School supports our young people in many ways:**

Training for foster carers

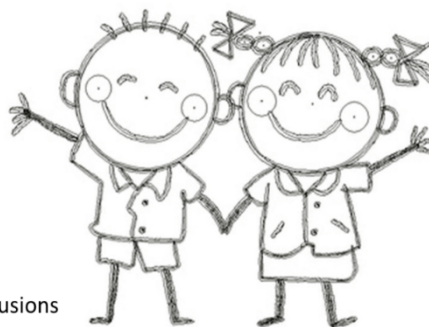
1:1 support in the classroom

In school support for behaviour

Initiatives such as Beanstalk

Monitoring attendance and exclusions

Training for designated teachers



A safety net to support students at risk of exclusion

Training for social workers

PP+ funding to support schools with additional purchases

Mental health support via the Boxall Initiative


PEO Champions – to ensure that PEPs are of the highest quality

8. Promise 5: To be successful in life


8.1 There has been a significant focus on Care Leavers this year which has included 2 workshops on NEET that were attended by the Lead Member for

Children and other Members with a particular interest in this area. Care Leavers were one of the vulnerable groups considered in these workshops which led to an agreement for an additional weekly payment on top of apprenticeship salaries to enable young people to cope financially. This is no longer required now apprenticeships in LBBDD pay the London Living Wage. Two Care Leavers also became paid Interns within the Council who presented to MGPG about their positive experiences and highlighted lessons to be learnt for the future.


8.2



A total of **262** young people were supported by the Learn 2 live team throughout 17/18, with **188** being open as of the end of March



59% of our care leavers were in education, employment or training during 17/18, an increase on our 16/17 performance of 58%. This is higher than the London (52%) and National (50%) averages



80% of our care leavers were living in suitable accommodation in 17/18, similar to our 16/17 performance. Of those that were classed as not in suitable accommodation, 3% were in prison and 17% we are not in contact with.

- 8.3 The recommendations of the Takeover event at MCPG are being developed and a special MCPG will take place in September 2018 focussing purely on care leavers, their concerns, issues and successes.
- 8.4 A new initiative took place this year in partnership with Youth Reality Homes, a 16+ provider that works with our Leaving Care Service providing accommodation and support. A 2-week trip to Ghana was organised and 4 LBBDD Care Leavers attended alongside other Care Leavers from Newham and Tower Hamlets.
- 8.5 The initiative was developed to address the limited opportunities available to 'disadvantaged' care leavers, to benefit from a 'Gap Year' experience – often enjoyed by young people from more affluent and stable backgrounds. The trip was a huge success, where 7 young people travelled to Ghana to volunteer and learn more about the country and its heritage. It had a significant, positive and lifelong impact on their lives. There were also many outcomes that young people said that they achieved because of participating including; improved self-confidence and self-esteem, increased ability to empathise, resolve conflicts and self- management. Working with and for children in care in Ghana, provided the young people with a valuable learning experience. They were left with a greater understanding and appreciation of the cultural norms, perspectives, and the practical way of life for Ghanaians living rurally. The young people visited a local orphanage, met with Ghanaian dignitaries etc on their return, they gave a presentation to professionals to talk about their experiences and the impact on their lives.

9. Key challenges

- Young people's engagement with pathway planning to ensure they are prepared for independent living.
- Offering appropriate and affordable move on accommodation to care leavers due to the shortage of social housing.
- Improving employment, education and training opportunities for care leavers to increase the number post 18 who are EET.
- Developing creative ways to engage and consult with children in care and care leavers which will inform service planning and practice.
- Ensuring placement stability is improved upon and a wider range of care provisions are available to meet different needs.
- Improving the offer to support children and young people's emotional wellbeing outside of CAMHS.

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ASSEMBLY**21 November 2018**

Title: Treasury Management 2018/19 Mid-Year Review	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: None	Key Decision: Yes
Report Author: David Dickinson, Investment Fund Manager	Contact Details: Tel: 020 8227 2722 E-mail: david.dickinson@lbbd.gov.uk
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
<p>Summary</p> <p>Regulation changes have placed greater onus on elected Members in respect of the review and scrutiny of treasury management policy and activities. This mid-year review report provides details of the mid-year position for treasury activities and highlights compliance with the Council's policies previously approved by the Assembly.</p> <p>The Assembly agreed the Treasury Management Strategy Statement for 2018/19 on 28 February 2018, which incorporated the Prudential Indicators. This report updates Members on treasury management activities in the current year.</p> <p>The Cabinet is to consider this report at its meeting on 13 November 2018 (the date of publication of this Assembly agenda). Any issues arising from the Cabinet meeting will be reported at the Assembly meeting.</p>	
<p>Recommendation(s)</p> <p>The Assembly is recommended to:</p> <ul style="list-style-type: none"> (i) Approve the revised 2018/19 Minimum Revenue Provision at Appendix 1 to the report; (ii) Note the Treasury Management Strategy Statement Mid-Year Review 2018/19; (iii) Note that in the first half of the 2018/19 financial year the Council complied with all 2018/19 treasury management indicators; (iv) Note the value of investments as at 30 September 2018 totalled £300.2m; (v) Note the value of long term borrowing as at 30 September 2018 totalled £612.0m. This comprised market, Public Works Loan Board, Local Authority and European Investment Bank loans; (vi) Note the value of short term borrowing as at 30 September 2018 totalled £144.7m; and 	

- (vii) Note the increased resources made available through the finance restructure to monitor the Council's Investment and Acquisitions Strategy's funding requirement and cashflow monitoring requirements.

Reason(s)

To accord with the requirements of the Local Government Act 2003.

1. Introduction and Background

- 1.1 The Council operates a balanced budget whereby cash raised during the year meets the Council's cash expenditure needs. Part of the treasury management operations is to ensure this cash flow is adequately planned, with surplus monies invested with counterparties of an appropriate level of risk, providing adequate liquidity before considering maximising investment return.
- 1.2 The second main function of treasury management is the funding of the Council's capital programme. These capital plans provide a guide to the Council's borrowing need, which is essentially the use of longer-term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer-term cash may involve arranging loans, using cash flow surpluses or restructuring previously drawn debt to meet Council risk or cost objectives.
- 1.3 A third main function of treasury management is the funding and treasury advice that is required for the Council's Investment and Acquisitions Strategy.
- 1.4 In accordance with the Chartered Institute of Public Finance Accountancy's (CIPFA) Code of Practice for Treasury Management, there should be a review of that strategy at least half yearly. The principal requirements of the Code include:
- i) Maintain a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management.
 - ii) Maintain a Treasury Management Practices which set out the how the Council will seek to achieve those policies and objectives.
 - iii) Receipt by full Council of a Treasury Management Strategy Statement, (TMSS) including the Annual Investment Strategy (AIS) and Minimum Revenue Provision (MRP) Policy for the year ahead; a Mid-Year Review Report; and an Annual Report covering activities during the previous year.
 - iv) Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
 - v) Delegation by the Council to a specific named body, for this Council this is Cabinet, to scrutinise the treasury management strategy and policies.
- 1.5 This mid-year report has been prepared in compliance with CIPFA's Code of practice on Treasury Management, and covers the following:
- 1. Economic Update and Interest Rate Forecast;
 - 2. Cash Position as at 30 September 2018;
 - 3. Interest Budget Position as at 30 September 2018;
 - 4. Council's Investment and Acquisitions Strategy;

5. Investment Strategy Funding and Monitoring;
6. Treasury Position at 30 September 2018;
7. Debt Position as at 01 October 2018;
8. Investment Portfolio as at 30 September 2018;
9. Commercial Lending;
10. Minimum Revenue Provision Review; and
11. The Council's Capital Position (Prudential Indicators).

2. Economic Update and Interest Rate Forecast

- 2.1 In August 2018, the MPC members voted unanimously 9-0 to raise the Bank Rate to 0.75%. The Bank of England (BoE) said that the economy is operating at almost full capacity, raising the prospect of more inflationary pressure ahead, despite slow growth. However, the Bank signalled that they are in no rush to further hike rates, partly due to the uncertainty of Brexit. A further meeting in September confirmed this as the MPC voted unanimously to maintain the rate at 0.75%.
- 2.2 The August Inflation Report showed the BoE has raised this year's growth forecast from 1.4% to 1.5% and lifted next year's forecast from 1.7% to 1.8%. Inflation is predicted to be 0.1% higher this year at 2.5% and 2.2% next year, above the target rate of 2% still. CPI, increased in August at 2.7%, surprisingly above the 2.4% forecast. The monthly figure also increased to 0.7%; the main reasons cited for this rise are clothing and airline fares. Core inflation rose to 2.1%.
- 2.3 The UK unemployment rate remained at a new four-decade low of 4% in the five months to August. British wage growth, including bonuses, rose by 2.6% y/y in the three months to July, increasing from the previous month. Excluding bonuses, growth in average weekly earnings in the three months to July also showed stronger growth, rising by 2.9 y/y, up from the 2.7% reported in the three months to June.
- 2.4 Nationwide revealed house prices decreased by -0.5% m/m in August, falling from the 0.6% figure in July. Compared with August last year, prices are 2% higher. According to Halifax, house prices rose by 1.4% m/m in July, after a 0.9% increase in June. Compared with a year ago, house prices were 3.3% higher, the fastest rate of growth since November and compared with a 1.8% rise in June.
- 2.5 Volatility within gilt yields, due to uncertainty over Brexit, continued from 2017 and into 2018. Yields have fluctuated significantly, as highlighted in chart 1 below, with an overall upward trend, which supported the view that the BoE would not raise its base rate further in the near future.

Chart 1: 25-year gilt rate



3. Council's Cash Position as at 30 September 2018

3.1 Council Cash Position

3.1.1 Table 1 details the Council's mid-year treasury position. Overall the Council's borrowing has increased since 31 March 2018 due to an increase in short-term borrowing and an additional £60m borrowed from the PWLB. The average cost of General Fund debt is 1.93% for a total of £520.8m of borrowing.

3.1.2 Investment balances remain elevated at £300.2m with a return of 1.58%. The shortfall between the cost of borrowing and the investment return, called the cost of carry, is reduced by interest from several property loans to the Reside. The cost to the General Fund (GF) of borrowing for 2018/19 is estimated to be £2.4m.

Table 1: Council's Treasury Position at 30 September 2018

	Principal Outstanding £000s	Rate of Return	Average Life (yrs)
General Fund Fixed Rate Borrowing			
PWLB	237,781	2.36%	31.31
Market Loans	119,259	2.72%	31.00
Medium Term Borrowing	19,000	0.97%	1.43
Short Term Borrowing	144,720	0.72%	0.21
Total General Fund Debt	520,760	1.93%	
Housing Revenue Account Fixed Rate Borrowing			
PWLB	265,912	3.50%	37.31
Market Loans	10,000	3.98%	59.70
Total Housing Revenue Account Debt	275,912	3.51%	
Investments	300,172	1.58%	

3.2 Overall the Council has a significant level of cash available to fund its Investment and Acquisitions strategy (IAS). Cash levels will be monitored, and additional borrowing taken as and when required.

4. Interest Budget Position as at 30 September 2018

4.1 As part of the Council's savings proposals several revisions were made to the treasury budget resulting in £4.6m being removed from the Treasury budget in 2015/16. £0.57m was added back to the interest payable budget for 2017/18, £0.3m for 2018/19 and £1.7m for 2019/20 to fund the IAS.

Table 2: Interest Budget 2016/17 to 2019/20

£'000s	2016/17	2017/18	2018/19	2019/20
	Budget	Budget	Budget	Budget
GF Interest Payable	4,131	4,233	6,733	7,233
Interest Income	(2,570)	(2,099)	(4,299)	(3,099)
Net Interest Budget	1,561	2,134	2,434	4,134

4.2 The actual spend against the 2018/19 net interest budget is for forecast to breakeven.

5. Council's Investment and Acquisitions Strategy

5.1 Historically the Council has either been debt free or has had a very low-level of debt. This changed significantly in 2012 when, as part of the HRA reform, £265.9m of debt was transferred to the Council's HRA.

5.2 In January 2015, £89m was borrowed for the Council's GF from the European Investment Bank (EIB) to fund the regeneration of Abbey Road and Gascoigne Phase 1 (Weavers). Both schemes are now operational, and income generated is being used to cover the cost of borrowing, management and maintenance costs, lifecycle costs and provide an income stream to the Council.

5.3 In November 2016, Cabinet approved the establishment of the Council's IAS. Cabinet also approved an initial £250m investment budget and £100m land and property acquisition budget to support delivery of the IAS. The purpose of the IAS is to support the Borough's growth opportunities and to ensure that the Council, and future generations, benefit by increasing the Council's ownership of long-term income producing assets.

5.4 Since November 2016 the Council has borrowed £200m of medium to long term borrowing at an average rate of 2.17% and an average duration of 25.2 years. The total GF long-term debt is £357.0m at 2.48% and an average duration of 31 years.

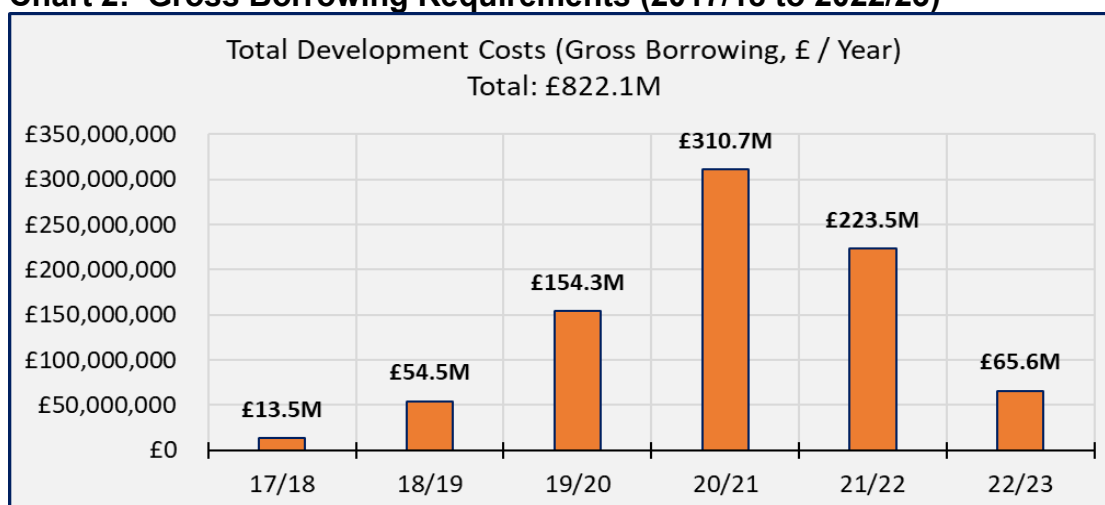
5.5 The IAS has an income objective and a target of delivering £5.12m by 2020/21. The investment programme will be delivered by the Council's development vehicle, Be First, and it is expected that Be First will accelerate the regeneration of the borough. The investments will be held in the Council's housing company, Reside, that has been set up to provide high-quality homes to local people at affordable rents.

- 5.6 The IAS will support the Council to fundamentally change its approach to investment and regeneration. Going forward the Council will be a proactive developer and investor within the borough, helping to support growth opportunities and ensure that the Council and future generations benefit by increasing its ownership of long-term income producing assets.
- 5.7 The total gross capital expenditure is estimated at over £2.0bn, were the whole programme to be funded by the Council. Whilst the Council will use capital receipts, where possible, to help finance acquisition costs, the main sources of financing of the full programme would need to be from grants, sales and borrowing.
- 5.8 It is expected that the net capital expenditure required, which is the capital spend less any money received from private sales and Shared Ownership, will be significantly less than £2.0bn. There may also be occasions where refinancing may be used to secure borrowing on the properties when they are operational, and, in some cases, properties will be sold to fund new regeneration schemes.
- 5.9 With the scale of the planned regeneration programme, the PWLB, institutional funders, including pension funds and insurance companies, will be used. In some cases, it may be more advantageous to consider raising finance through the issuance of a bond. The Chief Operating Officer (COO), advised by the Investment Panel and advisors, will consider the optimum funding mix for each investment to meet the return objectives.

6. IAS Funding and Monitoring

- 6.1 As outlined in section 5, the funding of the IAS will require a significant amount of borrowing. The table below summarises the current development programme set-out in the Be First business plan.

Chart 2: Gross Borrowing Requirements (2017/18 to 2022/23)



- 6.2 Be First was set up in October 2017 and is the Council's primary delivery agent for the delivery of current schemes and identification of new investment schemes. Any additional schemes agreed will significantly increase the IAS funding requirements and therefore borrowing.

- 6.3 The Investment Panel (IP) reviews all schemes and investment proposals based on the Terms of Reference previously agreed by Cabinet (or as revised).
- 6.4 In line with the prudential code, the Council must demonstrate it can afford to carry the cost of borrowing to fund for both the construction period as well as the initial years before each of the schemes become cash flow positive.
- 6.5 All borrowing is profiled against the individual schemes, ensuring that the cash is available during the construction stage and that the repayment of the debt is included as the schemes generate income from rental and sales over the economic life of the asset. Depending on the size of the scheme, the cost of construction and the tenure mix of the units, the breakeven point could be between 3 to 5 years or longer.
- 6.6 To ensure that detailed, timely and accurate monitoring and reporting of IAS spend is carried out, additional resources are being added to both finance and Reside.
- 6.7 Monthly IAS monitoring will be carried out between the Council, Be First and Reside. This will enable early identification of issues, including delays, as well as expenditure and scheme issues that may impact either the cashflows during development and / or when the schemes are operational. A summary of the key outcomes from the monitoring will be reported to Cabinet and full Council every six months as part of the Treasury Management Annual Outturn report and the Treasury Management Mid-Year review.
- 6.8 The monitoring will also ensure that each property, when completed, is held within an appropriate Special Purpose Vehicle.

7. Debt Position at 01 October 2018

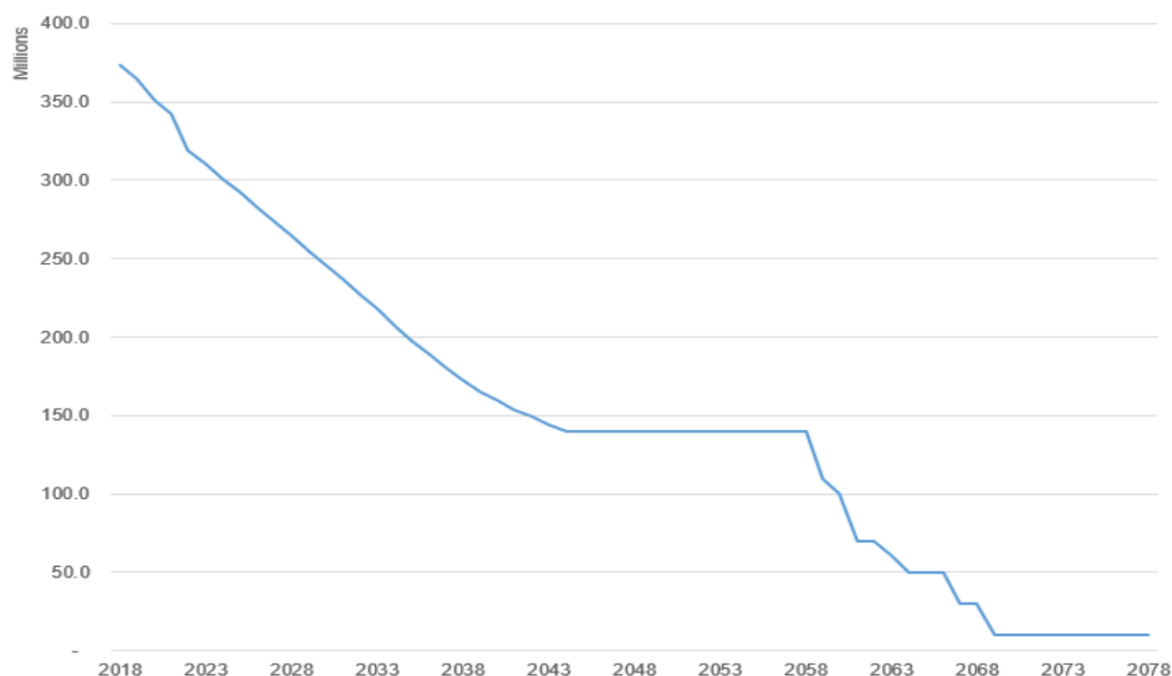
- 7.1 For the first half of the financial year, the treasury section has borrowed £60.0m from the PWLB to fund the IAS at a rate of 2.34% and for an average duration of 23 years. Details of the loans are below:

Table 3: Long Term Loans borrowed 1 April 2018 to 30 September 2018

Repayment Type	Counterparty	Start Date	End Date	Amount £000s	Rate %
EIP	PWLB	31/05/2018	29/05/2043	20,000	2.27
EIP	PWLB	01/10/2018	01/10/2039	40,000	2.38
Total Borrowed:				60,000	

- 7.2 Although the size of the Council's overall borrowing is significant, Members are asked to note that the EIP borrowing of £89m is an annuity repayment. This means that over the 30 years of the loan, a proportion will be repaid each year. In addition, £140m of the long-term borrowing is Equal Instalment Payments (EIP), which involves the repayment of an equal amount of the debt each year for the duration of the loan. The Council has a loan repayment profile that is similar to its current forecast property debt repayment schedule. The Council's loan repayment schedule is outlined in Chart 3 below and is based on the current General Fund borrowing position of £375.7m.

Chart 3: General Fund Debt Maturity



7.3 Debt Repayment and Rescheduling

7.3.1 Debt rescheduling opportunities are limited in the current economic climate and no debt rescheduling were undertaken during the first six months of the financial year. Debt repayment for several equal instalment payments loans we made during the same period.

7.4 It must be noted that although a significant amount has been borrowed, ensuring low cost of carry and debt repayment is at the forefront of any borrowing decisions.

8. Investment Portfolio as at 30 September 2018

8.1 It is the Council's priority to ensure security of capital and liquidity before obtaining an appropriate level of return which is consistent with the Council's risk appetite. In the current economic climate, the Council's risk appetite remains relatively low, with the treasury section looking to take advantage of the fluctuations in rates offered by Local Authorities and Financial Institutions to lock in favourable rates without the need to take on significant additional risk.

8.2 As at 30 September 2018 the Council held £300.2m in cash, with £163.9m invested with Local Authorities, £130.8m held in deposits with banks and £5.5m invested with Barking Riverside Limited.

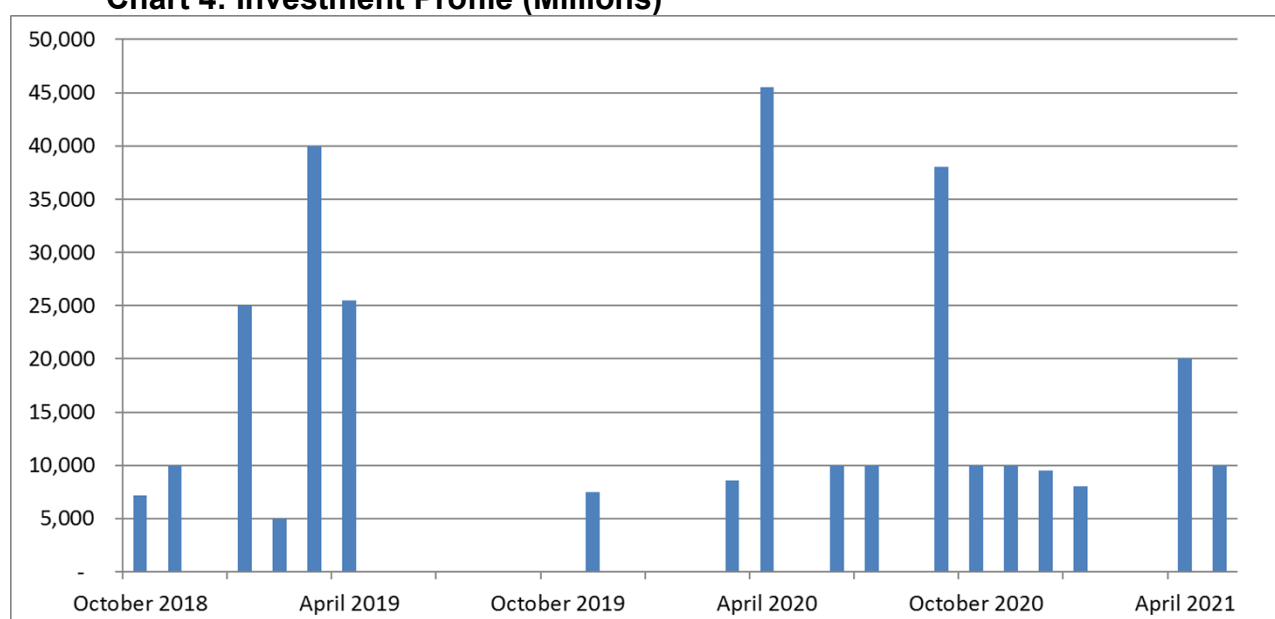
8.3 In addition the Council has several direct residential property investments through Reside, including Abbey Road 2 and Weavers. These investments are effectively loans from the Council to Reside, with an agreed loan and interest repayment schedule agreed. Any additional return is paid to the Council through a dividend. As at 31 March 2018 the Council's loans to Reside were:

Table 4: Reside Loans as at 30 September 2018

Reside Company	Loan Value £000s
B&D Reside Roding	25,878
B&D Reside Regeneration	10,168
B&D Reside Weavers LLP	30,690
Total	66,736

8.4 The Council's investment maturity profile in Chart 3 below shows that, as at 30 September 2018, 5.72% of the Council's investments had a maturity of 60 days or less, with 37.6% having a maturity of one year or less. Spreading out the maturity of longer dated investments allows the Council to take advantage of improved rates of return while ensuring sufficient liquidity. The significant repayments expected in 2020 reflect the Council's IAS funding requirements.

Chart 4: Investment Profile (Millions)



9. Investment Strategy Performance and Benchmarking

9.1 Although yields have remained at historically low levels for much of the first half of the financial year, several opportunistic investments have resulted in a much-improved average rate of return of **1.58%** for the first six months of the year. The rate at 30 September 2018 is **1.61%** indicating that the returns for the second part of the financial year will be similar to those achieved in the first half.

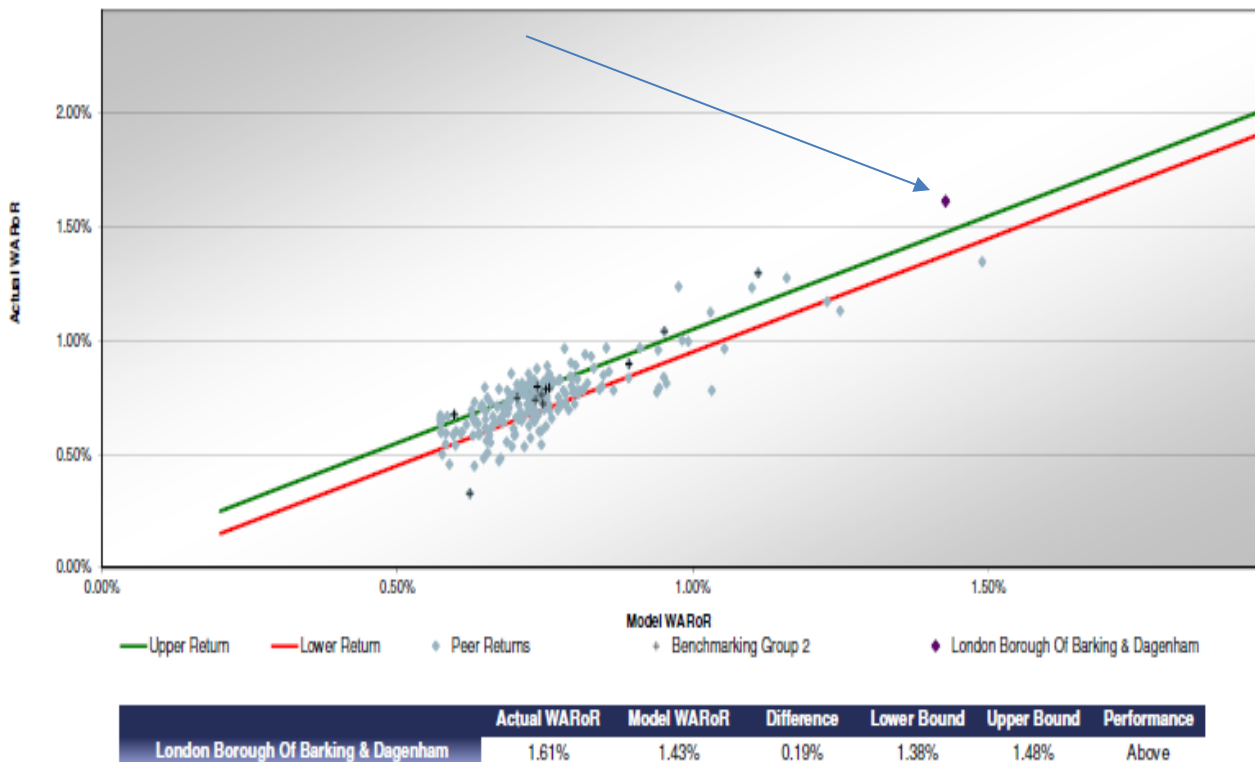
9.2 Due to the Council's increased investment and capital programme, investments will continue to be made to reduce the cost of carry of any borrowing. In addition, investment will be made to match the cashflow requirements to ensure that, where significant expenditure is required, sufficient cash is available to cover this, thereby reducing the need to take out long term borrowing when rates may be elevated.

9.3 The treasury strategy, which excludes direct property investments such as through Reside, continues to significantly outperform its peer group, with a return of 1.61% against an average of 0.83% for London Local Authorities and 0.75% for the total

comparable population of 199 authorities. This is highlighted in chart 3 below, where the Council significantly outperforms the high banding and other authorities.

Chart 5: Population Returns against Model Returns

Population Returns against Model Returns



9.4 One of the reasons for the Council’s outperformance is that its investments are, on average, for a longer duration. The main drivers behind this strategy is to minimise the cost of borrowing and also to match the funding of the Council’s IAS, which requires more cash in 2019/20 and onwards when a large part of the construction payments will be made.

10. Commercial Lending

10.1 In October 2018 Members agreed a new IAS asset class of commercial lending to enable regeneration up to an allocated value of £200 million. Providing commercial lending will allow the Council to, where appropriate, support private-sector led regeneration schemes within the borough, which contribute to the Council’s strategic investment and regeneration objectives.

10.2 This is potentially a complex investment activity for the Council, which will require specialist advice, with each agreement made on a case by case basis. External advice will be commissioned to produce a commercial lending evaluation process and procedure to ensure that lending decisions are made on market normative terms. A commercial lending policy will be produced to establish detailed lending and underwriting criteria and will be included in the 2019/20 Treasury Management Strategy Statement as part of the Council’s investment strategy.

10.3 The commercial lending policy will include:

- i) **Commercial lending due diligence:** key commercial, legal, accounting information, risk and contract management, credit control and state aid requirements
- ii) **Interest rate setting process:** process to determine commercially appropriate contract interest rate reflecting borrower, project and market risks, and state aid considerations
- iii) **Loan agreement:** template term sheet and template loan provisions
- iv) **Security:** template security required over borrower assets and project assets
- v) **Risk Management process**
- vi) **Loan management process**
- vii) **Delinquent loan management process**
- viii) **External support requirements:** individual project expert advice requirements
- ix) Support as required from independent advisers to Investment Panel, Chief Operating Officer and / or Cabinet in reaching investment/lending decisions

11. Minimum Revenue Provision (MRP) Review

- 11.1 Regulations 27 and 28 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 (as amended) require that a local authority “shall determine for the current financial year an amount of MRP which it considers to be prudent”. MRP is a charge to revenue in relation to capital expenditure financed from borrowing, often referred as a provision for the repayment of debt.
- 11.2 Prior to 2007 the arrangements for determining debt repayment were prescriptive. In 2007, this was replaced by a system of self-regulation that aligns with the prudential code and accounting codes to allow authorities local discretion based on their own judgement as to what is prudent. The Secretary of State has issued statutory Guidance on determining the “prudent” level of MRP.
- 11.3 In February 2018 the Ministry of Housing, Communities and Local Government (MHCLG) published revised Guidance on Local Government and Investments and Statutory Guidance on Minimum Revenue Provision (MRP).
- 11.4 The definition of prudent MRP has been changed to “put aside revenue over time to cover the capital financing requirement” it cannot be a negative charge and can only be zero if the CFR is nil or negative. Guidance on asset lives has been updated, applying to any calculation using asset lives. Any change in MRP policy cannot create an overpayment; the new policy must be applied to the outstanding CFR going forward.
- 11.5 A review of MRP was completed in 2017 and a further review has now been completed to take into account the Council’s IAS requirements. These requirements include both ensuring that, for each scheme, there is the inclusion of debt repayment in its cashflows and loan agreements but also to ensure that each scheme produces sufficient initial income to cover its costs during the initial letting phase.
- 11.6 A set two-year stabilisation period has therefore been included for each property investment, although it will be possible to extend this to three year in cases where

there are significant pressures on a scheme's cashflow. A stabilisation period for each scheme is required to:

- i. allow sufficient funds to cover any additional costs;
- ii. allow the property to be fully let; and
- iii. cover any initial letting and management costs.

11.7 The stabilisation period will still include interest repayment and management and maintenance costs but will not include MRP.

11.8 MRP using the annuity method will subsequently be charged over a period of 50 years for each scheme, which will allow the debt repayment to be aligned with the subsequent net rental growth. An MRP period of 25 years will be used for modular / prefabricated properties. This change will only impact properties within the Council's IAS and, in most cases, this will involve the transfer of the property to Reside and for the MRP to be reflected in the loan agreement with Reside.

11.9 Appendix 1 includes the revised MRP, with the amended wording shown in paragraphs 19 and 20 of that document.

12. The Council's Capital Position (Prudential Indicators)

12.1 Prudential Indicator for Capital Expenditure

Table 3 shows the changes to the original capital expenditure budgets. Table 3 also highlights the original supported and unsupported elements of the capital programme, and the expected financing arrangements of this capital expenditure.

The borrowing need increases the underlying indebtedness of the Council by way of the Capital Financing Requirement (CFR), although this will be reduced by revenue charges for the repayment of debt (the Minimum Revenue Provision). This direct borrowing need may also be supplemented by maturing debt and other treasury requirements.

The increase in revised budget when compared to the original budget revised, as outlined in table 3 below, is mainly due to the addition to the capital programme of the Street Purchases and Land Acquisition Programmes.

Table 3: Revised Estimate to Capital Programme as at 30 September 2018

Capital Expenditure by Service	Feb 2018 Cabinet Budget £000	Sep 2018 Revised Budget £000
Care & Support	400	1,618
Community Solutions	50	349
Core	100	2,652
Education, Youth and Childcare	52,937	52,572
Enforcement	5,432	7,916
Culture, Heritage and Recreation	3,796	4,480
Investment Strategy	0	693

Growth and Homes & Regeneration	61,061	75,645
Public Realm	706	1,581
SDI Commissioning	450	3,190
Transformation	2,372	7,793
Unallocated and Gascoigne Estate Phase 1	5,912	0
HRA	82,730	90,352
Finance Lease & PFI Additions	88	88
Approved Capital Programme	216,034	248,929
Financed by:		
Capital Grants	38,415	58,536
Section 106	0	0
Revenue Contributions	990	900
Capital Receipts	25,698	163
HRA Contributions	79,804	90,352
Sub-Total	144,908	149,951
Net financing need for the year	81,620	98,978

12.2 Prudential Indicator – CFR

Table 4 shows that the Council's revised CFR will not exceed the Operational boundary. The COO reports that no difficulties are envisaged for the current or future years in complying with this prudential indicator.

The Authorised Limit represents the limit beyond which borrowing is prohibited and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

Table 4: Revised Capital Financing Requirement as at 30 September 2018

	2018/19 Original Estimate £000s	2018/19 Revised Estimate £000s
Prudential Indicator – Capital Financing Requirement		
CFR – General Fund	285,395	293,739
Reside 1	90,212	90,212
Reside 2	100,504	100,504
CFR – Housing	278,472	278,472
Total CFR	754,583	762,927
Net movement in CFR	62,268	87,688
Long Term Borrowing	662,302	691,952
Other long-term liabilities	55,245	55,245
Total debt 31 March	717,547	747,197
Operational Boundary	1,002,000	1,002,000
Authorised Limit	1,102,000	1,102,000

12.3 Treasury Indicators: Limits to Borrowing Activity

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- i. Upper limits on variable interest rate exposure: identifies a maximum limit for variable interest rates based upon the debt position net of investments;
- ii. Upper limits on fixed interest rate exposure: is similar to the previous indicator and covers a maximum limit on fixed interest rates; and
- iii. Maturity structure of borrowing: gross limits to reduce the Council's exposure to large fixed rate sums requiring refinancing.

The COO reports that there were no breaches in any of the limits outlined below:

Interest rate exposures	2018/19	2019/20	2020/21
	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%
Limits on variable interest rates based on net debt	70%	70%	70%
Limits on fixed interest rates:			
• Debt only	100%	100%	100%
• Investments only	90%	90%	90%
Limits on variable interest rates			
• Debt only	70%	70%	70%
• Investments only	80%	80%	80%

Maturity structure of fixed interest rate borrowing 2018/19		
	Lower	Upper
Under 12 months	0%	40%
12 months to 2 years	0%	60%
2 years to 5 years	0%	70%
5 years to 10 years	0%	70%
10 years and above	0%	100%

Maturity structure of variable interest rate borrowing 2018/19		
	Lower	Upper
Under 12 months	0%	40%
12 months to 2 years	0%	40%
2 years to 5 years	0%	70%
5 years to 10 years	0%	70%
10 years and above	0%	80%

13. Consultation

13.1 The Chief Operating Officer, in her role as statutory chief finance officer, has been informed of the approach, data and commentary in this report.

13.2 The Cabinet is to consider this report at its meeting on 13 November 2018.

14. Financial Implications

Implications completed by: Katherine Heffernan, Group Manager, Service Finance

14.1 This report sets out the mid-year position on the Council's treasury management position and is concerned with the returns on the Council's investments as well as its short and long-term borrowing positions.

15. Legal Implications

Implications completed by: Dr. Paul Feild, Senior Governance Lawyer

15.1 The Local Government Act 2003 (the "Act") requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy which sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.

15.2 The Council also has to 'have regard to' the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities when carrying out its functions under the Act.

15.3 A report setting out the Council's strategies in accordance with the Act was presented to Cabinet in February 2018. This report is a midyear review of the strategy's application and there are no further legal implications to highlight.

16. Options Appraisal

16.1 There is no legal requirement to prepare a Treasury Management Strategy Statement Mid-Year Review; however, it is good governance to do so and meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

17. Other Implications

17.1 **Risk Management** - The whole report concerns itself with the management of risks relating to the Council's cash flow. The report mostly contains information on how the Treasury Management Strategy has been used to maximise income during the first 6 months of the year.

Public Background Papers Used in the Preparation of the Report: None

List of appendices:

- Appendix 1: Minimum Revenue Provision Review
- Appendix 2: Investments as at 30th September 2018

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Revised Minimum Revenue Provision Policy Statement

Background

1. Minimum Revenue Provision (MRP) is statutory requirement for a Council to make a charge to its General Fund to make provision for the repayment of the Council's past capital debt and other credit liabilities. The Council is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP). MRP does not need to be set aside for the Housing Revenue Account (HRA).
2. The scheme of MRP was set out in former regulations 27, 28 and 29 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003. This system was radically revised by the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008. The revised regulation 28 replaced a requirement that local authorities calculate the MRP pursuant to detailed calculations with a duty to make prudent MRP.
3. The Council is under a statutory duty "to determine for the current financial year an amount of MRP which it considers to be prudent". Local authorities are asked by the Secretary of State "to prepare an annual statement of their policy on making MRP for submission to their full Council". This forms part of the Treasury Management Strategy (TMSS) approved by full council at least annually.
4. In determining a prudent level of MRP the Council is under a statutory duty to have regard to statutory guidance on MRP issued by the Secretary of State. The Guidance provides four options which can be used by the Council when determining its MRP policy and a prudent amount of MRP. The Council however can depart from the Guidance if it has good reason to do so. This policy is consistent with the Guidance. The options do not change the total MRP the council must pay over the remaining life of the capital expenditure; however, they do vary the timing of the MRP payment.
5. MRP adjustments and policies are subject to annual review by external audit.
6. The Chief Operating Officer (COO) has delegated responsibility for implementing the Annual MRP Statement. The COO also has executive, managerial, operational and financial discretion to determine MRP and any practical interpretation issues.
7. A prudent level of MRP on any significant asset or expenditure may be assessed on its own merits or in relation to its financing characteristics in the interest of affordability or financial flexibility.
8. The COO may make additional revenue provisions, over and above those set out, and set aside capital receipts, balances or reserves to discharge financing liabilities for the proper management of the financial affairs of the HRA or the general fund. The COO may make a capital provision in place of any revenue MRP provision.
9. This MRP Policy Statement has been revised to consider the Council's recently agreed investment strategy, which requires the use of MRP to be outlined in more detail, as well as to agree additional MRP options that are available for long-term property investments.

General Fund Supported Capital Expenditure or Capital Expenditure incurred before 1 April 2008

10. In relation to capital expenditure for which support forms part of the calculation of revenue grant by the government or any capital expenditure incurred before 1 April 2008, the MRP shall be calculated in accordance with the Local Authorities CFR Regulations 2003 as if it had not been revoked. In arriving at that calculation, the CFR shall be adjusted as described in the guidance.
11. In addition, the calculation method and the rate or the period of amortisation referred to in the guidance may be varied by the COO in the interest of affordability.
12. The methodology applied to pre-2008 debt remains the same and is an approximate 4% reduction in the borrowing need (CFR) each year. A review of this methodology will be carried out and reported for the Treasury Management Strategy Statement report in February 2018.

General Fund Self- Financed Capital Expenditure from 1 April 2008.

13. Where capital expenditure incurred from 1 April 2008 is on an asset financed wholly or partly by self-funded borrowing, the MRP is to be made in instalments over the life of the asset. The calculation method and the rate or the period of amortisation shall be determined by the COO.
14. The COO shall determine how much and which capital expenditure is funded from borrowing and which from other sources. Where expenditure is only temporarily funded from borrowing in any one financial year and it is intended that its funding be replaced with other sources by the following year, no MRP shall apply. Nor shall any annual MRP apply where spend is anticipated to be funded from capital receipts or grants due in the future but is in the meantime funded from borrowing, subject to a maximum of three years or the year the receipt or grant is received, if sooner.
15. The asset life method shall be applied to borrowing to meet expenditure from 1 April 2008 which is treated as capital expenditure by either a direction under section 16(2) of the 2003 Act or regulation 25(1) of the 2003 Regulations. The COO shall determine the asset life. When borrowing to construct an asset, the asset life may be treated as commencing in the year the asset first becomes operational and postpone MRP until that year.
16. Where capital expenditure involves repayable loans or grants to third parties no MRP is required where the loan or grant is repayable. By exception, based on a business case and risk assessment, this approach may be amended at the discretion of the COO.
17. Where capital expenditure involves a variety of works and assets, the period over which the overall expenditure is judged to have benefit over shall be considered as the life for MRP purposes. Expenditure arising from or incidental to major elements of a capital project may be treated as having the same asset life for MRP purposes as the major element itself. An estimate of the life of capital expenditure may also be made by reference to a collection or grouping of expenditure type or types.

Loans to Special Purpose Vehicles

18. As part of its Investment and regeneration programme, the Council will use several Special Purpose Vehicles (SPV) held through Reside to manage its property regeneration schemes. This will require the Council borrowing to provide funding for the SPV and for the SPV to repay the loan based on the cashflow forecast to be generated from the properties.
19. MRP using the annuity method will be charged over a period of 50 years for each scheme. An MRP period of 25 years will be used for modular / prefabricated properties. The MRP will therefore reflect the repayment profile of the SPV to the Council and any borrowing made by the Council will be made to match the cashflow requirements of the SPV.
20. For each IAS scheme a set two-year stabilisation period will be used, although this can be extended, with the agreement of the COO, to three years in cases where there are significant pressures on a scheme's cashflow. A stabilisation period for each scheme is required to:
 - allow sufficient funds to cover any additional costs;
 - allow the property to be fully let; and
 - cover any initial letting and management costs.
21. The MRP annuity method makes provision for an annual charge to the General Fund which takes account of the time value of money (whereby paying £100 in 10 years' time is less of a burden than paying £100 now). The annuity method also matches the repayment profile to how the benefits of the asset financed by borrowing are consumed over its useful life (i.e. the method reflects the fact that asset deterioration is slower in the early years of an asset and accelerates towards the latter years). This re-profiling of MRP therefore conforms to the DCLG "Meaning of Prudent Provision" which provides that "*debt [should be] repaid over a period that is reasonably commensurate with that which the capital expenditure provides benefits*".
22. Subsequently, where an investment property is operational and has been valued at sufficiently more than its net cost, as at each financial year end, at the discretion of the COO, no MRP will need to be set aside during that year. A key consideration of the COO will be if the property can be sold in an open market and that sale will potentially take place within a five-year period. Any MRP that has already been set aside for the investment property will be retained as a reserve against the property. For subsequent years a revaluation of the property will need to be completed. Where the asset is valued at less than its net cost, then MRP, net of any MRP already charged and based on the remaining life of the asset, will need to be set aside.

PFI leases

23. In the case of finance leases, on balance sheet private finance initiative contracts or other credit arrangements, MRP shall be the sum that writes down the balance sheet liability. These are being written down over the PFI contract term.

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Investments as at 30th September 2018

Counterparty	Start Date	End Date	Amount £000s	Rate (%)
Federated Investors (MMF)			4,450	0.68
Lloyds Deposit Account			2,701	0.65
Lloyds Banking Group	01/04/2016	01/10/2018	5,000	1.79
LBBD Pension Fund	03/04/2018	01/10/2018	30,000	4.10
Lancashire County Council	20/11/2015	20/11/2018	5,000	1.54
Lancashire County Council	26/11/2015	26/11/2018	5,000	1.54
Lloyds Banking Group	20/01/2016	18/01/2019	5,000	1.67
Goldman Sachs International	23/06/2017	30/01/2019	10,000	1.10
Goldman Sachs International	03/07/2017	30/01/2019	10,000	1.13
Lloyds Banking Group	03/02/2016	01/02/2019	5,000	1.67
Lloyds Banking Group	15/03/2016	15/03/2019	10,000	1.80
Lloyds Banking Group	05/04/2017	05/04/2019	5,000	1.00
Lloyds Banking Group	21/04/2016	18/04/2019	5,500	1.84
Goldman Sachs International	18/04/2018	18/04/2019	10,000	1.30
Valence Primary School	12/02/2015	01/08/2019	100	3.50
Borough of Poole	18/11/2016	18/11/2019	7,500	0.97
Lloyds Banking Group	16/03/2017	16/03/2020	5,000	1.18
Barking Riverside Limited	15/10/2014	01/04/2020	5,538	3.50
Northamptonshire County Council	04/04/2018	03/04/2020	5,000	1.10
Plymouth City Council	03/04/2018	03/04/2020	5,000	1.40
Lloyds Banking Group	05/04/2017	06/04/2020	5,000	1.15
Cambridgeshire County Council	04/04/2018	06/04/2020	5,000	1.35
Plymouth City Council	09/04/2018	09/04/2020	5,000	1.40
Lancashire County Council	25/04/2018	24/04/2020	10,000	1.50
Dudley Metropolitan Borough Council	27/04/2018	27/04/2020	5,000	1.30
Lloyds Banking Group	15/06/2017	15/06/2020	5,000	0.90
Lloyds Banking Group	30/06/2017	30/06/2020	5,000	1.10
Lloyds Banking Group	14/07/2017	14/07/2020	10,000	1.09
Warrington Borough Council	08/09/2017	08/09/2020	20,000	0.92
Lloyds Banking Group	19/09/2017	18/09/2020	5,000	1.14
Barnsley MBC	21/09/2017	21/09/2020	3,000	0.94
Lancashire County Council	01/11/2017	21/09/2020	5,000	1.00
Lancashire County Council	24/09/2018	24/09/2020	5,000	1.35
Northumberland County Council	28/04/2017	28/10/2020	10,000	1.04
Doncaster MBC	06/11/2017	06/11/2020	5,000	1.10
Lancashire County Council	27/11/2017	27/11/2020	5,000	1.16
Lloyds Banking Group	05/12/2017	07/12/2020	5,000	1.24
Lloyds Banking Group	19/12/2017	21/12/2020	4,500	1.16
LB Newham	12/01/2018	12/01/2021	8,000	1.20
BE-FIRST LTD	03/04/2018	31/03/2021	3,608	4.00
Cambridgeshire County Council	06/04/2018	06/04/2021	10,000	0.95
LB Croydon	24/04/2018	23/04/2021	10,000	1.00
Lloyds Banking Group	31/08/2018	31/08/2021	10,000	1.48
Southwood Primary	28/04/2017	28/04/2022	92	3.50
Grafton Primary School	03/03/2016	03/03/2026	86	4.50
Gascoigne Primary School	03/03/2016	03/03/2036	79	4.50
	Total Investments:		300,154	

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ASSEMBLY**21 November 2018**

Title: Corporate Plan 2018 - 2022	
Report of Cabinet Member for Community Leadership and Engagement	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Sal Asghar, Policy and Partnerships Manager	Contact Details: E-mail: Salauoddin.asghar@lbbd.gov.uk
Accountable Director: Tom Hook, Director of Policy and Participation	
<p>Summary</p> <p>Over the past few years, the Council has undergone a period of significant change, which has focused on establishing a new kind of council that transforms the way we deliver our services, as well as facilitate a change in the relationship we have with our residents.</p> <p>In consultation with residents, we have shaped and defined the vision for Barking and Dagenham, with aspirations and outcomes clearly articulated through the production of the Borough Manifesto. These long-term outcomes provide a clear direction for the Council over the coming years.</p> <p>As an enabler and facilitator, the Council's job is to make the community's vision a reality. The Corporate Plan 2018-2022 sets out our contribution over the next four years to deliver the Borough Manifesto. It clearly articulates the Council's vision and priorities as we continue our journey and the transformation programme.</p> <p>The Corporate Plan is a key part of the Council's strategic planning, delivery and accountability framework. The development of a Corporate Plan ensures the Council's contribution to achieving its vision and priorities is proactive, co-ordinated, achievable and resourced in line with the Medium-Term Financial Strategy.</p>	
<p>Recommendation(s)</p> <p>The Assembly is asked to approve the Council's Corporate Plan 2018-2022 as set out at Appendix 1 to the report.</p>	
<p>Reason(s)</p> <p>Although there is no longer a specific statutory requirement to produce a Community Strategy or Corporate Plan, it is good governance to articulate the vision for the borough and agree the Council's priorities to inform decision making and allocation of resources. The key accountabilities and KPIs captured in the corporate plan will be monitored quarterly through the usual performance monitoring framework.</p>	

1. Background

- 1.1. Our borough and the context within which the Council operates has changed radically over the last decade and will continue to change for the foreseeable future. These are challenging times with austerity set to continue, coupled with population changes, increasing statutory responsibilities, rising demand, government policy changes and, for too many years, stubbornly low relative outcomes across a number of key indicators for our residents.
- 1.2. We have risen to the challenge and made significant progress in transforming the borough and the Council. We have owned and driven change in the borough. Our plans for the borough are bold, ambitious and aspirational. We have made changes in order to ensure we continue to meet the needs of our residents and to provide the place-based leadership required to deliver our vision for the borough. We look to the future with hope and aspiration and believe that the plans we have in place will ensure we continue to provide services that are fit for purpose moving forward.
- 1.3. The last four years have been about designing a radically new kind of council. We have embraced municipal entrepreneurialism, working with the flexibility of the private sector and the ethos of the public sector. Our transformation programme has seen the creation of new service delivery blocks, transforming our in-house services and establishing council-owned companies.
- 1.4. At the heart of all these radical changes, is our community. We understand that it is residents that make Barking and Dagenham such a great place and it is our residents who are the key to making the borough 'a place people are proud of and want to live, work, study and stay'.
- 1.5. We have made efforts to connect and reconnect with residents and actively listen to all parts of our community, even when that feedback has been hard to hear. In the last year we engaged with an unprecedented 6,000 residents, through consultation and engagement work to find out what they care about and what they want for the Borough.
- 1.6. 3,000 of our residents came together to produce the Borough Manifesto, a vision for the future of the borough which forms the top-level strategy for the Council and partners, to deliver the aspirations of our residents.
- 1.7. The Corporate Plan provides a clear narrative on how the vision and priorities will be delivered, allowing the Council to make best use of limited resources in areas that will make the greatest difference to our residents.

2. The Corporate Plan 2018-22

- 2.1. As an enabler and facilitator, the Council's job is to make the community's vision a reality. The Corporate Plan 2018-2022 sets out our contribution over the next four years to deliver the Borough Manifesto.
- 2.2. The priorities articulated in the new Corporate Plan have been changed to reflect the transformation that has taken place and the journey ahead. We will focus our efforts on four key themes, and within each theme sits a small number of priorities.

Theme	Priorities
A New Kind of Council	<ul style="list-style-type: none"> ▪ Build a well-run organisation ▪ Ensure relentlessly reliable services ▪ Develop place-based partnerships
Empowering People	<ul style="list-style-type: none"> ▪ Enable greater independence and protect the most vulnerable ▪ Strengthen our services for all ▪ Intervene earlier
Inclusive Growth	<ul style="list-style-type: none"> ▪ Develop our aspirational and affordable housing offer ▪ Shape great places and strong communities through regeneration ▪ Encourage enterprise and enable employment
Citizenship and Participation	<ul style="list-style-type: none"> ▪ Harness culture and increase opportunity ▪ Encourage civic pride and social responsibility ▪ Strengthen partnerships, participation and a place-based approach

2.3. The Corporate Plan 2018-2022 also sets out the council’s performance framework. Within each priority sits the key accountabilities we are committed to delivering and the performance indicators we will monitor to track our progress.

2.4. It is important that a robust performance framework exists, which allows the council to appropriately monitor performance, holding both internal and external providers to account. Through quarterly performance reporting at Cabinet, Cabinet Members will be able to keep track of our progress against agreed performance targets, and ultimately, our progress against delivery of the vision and priorities.

2.5. The development of a four-year Corporate Plan will see it last for the entirety of the next political cycle (2018-2022). However, the context within which we operate remains very challenging and we do not claim to have all the answers.

2.6. As a new kind of kind of council, we have put in place the vehicles to deliver the vision and priorities and will use our new services to focus our work. The next four years will be about building on what we have already achieved and continuing to deliver real change for the borough and its residents. This is why we will review the Corporate Plan as the context changes and evolves.

3. Consultation

3.1. Over the last year we have engaged over 6,000 residents as part of the Borough Manifesto consultation, the Good Neighbour Guide, the Resident Survey and other consultations. The input provided by residents has shaped our vision and priorities and the Corporate Plan.

4. Financial Implications

Implications completed by: Katherine Heffernan, Group Manager - Finance

- 4.1. There are no specific financial implications as a result of this report; however, in light of current financial constraints it is imperative that Officers ensure that the Key Performance Indicators and Accountabilities are delivered within existing budgets. These budgets will be monitored through the existing monitoring process to identify and address potential issues and also any benefits as a result of improved performance on a timely basis.

5. Legal Implications

Implications completed by: Paul Field, Senior Corporate Governance Solicitor

- 5.1 While it is correct to say there is no specific statutory duty to produce a corporate plan, it is a necessary element of good governance. The performance regime established by the Local Government Act 1999 as amended by the Local Audit and Accountability Act 2014 together with supporting legislation, requires the Council to work to achieve continuous improvement and best value. A corporate plan, its objectives and in time how the delivery measures up in terms of outcomes, are therefore one of the signifiers of a well-run local authority.
- 5.2 Furthermore the Accounts and Audit (England) Regulations 2015 Regulations obliges the Council to produce an Annual Governance Statement for each accounting year evidencing how the Council has performed. This is to be done in accordance with proper practices. The *CIPFA / Solace Delivering Good Governance in Local Government Framework 2016* guidance sets out the required practice and that includes a clear statement of the Councils purpose and intended outcomes. The Corporate Plan thus plays a vital role in the legal duty to ensure sound governance of the Council.

6. Other Implications

- 6.1. **Risk Management** – There are no specific risks associated with this report. The corporate plan report and ongoing monitoring will enable the Council to identify risks early and initiate any mitigating action. The Council’s business planning process describes how risks are mitigated by linking with the corporate risk register.
- 6.2. **Contractual Issues** – Any contractual issues relating to delivering activities to meet borough priorities will be identified and dealt with in individual project plans.
- 6.3. **Staffing Issues** – There are no specific staffing implications.
- 6.4. **Corporate Policy and Equality Impact** – The vision and priorities give a clear and consistent message to residents and partners in Barking and Dagenham about the Council’s role in place shaping and providing community leadership. The key accountabilities and KPIs monitored allow the Council to track delivery ensuring resources and activity are effectively targeted to help achieve the vision and priorities.

There are no specific equality impact issues to consider as a result of this report. Working towards delivery of the vision and priorities will help tackle inequality. A key part of this is ensuring growth is inclusive and that no-one is left behind.

- 6.5. **Adults and Children Safeguarding-** The corporate plan highlights the importance of safeguarding both in respect of Adults and Children's and protecting the most vulnerable members of the community. The **Empowering People** theme encompasses activities to safeguard adults and children in the borough. The Council monitor a number of indicators corporately which relate to Children's safeguarding. By doing so the Council can ensure it continues to discharge its duties.
- 6.6. **Health Issues -** The **Empowering People** theme has a particular focus of health and social care. It encompasses activities to support the prevention and resolution of health issues in the borough and is delivered through the Health and Wellbeing Board. The borough has a number of health challenges, with our residents having significantly worse health outcomes than national averages, including lower life expectancy, and higher rates of obesity, diabetes and smoking prevalence. Although delivery of health services is not the responsibility of the Council, together with health partners the Council is committed to tackling the health issues prevalent in the borough.
- 6.7. **Crime and Disorder Issues -** The **Citizenship and Participation** theme focusses on strengthened partnerships which will encompass activities to tackle crime and disorder issues and will be delivered through the Community Safety Partnership. Whilst high level indicators provide Cabinet with an overview of performance, more detailed indicators are monitored locally.

Public Background Papers Used in the Preparation of the Report: None

List of appendices:

Appendix 1- Corporate Plan 2018 - 2022

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No-one left behind

Corporate Plan

2018-2022



Vision and Priorities



Foreword by the Leader



Our vision is simple. No-one left behind. It is at the heart of our new kind of council and everything we do. It means a relentless focus on creating the conditions, partnerships and services that support improvements in the lives of our residents, ensuring they have opportunities to succeed and thrive.

No-one left behind also means harnessing the borough's potential as London's growth opportunity to deliver growth that is inclusive and benefits all our residents. It is what has driven our approach and allowed us to be ambitious and aspirational to meet the challenges we face.

Government austerity has cut local government budgets to the bone. Since 2010 we have made savings of £122m; a further £48m must be saved by 2021 for the Council to stay afloat. This is a daunting challenge made harder by rising demand for public services, especially social care, and a fast changing and growing population. Our approach however, is unashamedly to look at our assets, our people, our Borough and see their potential and build on their strengths.

The vision of no-one left behind has informed the three principles on which our transformation has been based:

- 1. To fulfil our growth potential by driving and shaping inclusive regeneration**
- 2. To deliver a new kind of council focused on enabling independence and empowering people**
- 3. To foster a new relationship with residents based on a citizenship rooted in civic pride, active participation and social responsibility.**

Everyone has a part to play in the future of the borough.

This understanding fuelled the creation of the Borough Manifesto, our aspirational, community-led and community-owned vision for the future of the borough over the next twenty years. The Manifesto will be delivered by strengthened local partnerships and new relationships to collaborate and take a place-based approach to overcome our biggest challenges.

Our Borough Manifesto is the Borough's twenty-year vision. If we want to realise this vision by 2037, we must first build the foundations and make certain progress by 2022. This Corporate Plan, the first one of my new administration, sets out how we intend to start that journey. We have created the foundations in the redesign of the Council. We now have to change our culture, how we think and how we approach service delivery, commissioning and partnership working.

I am proud to say this Council is fundamentally different to the one I became Leader of in 2014. The last four years have been about designing a radically new kind of council, fit for purpose in the twenty-first century. The next four years are about consolidating the progress we have already made, delivering our new kind of council and achieving real change for our residents.

Everything we do and everything we change is based on one simple belief – that no-one will be left behind.

Councillor Darren Rodwell
Leader of the Council

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2. Ensure relentlessly reliable services
3. Develop place-based partnerships

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Priorities:

1. Enable greater independence & protect the most vulnerable
2. Strengthen our services for all
3. Intervene earlier

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Priorities:

1. Develop our aspirational and affordable housing offer
2. Shape great places and strong communities through regeneration
3. Encourage enterprise and enable employment

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Priorities:

1. Harness culture and increase opportunity
2. Encourage civic pride and social responsibility
3. Strengthen partnerships, participation and a place-based approach

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About the Borough

Did you know
LBBD has...

210,711
residents

7th smallest population in London



57,535
under 16s



Highest proportion
in London and the UK

133,380
16s to 64s



4th lowest proportion
in London

19,796
over 65s



8th lowest proportion
in London

33
average age



Lower than London
average (36.2)

58.2
male healthy
life expectancy



Below London average (63.5)

60.7
female healthy
life expectancy



Below London average (64.4)

46.7
average attainment
8 score per pupil (GCSE)



Below London average (48.9)

12.4%
have no
qualifications



2nd highest in London

86.5



births per 1,000
women of childbearing age
Highest in London

89.2
crimes per
1,000 people



Below London average (93.8)

£301,518
average house
price (all types)



Lowest in London

18.7%
English not
first language



Below London average (22.1%)
for aged 3+

7.7%
unemployment



2nd highest in London

68.1%
employment



Below London average (74%)

2.6%
out-of-work
benefit claimants



Higher than London
average (2.2%)

50.5%
BME population



Below London
average (55.1%)

30.9%
born abroad



Below London average (36.7%)

4.7%



Nigeria most
common birthplace
outside the UK, followed
by India and Pakistan

Progress so far...

Winner of Local Government Chronicle's **Council of the Year Award 2018**



Every One Every Day

– will work with 25,000 residents and deliver 250 neighbourhood-led projects in the next five years



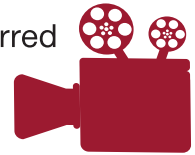
Achieved the **Investors in People Silver Award**

Over **100,000** hours of care and support to vulnerable adults on a 24/7 basis



Announced the preferred provider for the

Dagenham Film Studios'



Work is ongoing to build **London's first Youth Zone**, set to open in Dagenham in 2019



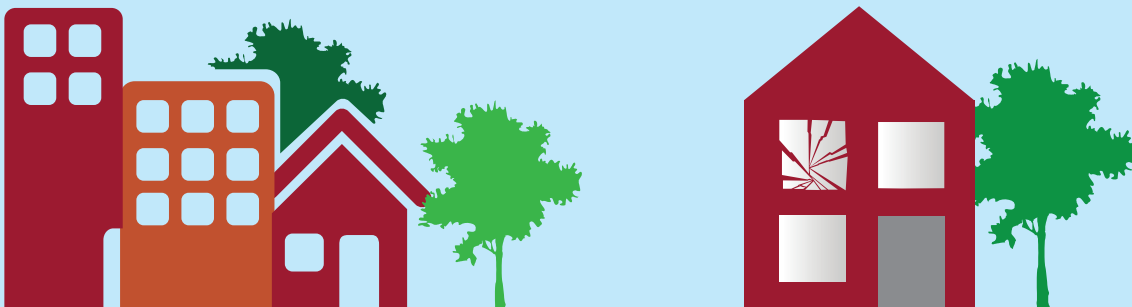
'Progress 8'

measure **20th** best in the country out of 151 local authorities

£350 million

committed to modernise council housing

Introduced a **licensing scheme** to tackle rogue landlords in the borough – so far **over 13,000** properties have been inspected and 25 rogue landlords have been successfully prosecuted

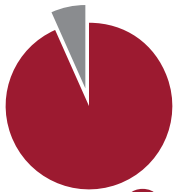




Attracted **over £1 billion** of investment to the borough – **Barking & Dagenham is London's growth opportunity**



The first local authority to adopt a **Gender Equality Charter**, with over **150** businesses, organisations and individuals signed up already.



Nearly **90 per cent** of our schools are now rated 'Good' or 'Outstanding' by Ofsted

More than **2,800** new business start-ups in the borough



Driving **health and social care integration**

through accountable care system



100 per cent of our **Children's Centres** are now rated 'Good' or 'Outstanding' by Ofsted



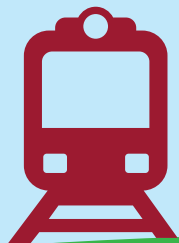
New cultural quarter at the Roding Riverside with the new Boathouse

Dagenham Library scoops **Library of the Year award**

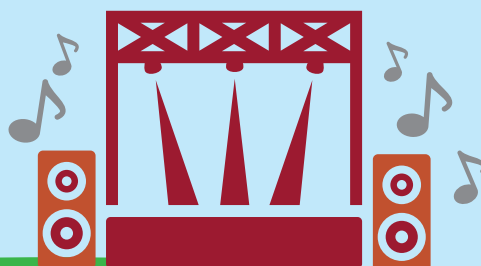


£250 million

deal clinched for new railway line to Barking Riverside



The popular **Summer of Festivals** programme was attended by **100,000** people in 2017



Building has begun on a 4 lane, 50m **Olympic size swimming pool**

at Becontree Heath Leisure Centre - opening in 2018



Progress so far

We have already made a great deal of progress towards delivering our **new kind of council**.

We have embraced **municipal entrepreneurialism**, working with the flexibility of the private sector and the ethos of the public sector. To put this into practice we have pioneered a new form of council-owned company, rejecting out-of-date ideas of the public private split, generating vital revenues, protecting jobs and intervening in private markets that are failing both local workers and the wider community.

Our Council will combine the enduring core values of the public sector, with the community involvement and flexibility of the voluntary sector, and the commercial-mindedness of the private sector.

Our fundamental values of public service, integrity, and social justice will continue to underpin everything the Council does. But we need the full involvement of local people to build relationships of trust, and the flexibility to respond in ways which help to break the cycle of dependence. We have to be more commercially-minded and entrepreneurial so that our services can be financially self-sufficient wherever possible.

We have established council-owned companies in the areas of sustainable energy, housing and regeneration, school improvement, home and traded services. These companies are wholly owned by the council (or, in the case of the Barking and Dagenham School Improvement Partnership, by the Council and schools), they pursue the priorities of the community but, by operating in the private sector, they have independence and the ability to innovate, take risks and do things differently.

We have also transformed our in-house services, breaking down the traditional siloes of the twentieth century and rebuilding the organisation to act as an enabling and collaborative council, delivering better outcomes for residents rather than focusing on the processes of the past.





The council's structure

We have focused on **empowering people**, fostering independence by preventing crises.

Our new integrated front-door service, **Community Solutions**, brings sixteen services into one – including parts of care and support, homelessness, housing and community safety. This service works with residents to identify the root cause of their problem, rather than bureaucratically treating the symptoms. This approach will enable independence in our community and prevent people tipping into crisis in the first place.

Our **Care and Support** services have been developed to meet rising demand in a sustainable way. Care and Support brings

together children's and adult social care and the new all-age disability service to provide seamless and continuing support to those who need it, to maximise the choice and control residents have over the services they use, and to safeguard vulnerable children, young people and adults from neglect, abuse and harm. Our new kind of council will only ever be successful if it can enable independence, reduce demand and allow us to continue to afford the services our community needs.

Our approach to **inclusive growth** is enabling us to speed up our regeneration while delivering affordable housing and shaping inclusive, sustainable and healthy communities for the future.



To put this into practice we have launched **Be First**, our council-owned regeneration company, to work with the flexibility of the private sector and the ethos of the public sector to accelerate the pace and scale of our regeneration while ensuring it remains inclusive. Be First are measured not only in number of homes built but in the social value it generates.

Reside is our council-owned municipal housing company, providing genuinely affordable homes to local working people, catering for those on a range of different incomes. It already lets and manages over 800 affordable, flexible tenure properties, which will rise to around 3,000 by 2023.

We want to be the green capital of the capital and **B&D Energy**, our council-owned green energy company, has been established to offer sustainable heat and power to new housing developments within the borough and surrounding areas.

We have formed new partnerships and brought vital **anchor institutions** to the borough in order to diversify our economy and new options for

participation and routes into secure employment. In 2017 Coventry University opened a London campus in Dagenham, we will soon have the first Youth Zone in the south of England and, in 2021, London's largest film studios will be opening in the borough. We cannot achieve all we want to on our own, and anchor institutions like these are critical for the continued success of the borough.

As a Council we are now building more municipal housing at a social rent than we are losing through right to buy, for the first time ever. We are turning the tide, utilising the energy of growth for social good while minimising its negative consequences.

Over the past four years we have made real progress towards a new relationship with residents based on **citizenship and participation**.


In 2015 we re-introduced our **Summer of Festivals**, offering an annual programme of free cultural events across the borough to encourage cohesion by bringing residents from different backgrounds together to celebrate our shared and diverse culture and history. After all, we are one borough, one community.

In 2017 we launched **Every One Every Day** in partnership with Participatory City Foundation. As the country's largest ever community participation programme with £7.2m of grant funding, it aims to grow strong social networks through co-produced, community-led participation.

We also understand that citizenship is grounded in a sense of **civic pride and social responsibility**. Everyone is welcome in our community, as long as they are respectful and actively participate in shaping its future. As such, over 3,000 residents helped develop the vision of the Borough Manifesto, while the Good Neighbour Guide was co-produced with residents as a declaration of the rights and responsibilities that come with being a member of the community of Barking and Dagenham.

We have already achieved a lot. We have put in place the building blocks required to achieve real change. However the job is not finished. In fact, the journey has only just begun. If the past four years were about designing our new kind of council, the next four will be about consolidating what we have already achieved and continuing to deliver real change for the borough and its residents.





Consolidation, thinking differently and delivery: The next four years...

Our Priorities

Between 2018 and 2022 we will focus our efforts on four key themes.

Theme 1: A New Kind of Council

Priorities:

1. **Build a well-run organisation**
2. **Ensure relentlessly reliable services**
3. **Develop place-based partnerships**

Theme 2: Empowering People

Priorities:

1. **Enable greater independence whilst protecting the most vulnerable**
2. **Strengthen our services for all**
3. **Intervene earlier**

Theme 3: Inclusive Growth

Priorities:

1. **Develop our aspirational and affordable housing offer**
2. **Shape great places and strong communities through regeneration**
3. **Encourage enterprise and enable employment**

Theme 4: Citizenship and Participation

Priorities:

1. **Harness culture and increase opportunity**
2. **Encourage civic pride and social responsibility**
3. **Strengthen partnerships, participation and a place-based approach**

We understand that there is overlap between these themes and priorities. What is important is that we understand the dependencies and interdependencies between the priorities and use the flexibility to strengthen our new kind of council.



Theme 1

– A New Kind of Council



We have implemented the major structural changes of our new kind of council, but the job is far from finished. We still have to deliver £48m of savings by 2021, and to do this we need the New Kind of Council to deliver; improving the life chances and independence of residents, accelerating our growth and becoming financially sustainable.

We must continue to **build a well-run organisation**. First and foremost, this means financial sustainability. 2018-19 is a crunch year for all of local government, and Barking and Dagenham is no different. We must deliver approximately £20m savings in 2018-19 to stay afloat and continue offering the services residents deserve, and we have one shot to land our transformation in order to achieve this.

While we continue to build a relentlessly reliable, well-run organisation, we must also ensure the Council is a creative space in which social innovators of all kinds can come together and collaborate to come up with new ideas and solutions to the challenges we face and put them into practice across the borough.

To do this we must also complete our transformation by redesigning the core of the Council, breaking down any remaining siloes

This includes continuing to better utilise our data, look at increased use of behavioural insight and innovative approaches to service design. We need to be more transparent and open to the ideas and experiences of others. This includes embedding coproduction across all of our services, something that has been sporadic to date.

We need to use our transformation to make ourselves a fairer, more representative and, as a result, more effective organisation. The proportion of employees identifying as coming from BAME backgrounds needs to increase and we must reduce gender segregation across our services, narrowing the gender pay gap and increasing the proportion of women in management positions.

Vital to our success is the performance of our new council-owned companies. By 2022 each of these organisations must be independently delivering the outcomes we expect by working with the flexibility of the private sector and, critically, the ethos of the public sector, accountable to our elected Councillors. As a Council, but also as a Borough, we need to drive hard the ecosystem of organisations that have been created to lead a step-change in delivering opportunity to our residents.



Our transformation will not be successful if we cannot get the basics right, not just delivering what is legally required of us, but also what is important to residents on a day-to-day basis. We know we have made mistakes in the past, but over the next four years we will **ensure relentlessly reliable services** are delivered each and every day.

By 2022 we will have radically improved our customer service, so that residents truly experience the level of service they deserve. We will also reform the way we monitor our performance and scrutinise ourselves, to better hold services to account for their work. Our aim is to improve confidence and trust in the Council, and ensure residents always receive the highest standards of service.

Our community is based on a deal between residents and the Council to keep the local environment safe, clean and pleasant to live in. To improve trust in the Council we need to show that we can hold up our end of the deal. We must ensure that bins are consistently collected on-time without complication, that our streets are safe and clean, and that our parks and green spaces are welcoming and beautiful places to visit.

Finally, to secure the success of the new kind of council, we must acknowledge that we cannot do this alone, and act accordingly. Eight long years of austerity means that no public body has the funding needed to achieve their goals by acting independently, nor is this the best way to work. In the years to come we will build on the progress already made by the Barking and Dagenham Delivery Partnership to **develop place-based partnerships**, enabling us to collaborate across organisations and sectors.

Our future rests on the success of our new kind of council. We do not claim to hold all of the answers today, but over the next few years, as we continue our journey, we will listen to and work with residents and, in response, we will further reform our services to meet the challenges of our times.

A New Kind of Council

– Accountability and Performance



Priority 1: Build a well-run organisation

Key Accountabilities

Develop a clear Medium-Term Financial Strategy (MTFS) and robust budget monitoring.

Review and monitor the Investment and Acquisition Strategy.

Maintain excellent Treasury Management.

Embed a performance challenge process for the corporate performance framework.

Re-design the core of the Council.

Agree a new Corporate Asset Management Strategy (CAMS), shaping a long-term investment plan, based on the stock condition survey.

Continue the Council's vision to be an Exemplar Equalities Employer, working towards Investors in People gold standard.

Implement the Equality and Diversity Strategy action plan.



Priority 2: Ensure relentlessly reliable services

Key Accountabilities

Deliver excellent customer services.

Redesign all services delivered by Public Realm to meet the agreed budget and service standards.

Embed the new street cleansing operating model.

Develop the procurement strategy for the replacement of our vehicle fleet.



**Priority 3:
Develop place-based partnerships**

Key Accountabilities

Continue to strengthen the Barking and Dagenham Delivery Partnership and other partnership bodies to work towards the vision of the Borough Manifesto.

Create a series of partnership plans based on key manifesto priorities.

Promote a partnership approach to tackling equality and diversity issues through the development of the Fairness and Equalities sub-group

Continue to promote the Gender Equality Charter.

Key Performance Indicators

The current revenue budget account (over and under spend).

Employee Engagement Index Score.

The average number of days lost due to sickness absence.

The percentage of council employees from BME communities.

The percentage of staff who have completed mandatory training (Equalities, Health and Safety, Information Governance).

LBBB Gender pay gap.

The percentage of customers satisfied with the service they have received.

The satisfaction with member enquiry responses.

The average number of days taken to process Housing Benefit / Council Tax Benefit change events.

Standard of street cleaning.

Theme 2

– Empowering People



Demand for services and support is increasing while the resources available to us are rapidly diminishing. In order to meet this challenge while improving the health and wellbeing of the community, we must **enable greater independence** among individuals and families. This will require public services to better empower individuals and families to exercise greater choice and control, not only over how they use services, but over their own health and wellbeing.

We must follow up on the transformation of our services by changing the culture of our workforce in the way we engage with residents. In order to reduce dependency on services we must adopt a holistic, individual and family-centred approach that helps us to take better-informed, targeted action, together with partners, that can make the most difference to residents' lives. Our empowering approach must be capable of making the most of assets and services that already exist in the community and further build on our successes so far in integrating health and social care across the borough. Ultimately, our approach needs to raise aspirations among residents, breaking intergenerational cycles and showing that everyone can expect a little more from themselves and their community.

To build the foundations of our empowering approach, we must **strengthen our services** for all. Firstly, so residents are supported to harness the growth we expect in the borough over the next 20 years. We have the potential for over 50,000 new homes and 20,000 new skilled jobs between now and 2037. Therefore, the local network of public services must ensure residents are well-placed to make the most of this huge potential. Secondly, people and families who live in a safe community with access to good quality housing and healthcare, excellent education and secure employment are less likely to require intensive, on-going support and are able to maintain their independence for longer.

Everyone deserves the best start in life, and this means ensuring mothers enjoy healthy pregnancies and support for children under five and wider families is strong. Everyone deserves to reach their full potential, and this means continuing to drive educational standards and attainment at all levels. And everyone should feel safe and be safe within their home and community, which means working together to challenge and intervene in unacceptable behaviour such as environmental crime, anti-social behaviour, discrimination of any form, exploitation, childhood neglect and domestic abuse.



We will have the greatest success in empowering individuals and families where we can **intervene earlier**, preventing a problem from escalating into crisis. This sounds simple, but is far from it. We need to fundamentally change the way we interact with residents, prioritising choice, recognising that everyone's needs are different, and putting the responsibility for positive change in the hands of residents wherever possible. This new relationship with residents, along with an evidenced based understanding of our changing population, will make it easier for us to spot problems and target solutions much earlier.

In practice, this means improving our ability to help residents increase their financial and housing stability, reducing debt before they are made homeless or go hungry. For example, helping residents to make and maintain benefit claims when they first need to, not after a long month of waiting, and to find their way back to secure employment. Or pointing residents towards community services and activities nearby, before social isolation takes hold and more intrusive services are required.

But enabling greater independence is not just about preventing demand, it is also about how we **protect the most vulnerable** and support

them on their journey back to independence, however long that might take. We will be good corporate parents, listening to and ensuring that our children in care and care leavers are given the same chance to succeed as their peers.

A priority will always be ensuring children, young people and vulnerable adults in most need are safeguarded and have reduced risk of harm, violence and exploitation. The prevalence of domestic abuse in Barking and Dagenham remains utterly unacceptable, and we will use our new kind of council, together with partners, to approach this most critical of challenges with fresh approaches. Our ambitious approach for those with special educational needs and disabilities aims to seamlessly integrate services for people with disabilities moving from childhood to adulthood. And we will continue to innovate the ways in which we care for the most vulnerable, to maximise the control they have over their own lives and the length of time they can stay in their own homes.

Empowering People

– Accountability and Performance



Priority 1: Enable greater independence whilst protecting the most vulnerable

Key Accountabilities

Promote and foster employment opportunities for local residents.

Develop the Job Shop and Adult College new work and skills offer.

Publish a new Special Educational Needs and Disability (SEND) Strategy 2019-2022.

Complete the transformation of the Disability Service.

Campaign to raise awareness of safeguarding issues within our local community.

Change our approach and systems through contextual safeguarding for keeping children and young people safe from exploitation.

Respond appropriately to the Social Care Green Paper on older people and the Children's Social Work Act.

Strengthen the understanding corporate of parenting responsibility with every Member playing their part.

Priority 2: Strengthen services for all

Key Accountabilities

Continue to deliver continuous improvement in services and improve quality.

Ensure that school place planning is meeting demand by creating new places, both mainstream and specialist provision.

Increase engagement with young people to incorporate their voices into Council policy.

Develop the BCU to deliver Local solutions for policing in the borough.

Develop a new Education and Participation Strategy.



Priority 3: Intervene earlier

Key Accountabilities

Develop strategy and proactive campaign of work to end loneliness.

Develop a new Locality Strategy for Community Solutions, to maximise the use of assets and shape an integrated local offer between care and support and partners.

Finalise the Homelessness Strategy, focusing on homelessness prevention and reducing numbers in temporary accommodation.

Monitor the impact of the Universal Credit roll out and address any emerging issues.

Maintain focus on serious youth violence through the work of the Community Safety Partnership and Safeguarding Boards.



Key Performance Indicators

The percentage of healthy lifestyle programmes started and completed.

The number of permanent admissions to residential and nursing care homes (per 100,000).

The total Delay Transfer of Care (DTC) Days in month (per 100,000) attributable to social care.

The percentage of Care Leavers in employment, education and training.

Long term stability of placements for children in care.

Total number of households prevented from being homeless.

The average number of households in Temporary Accommodation over the year.

The total number of households moved out of temporary accommodation.

The number and rate per 10,000 First Time Entrants. Early Years Foundation Stage (EYFS) Inequality gap.

The percentage of borough schools rated 'good' or 'outstanding'.

The percentage of pupils achieving 9-5 in English and Maths.

Average point score per entry - Best 3 A Levels.

The number of children who received a 12-month review by 15 months.

The percentage of 16 to 18 year olds who are not in education, employment or training (NEET) or who have unknown destinations.

The percentage of four weekly Child Protection visits carried within timescale.

The percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time.

The percentage of assessments completed within 45 working days.

The number of ASB incidents reported in the borough.

The number of non-domestic abuse violence with injury offences recorded.

Repeat incidents of domestic violence (MARAC).

The number of serious youth violence offences recorded.

Theme 3

– Inclusive Growth



London is moving east. Growth has arrived in Barking and Dagenham. We have already taken giant leaps towards shaping this growth so that no-one is left behind, following the recommendation of the Independent Growth Commission in 2016 to focus on pursuing faster, more inclusive regeneration. By 2022, we must have accelerated the pace and scale of our regeneration as well as making it more inclusive, proving that we have the capacity to deliver growth that leaves no-one behind. In short, by 2022 we must be making real progress towards the targets of the Borough Manifesto.

We have the potential to deliver 50,000 new homes by 2037, but these homes must cater for local people on a range of incomes to ensure we support genuinely mixed communities. To do this, over the coming years we will further **develop our aspirational and affordable housing offer**, across a range of tenures, for working people and those on low-incomes. As Be First pioneer new developments, Reside will expand the number of homes it lets and manages for local people to around 3,000 by 2023. It will offer private rental properties at rates dependent upon income, starting from Council Comparative Rents and those affordable to residents on the London Living Wage.

Regeneration is about so much more than bricks and mortar. It is social, it is about people. So we will **use our regeneration plans to shape great places and strong the communities**, making Barking and Dagenham a great place to live, work and visit; renewing the borough for the 21st century. This means that in addition to new affordable homes, Be First will be focused on place-shaping – improving local transport, securing the necessary infrastructure, promoting green and healthy development, and ensuring that local residents have a strong voice and say in how our borough is changing.

A key part of regeneration will also be ensuring our growth is sustainable so that Barking and Dagenham becomes the green capital of the capital. Our council-owned green energy company, B&D Energy, will grow to offer more and more of our new developments and the surrounding areas heat and power from sustainable sources. And Beam Energy will offer local residents with a cheaper, greener alternative to the big energy suppliers.

We know we cannot achieve inclusive growth in Barking and Dagenham on our own. To shape and diversify our local economy and culture we need to welcome new anchor institutions into



the borough and work with them to help them positively impact the community as it grows and changes. In 2017 Coventry University welcomed its first students to their new London campus in Dagenham. In 2019 we will be opening the first Youth Zone in London, and we will soon be home to the largest film studios in London.

It is vital that all residents of Barking and Dagenham are well-placed to make the most of the growth coming to the borough. For this to happen the local economy needs to work for them. We need to **encourage enterprise and enable employment**, expanding jobs in key growth sectors and connecting local people to those opportunities. In particular, this means supporting residents who have found it harder to gain employment to benefit from the new jobs that will be created in the borough over the coming years. This is what Community Solutions was created to achieve.

Over the coming years our capacity to create routes into secure, long-term employment will improve because of the regeneration and growth taking place in Barking and Dagenham – as well as the devolution of powers and funding related to skills and adult education. Working with partners from across East London, we will

utilise these resources and newfound powers to match our skills and adult education provision to the industries with the fastest growing demand for a skilled workforce, working with Barking and Dagenham College and Coventry University.

More locally, the Council is in a strong position to connect education providers with key and future employers, such as the film studios, in order to ensure that the skills offer to residents will equip them to obtain the secure employment available tomorrow, not just today. We must also use our new kind of council, and particularly Community Solutions, to support those out of work along the road back to employment. Every resident deserves the chance to find work that pays well, allowing them the independence they need and the sense of purpose that comes with fulfilling employment, including those leaving care or education and those with a disability.

We have the potential to deliver over 50,000 new homes and 20,000 new skilled jobs over the next twenty years, but Rome was not built in a day and we will not deliver all of this by 2022. What we must do instead is prove that we are capable of starting down the road towards this potential, delivering inclusive growth without gentrification. By 2022 we need to see real, measurable progress being made.

Inclusive Growth

– Accountability and Performance



Priority 1: Develop our aspirational and affordable housing offer

Key Accountabilities

Transition Reside to the next phase: ready to let, manage and maintain a significantly expanded number of homes over the next five years.

Update the allocations policy for HRA and Reside properties.

Agree a new homelessness strategy – focusing on preventing homelessness and reducing the number of households in temporary accommodation.

Agree consistent property standards to apply across new Reside and, over time, existing HRA homes.

Identify the need and demand for future housing supply, through a Strategic Housing Market Assessment, to inform the Local Plan and future Be First housing delivery.



Priority 2: Shape great places and strong communities through regeneration

Key Accountabilities

Deliver the Be First regeneration and housing pipeline, and associated financial and socio-economic benefits to the council and residents.

Work with Be First to identify further, future regeneration and development opportunities.

Spread district energy systems through new developments, via B&D Energy, as part of our ambition to be the Green Capital of the Capital.

Launch Beam Energy and promote take up across local households, especially across homes let by the council or Reside.

Consult on the Local Plan, setting out our plans for the future physical and industrial development of the borough, and to consult widely with local residents.

Deliver on-going Tower Blocks safety improvement works.



Priority 3: Encourage enterprise and enable employment

Key Accountabilities

Work collaboratively with partners to develop a Barking and Dagenham Employment Framework; an enterprise and employment strategy to boost jobs and skills across the borough.

Continue development of clear progression pathways and post-18 opportunities for young people.

Develop a new work and skills offer through Community Solutions, to tackle worklessness.

Assess the impact of the Universal Credit roll-out and address any emerging issues.



Key Performance Indicators

The percentage of council homes compliant with Decent Homes.

The number of new homes completed.

The percentage of new homes completed by the council that are affordable

The number of homes with unimplemented full planning permission.

The percentage of residents satisfied with capital works.

Capital spend within year being within 5% of planned budget.

The percentage of borough residents with Level 3 Skills Qualifications and above.

Theme 4

– Citizenship and Participation



Central to our transformation is an understanding of citizenship rooted in civic pride, social responsibility and active participation. Therefore, we have started to forge a new relationship with residents that is empowering rather than paternalistic. Over the next four years we must build on the progress already made in developing this new relationship with residents, making clearer what it means to be a member of our community and making it easier to participate in the community and shape its future.

To do this, we will **harness culture and participation** to empower the community. We are united by our rich, diverse culture and history, which we will continue to celebrate as a means of bringing together residents from different backgrounds. We will also find new ways of making our community more cohesive and welcoming through co-production with residents and the intelligent use of data.

It is obvious that the Council cannot singlehandedly create a new relationship with residents. If our community is to be empowered, residents must take the lead. This also means that we require a vibrant, robust and flourishing voluntary sector with which we can partner.

The Council will continue to support the voluntary sector to grow and enable every part of our community to participate.

Every One Every Day is already making it easier for residents to actively participate in the community however they like, and over the next four years this project will expand to touch the lives of at least 25,000 people, facilitating 250 projects and helping to establish 100 community businesses. This participation will help to strengthen social networks throughout the community, empowering residents with greater independence and control over their own lives.

Being a member of our community comes with a balance of rights and responsibilities. On the one hand, everyone is welcome in Barking and Dagenham and everyone is given the chance to succeed. No-one is left behind. On the other hand, everyone must practice a sense of civic duty. Therefore, we will continue to find ways to **encourage civic pride and social responsibility** across the borough.

We have made real progress in improving our communications over the past few years, and continuing this journey is vital to building our new



relationship with residents. Our communications must be built on two-way conversations, honestly and transparently keeping residents up to date with our work and listening to their concerns. We have a responsibility to use the platform we have been given by the community to promote how to lead healthy, happy and independent lives.

We also understand that residents are deeply concerned about anti-social behaviour and environmental crime. We will enforce against anyone who commits these crimes and behaves irresponsibly and without respect or consideration.

By 2022, we will begin to see the benefits of our new relationship with residents, as the community becomes more independent and powerful in pursuing its own priorities. This will be achieved by increasingly active and diverse community participation, by a welcoming and cohesive appreciation of culture, and by a shared understanding of what it means to be a member of our community.

Citizenship and Participation

– Accountability and Performance



Priority 1: Harness culture and increase opportunities

Key Accountabilities

Deliver the master plans and commercialisation of Parsloes Park and Central Park.

Implement the improvement plan funded by Community Interest Levy (CIL).

Renew focus on community heritage assets and develop a new offer including the East End Women's Museum and Industrial Heritage Museum feasibility.

Ensure culture is a driver of change through the Borough of Culture Schemes, Creative Enterprise Zone, Summer of Festivals & Alderman Jones's House.

Celebrate equality and diversity events, and where possible, enable community groups to take the lead.

Priority 2: Encourage civic pride and social responsibility

Key Accountabilities

Work with Enforcement to help drive behavioural change with regard to waste and flytipping.

Develop a new borough wide Private Licensing Scheme to be agreed by MHCLG.

Implement the Parking Strategy and agreed subsequent parking schemes.



**Priority 3:
Strengthen partnerships, participation
and a place-based approach**

Key Accountabilities

- Deliver the Cohesion Strategy and dedicated Faith Policy.
- Implement the Connected Communities Fund and the Counter Extremism Programmes.
- Support the development of the community and voluntary sector, including a Local Giving Model.
- Continue to develop Every One Every Day, monitoring impact and outcomes.
- Develop a robust Social Value Policy.

Key Performance Indicators

- The number of active volunteers.
- The number of engagements with social media.
- Average number of opens per One Borough Newsletter issues.
- Impact / Success of events evaluation.
- The percentage of parks and green spaces meeting Green Flag criteria.
- The percentage of respondents who believe the council listens to concerns of local residents.
- The percentage of residents who believe that the local area is a place where people from different backgrounds get on well together.
- The weight of fly-tipped material collected.
- The weight of waste recycled per household.
- The weight of waste arising per household.
- The number of properties brought to compliance by private rented sector licensing.
- The number of fixed penalty notices issued.
- The percentage of fixed penalty notices paid/collected.

Delivering the Corporate Plan



This Corporate Plan is approved by the Council Assembly. Performance against the Plan's accountabilities and indicators are reported on a quarterly basis to the Council Cabinet.

The Borough Manifesto

The Borough Manifesto is our aspirational vision for how the Borough will change over the next twenty years. Over 3,000 residents came together to shape this vision and define the future of Barking and Dagenham and how it will change as a place to live, work, study and visit.

As an enabler and facilitator, the Council's and partners' job is to make the community's vision a reality. The Corporate Plan sets out the Council's contribution over the next four years to deliver the Borough Manifesto. The priorities and performance measures we are using to drive progress and improvement link directly to the aspirations, themes and targets of the Manifesto; ensuring that we have a co-ordinated and focused effort. This alignment creates a golden thread that runs from policy-making through to frontline service delivery.

Our progress towards delivering the Borough Manifesto can be viewed in the Borough Data Explorer, along with a wide range of socioeconomic data about the borough and the community, which can be viewed in this link: www.lbbd.gov.uk/boroughdataexplorer

To view the Borough Manifesto, visit this link: www.lbbd.gov.uk/borough-manifesto

The Health and Wellbeing Strategy

The Joint Health and Wellbeing Strategy 2019-2023 is a partnership strategy, owned by the Health and Wellbeing Board, which sets out our approach to improving the health and wellbeing of the community at every stage of the life course by combating long-standing health inequalities.

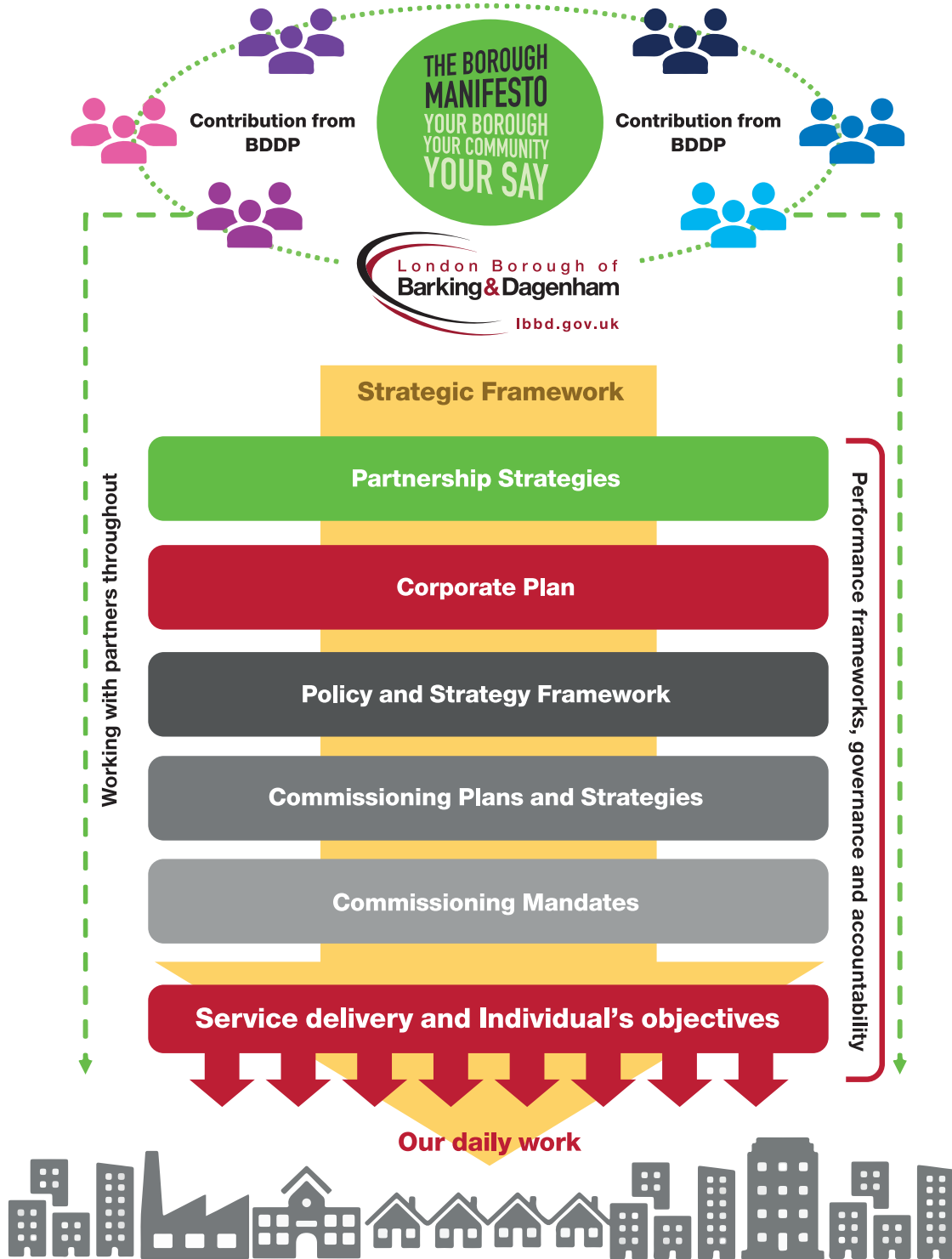
The strategy defines our approach across three priority themes decided by the Health and Wellbeing Board and informed by the 2017 Joint Strategic Needs Assessment: giving every resident the best start in life; early diagnosis and intervention; and enabling independence. It has been created in parallel to and has informed the creation of this Corporate Plan.

The Strategic Framework

The Corporate Plan fits into the wider strategic framework across Barking and Dagenham. It is informed, firstly, by the Borough Manifesto and, secondly, by all other partnership strategies, including the Health and Wellbeing Strategy.

In turn, the Corporate Plan forms the top layer of the Council's organisational business planning. It therefore informs all subsequent layers of the strategic framework, including other strategies, commissioning mandates and business plans. In doing so, the Corporate Plan informs all planning throughout Council and, as a result, influences the day-to-day work across our frontline services.

Working together to deliver shared outcomes for Barking and Dagenham





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INVESTORS
IN PEOPLE

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ASSEMBLY**21 November 2018**

Title: Report of a Decision of the Standards (Hearing) Sub-Committee	
Report of the Chief Executive	
Open Report	For Decision
Wards Affected: None	Key Decision: No
Report Author: David Symonds, Democratic Services Officer	Contact Details: Tel: 020 8227 2678 E-mail: david.symonds@lbbd.gov.uk
Accountable Officer: Fiona Taylor, Monitoring Officer and Director of Law and Governance	
<p>Summary:</p> <p>The Localism Act 2011 governs the Council's ethical framework. That Act requires all relevant authorities to establish a Councillors' Code of Conduct.</p> <p>In accordance with the Council's Procedure for Making Complaints, a Standards (Hearing) Sub-Committee was held on 28 September 2018 to consider a complaint alleging a breach of the Councillors' Code of Conduct made against Councillor Butt.</p> <p>The Sub-Committee concluded that breaches of the Code of Conduct had been proven and agreed two sanctions, one being that the findings of the Sub-Committee be reported to the Assembly for information and the other relating to training for Councillor Butt in respect of Code of Conduct matters.</p>	
<p>Recommendation(s)</p> <p>The Assembly is recommended to note the decision of the Standards (Hearing) Sub-Committee held on 28 September 2018.</p>	

1. Introduction and Background

- 1.1 On 9 May 2018, a Complaint was made that there was a breach of the Councillors Code of Conduct to the Monitoring Officer. It was alleged that Councillor Butt had failed to register a disclosable pecuniary interest (DPI) relating to her ownership of a property at 42 Strathfield Gardens, Barking. Furthermore, the Leader of the Council had also received a letter on 20 April 2018 alleging the same and he had immediately notified the Monitoring Officer on the same day.
- 1.2 An investigatory report was prepared on behalf of the Monitoring Officer and this concluded that the weight of evidence supported the conclusion that there may have been breaches of the Councillors' Code of Conduct. This was specifically in relation to the Standard of Conduct set out paragraph 5.1 clause (vi) of the Code,

which obliges Members to “register as required and declare any disclosable pecuniary interest and include any other interests as set out in this Code”. During the investigation, Councillor Butt wrote to the Monitoring Officer and admitted her breaches and apologised.

1.3 As there was sufficient evidence to sustain a belief of three instances of breaches of the Code, the matter was referred to the Standards (Hearing) Sub-Committee. The Sub-Committee sat on Friday 28 September 2018 to determine whether the evidence supported the Complaint that Councillor Butt had contravened the Councillors’ Code of Conduct.

1.4 The Members of the Sub-Committee were Councillor Simon Bremner (appointed Chair of the meeting), Councillors Akwaboah and Dulwich. The Sub-Committee were advised by Suzan Yildiz (Legal Services) and Michael Carpenter, the statutory Independent Person under the Localism Act 2011. The findings of the investigation were presented by the presenting officer, Dr Paul Feild (Legal Services). Councillor Butt was present as the respondent.

2. The Hearing

2.1 The Sub-Committee heard from the presenting officer that there were three breaches of the Councillors’ Code of Conduct, due to three instances of failure to register disclosable pecuniary interests in respect of interests in two properties, which Councillor Butt admitted in her letter accompanying the report. The breaches were that Councillor Butt had failed to:

- Register both her interest and husband’s interest as owners of 42 Strathfield Gardens, Barking, when it was acquired on 2 October 2015 as a DPI;
- Register her husband’s interest upon becoming the sole owner of 42 Strathfield Gardens, Barking from 27 November 2017 as a DPI; and
- Register her husband’s interest as the sole owner of 102 St. Awdry’s Road, Barking from 14 September 2017 as a DPI.

2.2 The Presenting Officer confirmed that there was no evidence of conflict of interest arising as a result of Councillor Butt’s failure to disclose the above interests whilst acting in her previous position as Cabinet Member for Enforcement and Community Safety (previously Crime and Enforcement) which included responsibility for the Private Landlord Licensing Scheme.

2.3 Councillor Butt was invited to present her case to the Sub-Committee and admitted she had breached the Councillors’ Code of Conduct and apologised for not registering the property interests as DPI’s. She stated that she did not realise that she was required to update her DPI’s on an on-going basis. She omitted one declaration and omitted the second property as a DPI and confirmed that she had always known of her husband’s interest in 102 St. Awdry’s Road.

3. Decision of the Hearing Sub-Committee

- 3.1 The Sub-Committee deliberated in private with the Independent Person and the Legal Adviser to the panel. The Sub-Committee agreed the following in respect of the key matters contained in the Monitoring Officer's report to the Sub-Committee:
- 3.2 The Sub-Committee considered whether Councillor Butt had disclosable pecuniary interests in the two properties and whether her actions constituted a breach of the Code of Conduct as set out in the key matters contained in the report:

Key Matter 1: Did Councillor Butt have Disclosable Pecuniary Interests that under the Council's Code of Conduct needed to be registered and did her Spouse also have Disclosable Pecuniary Interests that she as a Councillor needed to have registered?

Key Matter 2: If it is proven that Councillor Butt should have registered her Disclosable Pecuniary Interests and did not, contrary to the Code of Conduct, then if the Sub-Committee finds her behaviour did constitute a breach of the Code, what sanction, if any, should be imposed? It is important that the sub-committee find the matter proven or not and then deal with the sanction, if any.

The Sub-Committee was satisfied that Councillor Butt's actions breached the Code of Conduct in that she had failed to disclose pecuniary interests in respect of 42 Strathfield Gardens and 102 St. Awdry's Road on all three instances in the report (Key Matter 1).

- 3.3 Having concluded that breaches of the Code of Conduct had been proven, the Sub-Committee retired again to determine the appropriate sanctions (Key Matter 2). The Chair delivered the Sub-Committee decision as follows:

The Sub-Committee concluded that failure to register disclosable pecuniary interests on three occasions amounted to a serious breach of the Code of Conduct and noted that misleading statements had been made to the Monitoring Officer and the Leader of the Council in respect of Councillor Butt's knowledge of her husband's interest in 102 St. Awdry's Road during a meeting on 26 April 2018.

- 3.4 The Sub-Committee decided the following sanctions should be imposed, in line with paragraph 8.1 of the Complaints Procedure:

Sanction b – that the findings of the Sub-Committee be reported to the Assembly for information.

In coming to this view, the Sub-Committee observed that the matter had been in the public domain and reported in the local press. To ensure confidence in local democracy, transparency and high standards of member conduct, it was deemed necessary to report the matter to a meeting of the Assembly. The Sub-Committee noted that Councillor Butt had apologised for failing to register disclosable pecuniary interests and suggested that reporting the findings to the Assembly would be an opportunity for her to offer a further apology.

Sanction f – that the Monitoring Officer be instructed to arrange training for the Member in relation to Code of Conduct matters and noted Councillor Butt's request for further training.

The Sub-Committee observed in deliberations that all Members should at all times uphold high standards of conduct and expected that Cabinet members in particular should be fully conversant with the requirements of the Code of Conduct. The willingness of the Member to undertake further training was noted.

- 3.5 Formal notice of the decision was hand delivered to Councillor Butt on 9 October 2018.

Public Background Papers Used in the Preparation of the Report: None

List of Appendices: None

ASSEMBLY

21 November 2018

Title: Motions	
Report of the Chief Executive	
Open Report	For Decision
Wards Affected: All	Key Decision: No
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Accountable Director: Fiona Taylor, Director of Law and Governance	
Accountable Strategic Director: Chris Naylor, Chief Executive	
<p>Summary</p> <p>In accordance with paragraph 10 of Part 2, Chapter 4 of the Council Constitution, motions and amendments to motions on issues directly affecting the borough may be submitted to the Assembly to be debated and voted on.</p> <p>One motion has been received in accordance with the Council's procedure rules and is attached as Appendix A.</p> <p>The deadline for amendments to the motions is noon on Friday 16 November 2018.</p> <p>For information, attached at Appendix B is the relevant extract from the Council's Constitution relating to the procedure for dealing with Motions with Notice.</p>	
<p>Recommendation(s)</p> <p>The Assembly is asked to debate and vote on the motions and any amendments proposed.</p>	

Public Background Papers Used in the Preparation of the Report: None

List of appendices:

- **Appendix A** – The Windrush Families
- **Appendix B** – Extract from the Council Constitution, Paragraphs 10, 11 and 12 of Part 2, Chapter 4 – The Assembly

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Notice of Motion – The Windrush Families

Councillor Alasia has submitted the following motion:

“Barking and Dagenham’s migrant communities contribute a huge amount to the borough and are the heart of the borough’s cultural identity.

Approximately 21% of the borough’s population is of African or Caribbean heritage and although the Council does not have precise figures, it is believed the borough is home to hundreds if not thousands, of the Windrush generation and many more come from other Commonwealth countries across the globe.

Barking and Dagenham Council expresses dismay at the ‘hostile environment’ initiated by Theresa May when she was Home Secretary and at the financial and emotional impact this has had on the Windrush generation and their families, including children and grandchildren.

This Council welcomes:

- the contribution that Eastside Heritage have undertaken over many years to capture the history and legacy of the Windrush Generation, particularly those that worked in the NHS
- the work of organisations the JCWI, BME Lawyers 4 Justice, the Runnymede Trust, MPs and the All Parliamentary Group on Race who have been campaigning on these issues, and
- the role the Caribbean High Commissions have played in lobbying the Government.

In response, Barking and Dagenham Council resolves to:

- call on the Government to implement a fair compensation scheme for the emotional, financial and physical trauma the Windrush generation suffered whilst their immigration status was undefined
- Celebrating Windrush Day in Barking and Dagenham on the 22 June each year with an annual celebration to recognise and honour the enormous contribution of those who arrived between 1948 and 1971
- press the Prime Minister to call for an independent public enquiry into the Windrush scandal,
- demand the Government fully supports advice agencies in their work to achieve justice (and compensation for all losses, injury and damages to date where necessary) for all Barking and Dagenham residents of the Windrush generation,
- review our own policies and procedures to ensure we support those affected,
- support the call for fees for naturalisation to be waived for all those who have been affected, and
- oppose the criminalisation of Windrush families.”

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10. Motions With Notice

- 10.1 Written notice of any motions must be received by the Chief Executive by no later than 4.00pm on the Wednesday two weeks before the meeting, except in respect of a vote of no confidence in the Leader of the Council for which the process in paragraph 13 applies.
- 10.2 A notice of motion must relate to a matter which affects the Council or its area and must relate to a matter in respect of which the Council has a relevant function. There is no limit on the number of motions that a Councillor may submit but the notice of motion must be submitted either by the Councillor who is proposing the motion or via the Group Secretary.
- 10.3 A notice of motion may be in more than one part and contain more than one recommendation, but must all relate to the same subject matter.
- 10.4 The Chief Executive may reject a notice of motion if, in his/her opinion:
 - (a) it is of a vexatious or derogatory nature or otherwise considered improper or inappropriate;
 - (b) is contrary to any provision of any code, protocol, legal requirement or rule of the Council;
 - (c) it does not relate to the business of the Council;
 - (d) is substantially the same as another motion already considered at the Assembly within the previous twelve months.
- 10.5 Where the Chief Executive rejects a notice of motion on any of the above grounds, he/she shall inform the Chair and the Councillor who submitted the notice of motion as soon as possible. Prior to determining whether to accept or reject a motion, the Chief Executive may seek clarification or propose alternative wording to the Councillor who submitted the motion.
- 10.6 In the event that the Councillor who is proposing the motion is not present at the Assembly meeting, the motion will be withdrawn.
- 10.7 Any motions withdrawn as indicated above, or withdrawn at the request of the Councillor who proposed the motion, either before or during the meeting, may not be resubmitted to the Assembly within a period of six months. This condition will be waived where the Councillor, or a colleague on their behalf, has notified the Chief Executive by 5.00 pm on the day of the meeting of their inability to attend due to their ill health or other reason accepted by the Chief Executive.
- 10.8 Motions will be listed on the agenda in the order in which they are received, save that:
 - (a) where two or more notices of motion are received from a particular Councillor for the same meeting, that Councillor's second notice of motion shall be included after all other Councillors' first notices of motion, that Councillor's third notice of motion shall be included after all other Councillors' second notices of motion, and so on.

- (b) where he/she considers that the notice of motion, statement or consideration of the notice of motion is likely to result in the disclosure of confidential or exempt information, in which case he/she may group such notices of motion together with other items of business which are, in his/her opinion, likely to involve the exclusion of press and public during their consideration.
- 10.9 Written notice of any amendments to motions must be received by the Chief Executive by no later than 12 noon on the Friday before the meeting. The same criteria and actions as described in paragraphs 10.2 - 10.8 will apply in relation to any amendments received.
- 10.10 Any amendments proposed after the time specified in paragraph 10.9 will only be considered for exceptional reasons such as a change in circumstances appertaining to the original motion, in which case the consent of the Chair will be required.
- 10.11 The Assembly shall not debate any motion which could give rise to a significant change to the income or expenditure of the Council or to contract terms unless, in the opinion of the Chief Executive acting on advice from the Chief Financial Officer and Director of Law and Governance as appropriate, the motion is accompanied by a report from the Chief Financial Officer or the Director of Law and Governance, as appropriate, setting out the financial or legal effect of the motion.
- 10.12 Where a motion which would require an accompanying report under Rule 10.11 falls to be moved without such accompanying report being made available to all Councillors, the motion shall stand adjourned without debate to the next available meeting of the Assembly.
- 10.13 Subject to Rule 10.14, if there are other motions or recommendations on the agenda that have not been dealt with by the close of the meeting, they are deemed formally moved and seconded and shall be put to the vote by the Chair without debate.
- 10.14 Where a notice of motion submitted under Rule 10 falls to be dealt with under Rule 10.13, the Councillor giving the notice may either:
 - (a) speak to the motion for not more than three minutes before the motion is put by the Chair without debate; or
 - (b) require that the motion is deferred to the next available meeting.

11. Motion to rescind a previous decision

- 11.1 A motion or amendment to rescind, or which has the effect of rescinding, a decision made at a meeting of the Assembly within the past six months, may not be moved except upon a recommendation from the Cabinet for a variation of the approved Budget or Policy Framework, or where the Monitoring Officer confirms that it is appropriate for the Assembly to reconsider the matter to comply with law, as a result of a change of law or material change of circumstances.

12. Rules of Debate

12.1 The following order / rules of debate shall apply:

- (a) Except with the Chair's consent, the debate on each motion shall last no longer than 10 minutes and no individual speech shall exceed two minutes.
- (b) The mover will move the motion and explain its purpose.
- (c) The Chair will invite another Councillor to second the motion.
- (d) If any amendment(s) has been accepted in accordance with paragraphs 10.9 or 10.10, the Chair will invite the relevant Councillor to move the amendment(s) and explain the purpose.
- (e) The Chair will invite another Councillor(s) to second the amendment(s).
- (f) The Chair will then invite Councillors to speak on the motion and any amendments.
- (g) Once all Councillors who wish to speak have done so, or the time limit has elapsed, the Chair will allow the mover(s) of the amendment(s) a right of reply followed by the mover of the original motion.
- (h) At the end of the debate, any amendments will be voted on in the order in which they were proposed.
- (i) If an amendment is carried, the motion as amended becomes the substantive motion to which any further amendments are moved and voted upon.
- (j) After an amendment has been carried, the Chair will read out the amended motion before accepting any further amendments, or if there are none, put it to the vote.
- (k) If all amendments are lost, a vote will be taken on the original motion.

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