

Notice of Meeting

CABINET

Tuesday, 18 September 2018 - 7:00 pm
Council Chamber, Town Hall, Barking

Members: Cllr Darren Rodwell (Chair); Cllr Saima Ashraf (Deputy Chair) and Cllr Dominic Twomey (Deputy Chair); Cllr Sade Bright, Cllr Evelyn Carpenter, Cllr Cameron Geddes, Cllr Syed Ghani, Cllr Margaret Mullane, Cllr Lynda Rice and Cllr Maureen Worby

Date of publication: 10 September 2018

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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 17 July 2018 (Pages 3 - 11)

4. Budget Monitoring 2018/19 - April to July (Month 4) (Pages 13 - 50)

5. Controlled Parking Zones - Consultation and Decision-Making Process (Pages 51 - 61)

6. **Green Garden Waste Subscription Service Review 2018 (Pages 63 - 80)**
7. **Corporate Plan 2018-2022 - Quarter 1 Performance Reporting (Pages 81 - 158)**
8. **Contract for Mental Health and Learning Disability Supported Living Services (Pages 159 - 170)**
9. **Term Contract for Mechanical Servicing and Maintenance within Public Buildings, Schools, Leisure Buildings and Communal Housing Properties (Pages 171 - 178)**
10. **Procurement of Electricity and Gas Supply Contract (Pages 179 - 185)**
11. **Debt Management Performance and Write-Offs 2018/19 (Quarter 1) (Pages 187 - 198)**
12. **Vicarage Field - New Lease Arrangements (Pages 199 - 204)**
Appendix 1 to the report is in the private business section of the agenda at Item 17.
13. **Development of Site at London Road / North Street, Barking (Pages 205 - 215)**
Appendix 2 to the report is in the private business section of the agenda at Item 18.
14. **Sale of Council-Owned Land (Pages 217 - 225)**
Appendices 3 and 4 to the report are in the private business section of the agenda at Item 19.
15. **Any other public items which the Chair decides are urgent**
16. **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 Cabinet, except where business is confidential or certain other sensitive information is to be discussed. The items below are in the private part of the agenda as they contain commercially confidential information which is exempt from publication under paragraph 3, Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

17. **Appendix 1: Vicarage Field - New Lease Arrangements (Pages 227 - 229)**

- 18. Appendix 2: Development of Site at London Road / North Street, Barking (Pages 231 - 232)**
- 19. Appendices 3 and 4: Sale of Council-Owned Land (Pages 233 - 236)**
- 20. Any other confidential or exempt items which the Chair decides are urgent**

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Our Vision for Barking and Dagenham

One borough; one community; London's growth opportunity

Our Priorities

Encouraging civic pride

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

Enabling social responsibility

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

Growing the borough

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

Well run organisation

- A digital Council, with appropriate services delivered online
- Promote equalities in the workforce and community
- Implement a smarter working programme, making best use of accommodation and IT
- Allow Members and staff to work flexibly to support the community
- Continue to manage finances efficiently, looking for ways to make savings and generate income
- Be innovative in service delivery

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MINUTES OF CABINET

Tuesday, 17 July 2018
(7:00 - 8:36 pm)

Present: Cllr Darren Rodwell (Chair), Cllr Saima Ashraf (Deputy Chair), Cllr Dominic Twomey (Deputy Chair), Cllr Sade Bright, Cllr Evelyn Carpenter, Cllr Cameron Geddes, Cllr Syed Ghani, Cllr Margaret Mullane and Cllr Maureen Worby

Apologies: Cllr Lynda Rice

14. Declaration of Members' Interests

There were no declarations of interest.

15. Minutes (19 June 2018)

The minutes of the meeting held on 19 June 2018 were confirmed as correct.

16. Vicarage Field Development Proposals - Use of CPO Powers

Further to Minute 111 (20 March 2018), the Cabinet received a progress report on the potential use of the Council's statutory compulsory purchase order (CPO) powers to support and facilitate the redevelopment of the Vicarage Field site in Barking Town Centre.

Prior to the presentation of the report, the Cabinet received questions from four members of the local community who had registered to speak on the item. The questions covered the following issues:

- a) The Council's consideration of the long-term effect that a CPO would have on traders within the shopping centre as the proposals would reduce retail space in the Town Centre at a time when more shopping facilities were needed, rather than high density and often unaffordable housing;
- b) The negative impact that the Vicarage Field redevelopment proposals were already having on existing businesses and the support to be offered to those businesses to ensure that they were no worse off as a result of the Council's plans;
- c) Concerns that the negative impact and suffering caused by previous CPO plans relating to Vicarage Field in 1982 would again be felt by long-standing, committed business people in the area; and
- d) Whether existing businesses that had their own plans to expand / redevelop could be allowed to do so separately from the main project.

In response to the questions, the Cabinet Member for Regeneration and Social Housing commented that:

- The Vicarage Field redevelopment was aimed at securing the long-term future of the Town Centre area;
- Extensive public consultation had been undertaken as part of the planning

approval process for the redevelopment and the overwhelming majority of almost 1,300 respondents were in favour of a 'modern retail, restaurant and leisure offer with more choice and variety' which the plans would deliver together with a new school and improvements to the local environment;

- There would be a short-term loss of retail space while the redevelopment took place but the final scheme would still provide 25,000 sq.ft. of space which would hopefully offer a much wider choice to customers;
- High-density housing in Town Centre areas was the way forward and while the current plans for the redevelopment only included 10% 'affordable' homes, the Council would monitor the situation and may press for a greater percentage as the project progressed;
- The Council was committed to negotiations with affected businesses and residents and the CPO powers would only be used as a last resort should those negotiations fail to achieve a satisfactory outcome. To that end, the Cabinet Member invited the speakers to contact David Harley, Head of Regeneration at Be First, to discuss their specific cases;
- The CPO process was based on the principle of 'equivalence' to ensure that affected businesses and residents were no worse off in financial terms after an acquisition than they would have been before, which would ultimately be determined by the independent Lands Tribunal;
- The Council would meet the reasonable costs of professional independent advice sought by the affected parties during the negotiation / CPO processes;
- There was no mechanism for properties within the redevelopment area to be dealt with on a piecemeal basis. The Cabinet Member added that to attempt to do so would very likely be counterproductive to the delivery of the comprehensive scheme to transform the area, which had been an aspiration within the Council's Town Centre Area Action Plan since 2011.

In line with the public participation procedures, the four speakers were invited to ask a supplementary question stemming from their original question and the Cabinet Member's reply. The points made and the response from the Cabinet Member included the following:

- A requirement for only 10% of affordable properties as part of the redevelopment would mean many local people would be forced to move out of the area. The Cabinet Member acknowledged that some local residents would be displaced as a result of the redevelopment but he alluded to the Council's new social housing programme across the Borough which meant that more new homes were now being built than were being lost through the Right To Buy scheme;
- A phased approach to the redevelopment would enable existing businesses to stay within the Town Centre. The Cabinet Member suggested that phasing would undermine the feasibility of the project although there was potential for 'pop-up' premises to be established to enable some businesses to maintain their presence during the delivery of the project;
- As the outline planning consent included proposals for a new hotel there was an opportunity, with slight modifications to the existing planning consent, to include the Barking Hotel in the scheme and for the proprietors to join the redevelopment team discussions. The Cabinet Member advised that it was unlikely that the planning consent would be revisited, although he invited the representatives of the Barking Hotel to submit proposals to Mr Harley for consideration.

The Chair thanked the speakers for their contributions and invited the Cabinet Member for Regeneration and Social Housing to present the report.

The Cabinet Member advised that outline planning approval for the mixed-use scheme was granted in April 2017 and included plans for 855 homes, retail and office space, a hotel, a primary school, new healthcare facilities and leisure uses, with the redevelopment due to commence in early 2020. He reiterated that the use of CPO powers by the Council would be the last resort and every effort would be made by the Council, Be First and Lagmar (Barking) Limited, the development company, to reach satisfactory agreements with land and property owners.

The statutory provisions relating to the use of CPO powers under the Town and Country Planning Act 1990 (as amended) required the Council to demonstrate that a proposal was “likely to contribute to the achievement or the promotion or improvement of the social, economic and / or environmental wellbeing of the area” and the Cabinet Member referred to the perceived benefits of the project to the regeneration of Barking Town Centre and the wider economy. The Cabinet Member pointed to the specific provisions, as set out in paragraph 2.20 of the report, which must be demonstrated before CPO powers could be used and he expressed his confidence that the Vicarage Field redevelopment scheme would fulfil those requirements.

Cabinet Members spoke in support of the proposals, commenting on the improved retail offer that the new development was expected to bring, the visual and environmental improvements to the area and the new, modern health, education and leisure facilities that formed part of the overall scheme. Members also conveyed their sympathy to those who would be negatively impacted by the redevelopment and explained that the Council had to look at the wider benefits that such a development could bring to the Borough and to realise the aspirations that underpinned the Growth Commission report from 2016 and the recent Borough Manifesto. The Cabinet Member for Regeneration and Social Housing was also urged to ensure that the new employment opportunities associated with the redevelopment were targeted towards Borough residents.

The Cabinet **resolved** to:

- (i) Agree, subject to consideration of the matters set out in the report and the prior completion of the proposed Compulsory Purchase Order Indemnity Agreement (“CPOIA”), to make a Compulsory Purchase Order (CPO) pursuant to Section 226(1)(a) of the Town and Country Planning Act 1990 and section 13 of the Local Government (Miscellaneous Provisions) Act 1976 for the acquisition of land and new rights in respect of the area identified in Appendix 1 to the report "draft CPO Plan" and the Schedule, to facilitate delivery of the Vicarage Field regeneration proposals detailed in the report;
- (ii) Note that a full Statement of Reasons supporting the CPO had been substantially progressed and to delegate authority for its final approval to the Director of Inclusive Growth.
- (iii) Delegate authority to the Director of Law and Governance, in consultation

with the Director of Inclusive Growth, to:

- (a) agree minor amendments to the CPO Plan and CPO Schedule before the making of the CPO (if required);
 - (b) take all steps to secure the making, confirmation and implementation of the Compulsory Purchase Order (“Order”) including the publication and service of all notices and the promotion of the Council’s case at any public inquiry;
 - (c) negotiate, agree terms and enter into agreements with interested parties including agreements for the withdrawal of blight notices and/or the withdrawal of objections to the Order and/or undertakings not to enforce the Order on specified terms, including (but not limited to) where appropriate seeking the exclusion of land or rights from the Order, making provision for the payment of compensation and/or relocation;
 - (d) in the event the Order is confirmed by the Secretary of State, to advertise and give notice of confirmation and thereafter to take all steps to implement the Order including, as applicable in accordance with the CPO Indemnity Agreement to execute General Vesting Declarations and/or to serve Notices to Treat and Notices of Entry in respect of interests and rights in the Order Land;
 - (e) take all steps in relation to any legal proceedings relating to the Order including defending or settling claims referred to the Upper Tribunal and/or applications to the courts and any appeals.
- (iv) Agree that, where required to assist in the delivery of the Vicarage Field regeneration proposals, the Council shall appropriate land for planning purposes pursuant to Section 122 of the Local Government Act 1972 to enable Section 203 of the Housing and Planning Act 2016 to be utilised to override any third-party rights; and
 - (v) Agree that the making of the CPO be conditional upon the terms for the land agreement(s) between the Council and Lagmar (Barking) Ltd. being in accordance with the arrangements set out in paragraph 2.48 of the report and subject to the approval of the Cabinet at a future meeting.

17. Medium Term Financial Strategy Update 2018/19 to 2020/21

The Cabinet Member for Finance, Performance and Core Services presented an update report on the Council’s Medium Term Financial Strategy for 2018/19 to 2020/21.

The Cabinet Member referred to the issues that had helped to reduce the projected budget gap for 2018/19 and 2019/20 and the ongoing challenges faced by the Council in setting a balanced annual budget. Members also noted the risk matrix in respect of the planned £41.5m Transformation Programme savings up to 2020/21.

The Cabinet **resolved** to:

- (i) Note the budget gap between 2018/19 to 2020/21 which had decreased from £15.616m, as reported in February 2018, to £11.505m in July 2018;
- (ii) Note the budget gap for 2019/20 was now £4.62m; and
- (iii) Note the process for closing the 2018/19 budget gap as set out in section 6 of the report.

18. Review of School Places and Capital Investment - Update June 2018

Further to Minute 69 (12 December 2017), the Cabinet Member for Educational Attainment and School Improvement presented an update report in respect of the various school expansion and improvement projects aimed at addressing the current and future demand for places in the Borough, as well as the latest funding issues.

The Cabinet Member referred to the projected pupil numbers at primary and secondary level and confirmed that there was expected to be a slight surplus of places in Reception Year 2018/19 and 2019/20 as a result of the slowing of the birth rate in the Borough around 2014. The longer-term plans for new school provision included three new primary schools, 1 secondary school and two special schools and those projects would be brought forward only when the demand for new places was confirmed.

The Cabinet Member outlined the latest funding announcements to support investment in the Borough's schools, which included a £369,673 allocation via the Healthy Schools initiative for capital works at Local Authority Maintained schools in the Borough. The Cabinet Member for Social Care and Health Integration welcomed the funding but criticised the Government's 'command and control' approach to how funding from the Healthy Schools initiative must be spent by Local Authorities who were much better placed to understand the priorities for their area.

The Cabinet Member for Educational Attainment and School Improvement also referred to the need for funding to support Special Educational Need (SEN) provision in the Borough, particularly revenue funding, and welcomed the support of Jon Cruddas MP who was expected to raise a question on the issue in Parliament.

The Cabinet **resolved** to:

- (i) Approve the strategy for Ensuring Sufficient School Places and School Modernisation to 2027, and the Future Planning Programme to meet Basic Need (including SEN places) 2017 to 2027 (amended June 2018) as set out in section 9 and Appendices 1 and 2 of the report;
- (ii) Approve the inclusion in the Capital Programme of the DfE grant allocations for 2018/19 as detailed in section 3 of the report;
- (iii) Approve the inclusion in the Capital Programme of the DfE grant allocated to support the provision of new school places as set out in section 4 of the

report.

- (iv) Approve the various projects and associated changes to the Capital Programme as set out in section 6 and summarised in Section 7 of the report;
- (v) Delegate authority to the Procurement Board in accordance with the Council's Contract Rules subject to the Director of People and Resilience approving the final procurement strategies for each project; and
- (vi) Delegate authority to the Director of People and Resilience, in consultation with the Cabinet Member for Educational Attainment and School Improvement, the Chief Operating Officer and the Director of Law and Governance, to award the respective project contracts.

19. Review of Parking Fees and Charges

Further to Minute 51 (18 October 2016), the Cabinet Member for Enforcement and Community Safety presented a report on a range of measures aimed at reducing air pollution in the Borough through a safer, fairer, consistent and transparent parking service, in line with the principles of the Council's Parking Strategy 2016 - 2021.

The Cabinet Member commented that the rapidly changing nature of the Borough meant that issues of traffic congestion, pressures on parking for residents, accessibility for businesses and, in particular, safety around schools were growing concerns for the local community. The London Mayor's Air Quality Strategy also highlighted the major impact that air quality and pollution was having on people's health in the capital.

In response to those issues, the Cabinet Member referred to the 11 specific proposals that were detailed in the report. The proposals included a revised charging structure for residents' parking permits in controlled parking zones (CPZs) as well as an additional charge for diesel vehicles that did not meet the Euro 6d emission standard, further restrictions on heavy goods vehicles, changes to staff and other permit charging arrangements, new parking enforcement measures around the Borough's schools, a Borough-wide review of CPZs and the development of a footway parking policy.

Cabinet Members spoke in support of the range of measures and especially the arrangements to improve safety and air quality around schools. With regard to the proposed phased expansion of CPZs to cover all the Borough's 63 schools, the Cabinet Member confirmed that the current plans were fluid and she invited her colleagues to contact her if it was felt that any of the projects in the later phases of the programme should be brought forward.

Other points that were raised during the discussions included:

- The projected additional income that would be generated as a result of the proposals, although it was acknowledged that the behavioural change that would hopefully stem from more effective publicity and enforcement would reduce the number of fines issued;

- Further discussions were to take place regarding virtual permits for visitor parking and Members would be kept informed; and
- That the new measures would help to enhance the Borough's reputation as "the green capital of the capital".

The Cabinet **resolved** to:

- (i) Approve the revised banding structure and charges for resident parking permits in CPZs based on vehicle CO2 emissions as follows, to be effective from 1 September 2018:

Proposed Bands w.e.f. 01.09.18	Emissions (CO2)	Price / permit (£)
Band 1	0 – 50	0
Band 2	51 – 100	18
Band 3	101 – 140	36
Band 4	141 – 160	45
Band 5	161 – 180	51
Band 6	181 – 255	80
Band 7	Over 256	140

- (ii) Agree that the charge for permits for those with three or more vehicles per household be increased by 25% for the third vehicle, 50% for the fourth vehicle and 75% for the fifth or subsequent vehicles, based on the CO2 emission banding and subject to the permit charge for a third vehicle in any household being at a minimum level of £45 regardless of the emission level;
- (iii) Agree that an additional charge of £50 from 1 September 2018, rising to £75 from 1 April 2019, be applied to all resident and business parking permits for diesel vehicles that do not meet Euro 6d emission standards;
- (iv) Agree the parking and access restrictions on heavy goods vehicles (HGVs) and large transport vehicles, as detailed in paragraphs 3.20 to 3.23 of the report;
- (v) Agree to discontinue the free permit arrangements for members of the Council's Faith Forum with immediate effect;
- (vi) Agree to increase the charge for those using the staff parking fob system from £1.60 to £2.00 for a full day (pro-rata) with effect from 1 September 2018 and to £3.00 for a full day (pro-rata) with effect from 1 April 2019;
- (vii) Agree the inclusion of Pondfield Depot, Wantz Road, Dagenham in the schedule of sites subject to staff parking charges with effect from 1 September 2018;
- (viii) Agree that organisations confirmed as providing direct priority care work for Borough residents and other organisations directly delivering a service on behalf of the Council, including sub-contractors, be eligible for permits and parking charges in line with the scheme offered to Council staff until 31 December 2020 and at an additional charge of 20% from 1 January 2021;

- (ix) Agree the arrangements for the enforcement of parking around schools, as set out in paragraphs 3.51 to 3.54 of the report;
- (x) Agree the arrangements for a three-year, phased review of CPZs across the Borough, as detailed in paragraphs 3.56 to 3.59 of the report; and
- (xi) Note that a proposed Borough-wide policy regarding parking on footways shall be presented to the Cabinet early next year.

20. Waiver Request for the Provision of Temporary Accommodation for Families with No Recourse to Public Funds

The Cabinet Member for Social Care and Health Integration introduced a report in respect of temporary accommodation arrangements for those families with no recourse to public funds.

The Cabinet Member explained that families subject to immigration control had no entitlement to benefits or public housing but could apply to their local authority for support, as Councils had statutory duties under the Children Act 1989 to meet certain needs of children and care leavers. To meet the statutory duty to provide a child with somewhere safe to live, the Council had arrangements in place with three housing providers and approval was being sought to formalise those arrangements by entering into interim contracts up to 31 March 2019, while plans for a joint procurement with Community Solutions were being developed.

The Cabinet **resolved** to:

- (i) Waive the requirements to advertise and tender for the provision of temporary accommodation for families with no recourse to public funds in accordance with the Council's Contract Procurement Rules;
- (ii) Agree the retrospective award of three contracts to the Griha Group, FineFair and N.K.B and Associates (formerly known as Harrison Property Associates) for the period 1 November 2017 to 31 March 2019 in accordance with the strategy set out in the report; and
- (iii) Authorise the Director of People and Resilience, in consultation with the Cabinet Member for Social Care and Health Integration, the Chief Operating Officer and the Director of Law and Governance, to enter into the contracts with the three providers.

21. Procurement Strategy for the Replacement of the Council's Vehicle Fleet

The Cabinet Member for Public Realm presented a report on the proposed procurement arrangements for the replacement of the Council's leased vehicle fleet.

The Cabinet Member advised that 189 new vehicles would be procured over the next five years, covering 18 different service areas. The procurement would be split into lots, with the procurement strategy for each lot seeking to achieve the best possible terms available in the market at the time. It was noted that the overall procurement could achieve savings of up to £1.1m with the move away

from short-term, high-cost vehicle spot hire arrangements and the Cabinet Member also confirmed that the Council would be seeking to reduce its carbon footprint through the use of electric and other types of lower emission vehicles.

The Cabinet **resolved** to:

- (i) Agree that, subject to approval of the procurement strategies by the Procurement Board, the Council proceeds with the procurement of the vehicle fleet contracts as detailed in Appendix 1 to the report;
- (ii) Delegate authority to the Director of My Place, following endorsement by the Procurement Board, to approve the final procurement strategies for the various fleet contracts referred to within the report; and
- (iii) Delegate authority to the Director of My Place, in consultation with the Cabinet Member of Public Realm and the Director of Law and Governance, to conduct the procurement and award and enter into the contracts and all other necessary or ancillary agreements with the successful bidder(s).

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CABINET

18 September 2018

Title: Budget Monitoring 2018/19 – April to July (Month 4)	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Katherine Heffernan, Group Manager – Service Finance	Contact Details: Tel: 020 8227 3262 E-mail: katherine.heffernan@lbbd.gov.uk
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
Summary	
<p>This is the first budget monitoring report of this financial year presented to Cabinet. As a result of the extremely challenging financial situation faced by this Council and all local authorities, the final outturn for 2017/18 was an overspend against approved expenditure budgets of £5.6m. Since 2010 Local Government has seen year on year reductions in funding while pressures have increased through demography and inflation. As part of its growth focused and transformational Medium Term Financial Strategy (MTFS), the Council has been able to address many of its pressure areas either with the provision of additional funding or the implementation of transformation programmes to reduce spend or a combination of both.</p> <p>There do remain significant pressures within Care and Support services – both for Adults and Children. These partly arise from long standing demographic and other demand pressures, recent increases in the cost of care linked to increasing pay costs and also the difficulties in recruiting and retaining permanent social care staff. These pressures are known to be a shared problem for most if not all top tier authorities. As part of the Council's Transformation Programme, new services/operating models and ways of working based on supporting residents and communities to develop their own strengths and resilience have been put in place. Over time, it is expected that this will both result in better outcomes for people and also significant savings which have been built into the MTFS. However, the financial impact is not yet evident in the budget monitoring where there appears to be a savings shortfall. This, combined with the inherent demand pressures, is resulting in significant forecast overspends.</p> <p>This budget monitoring report shows a projected overspend of £4.924m at the year end. This is made up of potential overspends of up to £11.5 across a range of services but especially Care and Support, offset by central underspends and contingencies of c£6.5m. At this stage of the year it is very possible that strong management action will be able to mitigate this potential pressure resulting in a much lower outturn position. However, it is also possible that other pressures could emerge during the year – especially if there are unfavourable external circumstances that affect the demand for services. The total forecast expenditure is £150.292m against a budget of £145.368m.</p>	

This report includes the first quarterly update on the HRA which shows a reduced surplus position of £0.9m (effectively this means an overspend). This is the result of a non-achieved saving in Repairs and Maintenance and a forecast reduction in rental income.

This report also includes an update about the use of the Strategic Investment Pot (SIP) funds generated as part of the London Business Rates Pool. A Cabinet decision is required to agree the allocation of this funding to appropriate projects across the city.

Cabinet is also asked to approve a number of virements.

Recommendation(s)

The Cabinet is recommended to:

- (i) Note the current forecast outturn position for 2018/19 of the Council's General Fund revenue budget as detailed in section 2 and Appendix A of the report;
- (ii) Note the current forecast outturn position for the Housing Revenue Account for 2018/19;
- (iii) Approve the proposed allocation of the London-wide Strategic Investment Pot to the individual projects listed in paragraph 5.8 of the report and that the SIP Panel be encouraged to allocate any additional funding that may become available to the 'Local London: Investment in Fibre' project, which would serve Barking and Dagenham; and
- (iv) Approve the virements as detailed in paragraph 6 and Appendix D of the report.

Reason(s)

As a matter of good financial practice, the Cabinet should be informed about the Council's spending performance and its financial position. This will assist the Cabinet in holding officers to account and in making future financial decisions.

1 Introduction and Background

- 1.1 This report provides a summary of the forecast outturn for the Council's General Fund and the delivery of savings in 2018/19.

2 Overall Position

- 2.1 As reported to Cabinet in June, the final outturn variance for the Council's revenue budget in 2017/18 was an overspend of £5.4m. This was the result of a range of long standing pressures including demography and demand pressures and the impact of austerity on both Council budgets and our residents, especially those affected by welfare reform. These pressures were identified by the Council's management and finance team and action was taken to address them including the provision of growth funding for a number of services in the Medium Term Financial Strategy.

- 2.2 However in some areas especially Care and Support the issues involved are complex and the pressures are long standing. These pressures remain into 2018/19 and are likely to result in overspends. These include demand pressures and unachieved savings across Care and Support, a shortfall on Parking Enforcement income, slippage on the achievement of the Traded Services dividend and not yet achieved savings in Customer Services.
- 2.3 These are offset by underspends in Central Services and the use of risk contingencies written into the budget as part of our planning process. The total forecast unmitigated pressure at this stage is £4.951m – a reduction since last month of £0.58m. In many ways this could be regarded as a worst-case forecast that should be reduced by further management action. However, it should also be noted that new pressures and risks may yet emerge. The position will be closely monitored and reported to Cabinet on a monthly basis.
- 2.4 The services forecasting an overspend have been tasked with putting together recovery plans including ensuring the delivery of savings, short term measures to reduce the in-year forecast and longer-term management of demand and costs. Mitigations and actions identified to date plus some assumptions about income mean that the best-case forecast could be much. However, this is a very optimistic scenario that assumes all mitigating action is successful and that no new pressures arise.
- 2.5 If the £5m forecast was still the final position by the end of the financial year it would require a drawdown on the Council's reserves. Although we do have sufficient to cover this amount, a reduction in the reserves would mean less capacity for strategic investment and the management of future risks. For this reason, it is important that action is taken swiftly to mitigate these pressures and any others that arise in the year.
- 2.6 Further details of the services with significant variances are given below.

3. More Information on the Main Variances

Childrens Care and Support –overspend of £5.371m

- 3.1 The service finished last year with an overspend of £3.3m. As most of this overspend was either in staffing or the Children's placements these commitments have continued into the new financial year. In addition, budget savings of £1.87m have been taken from the budget but are not yet all fully achieved and some pressures have grown in response to increased demand.
- 3.2 The top three elements of the overspend are staffing, (£2.5m), placements (£2m), and the costs associated with legal proceedings (£0.4m including costs of Counsel, expert witnesses and court mandated assessments and investigations.)
- 3.3 The staffing overspend reflects the need for staff to be employed above the budgeted establishment in order to keep caseloads at a safe level while demand and activity is increasing, the additional costs of the pay award and the retention scheme for permanent staff and the agency premium (the cost differential between permanent staff and agency workers.)

- 3.4 The service has a range of mitigation actions in place including a variety of recruitment and retention initiatives such as the recruitment of social workers from overseas and the development of a “Grow Your Own” programme.
- 3.5 In addition there are initiatives to reduce the number of Children in Care through the Pause project and a programme of intensive support for older children/young people who are the edge of care plus working with Community Solutions and others on the Early Help offer. There are also commissioning initiatives to control the costs of care and accommodation and an ongoing programme of reviewing high cost placements to ensure they are still meeting the needs of the child. These all have the potential to reduce the forecast over the longer term but will only have a part year effect this year and so it is unlikely that the service can be brought back into budget balance in 2018/19.
- 3.6 However there are significant risks in the service including the level of serious youth crime in the borough (as shown in our high level of secure accommodation placements), the need to strengthen contextual safeguarding – which may result in the uncovering of unmet need - and the need to prepare for the Ofsted inspection. These create upwards pressures on the service which may counteract some of the savings initiatives described.

Disabilities Care and Support – forecast overspend of £3.159m

- 3.7 This service was created last year, bringing together teams from across the former Adults and Childrens Services departments. The work of this area includes Life Planning, supporting adults and young people with disabilities to lead rich and independent lives in the community but also safeguarding and child protection for Children with Disabilities who are at risk of harm. As the population has increased the number of disabled children and young people has also increased resulting in demand pressures across the service. The new service has an aim to increase independence and resilience and reduce costs of care through working in with people with disabilities to achieve their goals. Currently £0.488m of savings are not yet allocated to specific cost lines as plans are not yet fully developed.
- 3.8 The service finished last year with a significant overspend and is an area of known high demand growth. The forecast is composed of the following main elements: £1m on Learning Disability Care and Support, £0.7m Children with Disabilities Care and Support, £0.3m SEN transport, £0.464m on staffing, £0.5m unallocated savings.
- 3.9 The service is projecting an overspend of **£1.291m** on Care and Support for Adults with Learning Disabilities. These can be very high cost packages for some clients with extremely complex needs and are a long-term commitment. The forecast has been arrived at by projecting all the clients as at May 2018 to the end of the financial year. No allowance has yet been made for new clients who may come into the service during the year. This means that the forecast may well increase. There are savings expectations built into the budget from planned actions to reduce expenditure through improved Life Planning and reviewing. If these actions start to have an impact to reduce spend then the forecast may come down.
- 3.10 The cost of packages in place to support children with disabilities is projecting an overspend of **£0.728m**. £0.141m of this is attributable to the projected spend on

legal cases and associated court costs. There are currently 238 direct payment clients with an overspend of **£0.384m** and an additional budget pressure of **£0.154m** is due to the cost of providing respite care to the clients. These are demand pressures arising from the increasing numbers of children requiring support.

- 3.11 The forecasts for care and support packages for children and placements for Adults have continued to increase slowly each month and it is not clear if, how and when this upwards trend might stop or reverse.
- 3.12 The service has identified a potential £0.6m of further mitigating action largely to be achieved in Adult age placements through reviews (£0.2m), stricter management control (£0.1m) and creative use of the Adaptations and Equipments budget (£0.3m.) However, experience has shown that these actions can be hard to implement and also it must be recognised that the forecasts do not allow for growth/new placements. In practice any saving achieved may only suffice to contain new growth rather than to reduce spend.

Adults Care and Support – Overspend of £1.693m

- 3.13 There is a structural budget pressure in Adults linked to demographic growth but currently it is less steep than in Disabilities and has largely been contained within the funding provided from a mixture of ASC grant/IBCF and the precept. However, there are significant pressures already showing within the service including those arising from non-delivery of savings that were covered in year (last year) by use of the Improved Better Care Fund.
- 3.14 The presumption in the MTFs was that savings would be delivered in time for this year, in a range of areas, but these have yet to be implemented. The shortfall in year is estimated to be in the region of £2.2m. Alternative savings and mitigating actions have been identified that once achieved will reduce this pressure and could bring the overall overspend sharply.
- 3.15 In the short term these actions include a short-term review of Crisis Intervention (which is where the bulk of the pressure is currently sitting) and management control on decision making. The full implementation of the approved charging policy is also expected to increase contribution income. To date Adults have a reasonably good track record of successful in-year mitigation of risk. However, the pressures have become greater in recent years and there is a marked upwards trend in the level of homecare. In addition, there are clear cost pressures within the market.

Enforcement – forecast of £0.067m

- 3.16 The service ended last year with a shortfall on parking income against the expected level in the budget. Since then managers have worked to introduce service improvements and efficiencies to increase the effectiveness of enforcement activity and improve the level of income collected. Mitigating action in other budgets has also been identified.
- 3.17 In addition a report was agreed by Cabinet in July which included a number of changes to the Parking Strategy and associated Fees and Charges. Parking

income actuals have been buoyant over the previous few months resulting in a reduction of the forecast overspend from £0.68m to £0.067m.

B&D Trading Partnership – potential pressure of £0.942

- 3.18 The MTFs includes an expected dividend from the Home Services/We Fix division of the Barking and Dagenham Trading Partnership of £0.942m. This was based on the best information last summer about the expected performance of the company and the date upon which it would start trading. This forecast has not been changed since last month as negotiations over the business plan are still ongoing.

Customer Services and Contracted Services – potential overspend of £0.14m

- 3.19 There has previously been a pressure in this area related to the recovery of court costs. However, this was rebased in the MTFs and is not expected to recur. There is a pressure of £0.2m on the IT budget which is being investigated and may be possible to resolve from the Corporate Infrastructure reserve. There is an expected saving of £0.52m for the Customer Access Strategy. The programme has achieved some channel shift and a reduction in call volumes – discussions are underway as to how far this will translate into a cashable saving so this is currently shown as a pressure.
- 3.20 Discussions with Elevate have revealed that there is an unclaimed one-off discount of £0.487m against the target cost and a rebate of £93k on laaS. This has now been included in the forecast.

My Place and Public Realm – underspend of £0.132m

- 3.21 My Place is currently forecasting an underspend of £0.132m inclusive of an overspend on Public Realm. There are a number of vacancies across the service following the creation of the service – offset by some use of agency and interim staff. Recruitment activity is underway. However, the service will need to maintain some vacancies to absorb the pay award pressures.
- 3.22 There is an overspend in Public Realm on the Transport division mostly relating to a prior year saving that has never been achieved. This is currently partly offset by a small underspend on Waste Services. However, there are risks connected to the Fleet costs as the long lead in times for new refuse vehicles means that the service is still having to use many old vehicles which are prone to breakdowns and needing repairs. This results in cost pressures both for the cost of repairs and short-term vehicle hire while they are being carried out.

Other Operational Services

- 3.23 In addition there are a range of small variances in other services including £0.02m in Legal and Democratic Services and £0.03m in HR/OD where there are pressures on the staffing budgets and £0.06m in Culture and Heritage.
- 3.24 The Elevate Client Unit has a pressure due to an expected fall in the Nationality Checking Service demand due to the government has asking private firms to tender for this service rather than provide it via Local Authorities from October 2018.

Commissioning

- 3.25 There are underspends in Inclusive Growth Commissioning (£0.04m), Adults (£0.02m) and Childrens (£0.17m). These are the result of staffing vacancies while the new structures are recruited to.

Central Expenses

- 3.26 Currently there is a projected underspend of £2.045m on Central Expenses. This is based on the position at year end last year and will be monitored closely.
- 3.27 In addition a number of risk provisions were written into the MTFS this year. These were as follows:

Pay Contingency	472,000
Savings Risk Contingency	2,000,000
Parking Risk Contingency	1,000,000
Accommodation cost contingency	660,000
	4,132,000

- 3.28 As can be seen from the descriptions these offset many of the overspends described above. As the year goes on and the figures become more certain it may be appropriate to release this funding into the specific budget lines. For now, they are shown as offsetting underspends.
- 3.29 Based on previous years actuals and the latest NNDR information there may be further funding achieved in year from the Collection Fund/Business Rates Pooling.

4. Housing Revenue Account

- 4.1 The Housing Revenue Account is currently forecasting a £0.9m adverse variance to the budget. This will result in a reduction in the reserves and so reduced funding being available for the Capital Programme.
- 4.2 The variance has arisen as partly as a result of non-achieved savings in the cost of Repairs and Maintenance and partly as a result of reduced rental income from a changed pattern of lettings. (A decrease in the use of properties for certain kinds of higher rent lettings such as TA.) The allocation of stock is being reviewed now and this forecast may improve.
- 4.3 Significant increases in the bad debt provision budget was made in the light of the roll out of Universal Credit. This was based on information from other UC areas where arrears increased sharply following the roll out. The government has modified some aspects of UC and the Council has also put in place a range of measures to mitigate this. It is too early to assess the impact but this is being closely monitored.

5. London-wide Strategic Investment Pot

- 5.1 The Council entered into the 2018/19 London-wide Business Rates Pool which is piloting 100% Business Rates Retention in London along with the Greater London

Authority, Common Council of the City of London (COLC) and the 31 other London Boroughs. The principles are embodied within a Memorandum of Understanding (MOU) endorsed by all the Leaders of London Councils and the Mayor of London.

- 5.2 The aim of the pool is to improve the well-being of the communities that the participating authorities serve in London and, by working together to, retain a greater proportion of business rate growth, further stimulate economic growth and build financial resilience. The principle of the pool is that no Authority will be worse off than it would have been under the current local finance regime over the period of the four-year settlement.
- 5.3 It was agreed within the MOU for the pilot pool, that the Common Council of the City of London (COLC) will act as the as Lead Authority and will therefore:
- make or receive payments in respect of any top ups and tariffs, levy and safety net and safety net payments to and from the MHCLG, the administer the pilot pool.
 - make or receive payments between members of the pilot pool as determined by governance arrangements
 - to administer the pilot pool in accordance with the governance arrangements.
- 5.4 The MOU also sets out that 15% of the net additional financial benefit generated through the growth in business rates collected in London would be distributed from the pilot pool as a Strategic Investment Pot (SIP).
- 5.5 Specifically, it states that the SIP shall be spent on projects that:
- contribute to the sustainable growth of London's economy and increase business rates income either directly or as a result of the wider economic benefits anticipated.
 - leverage additional investment funding from other private or public sources
 - have broad support across London government in accordance with the proposed governance process
- 5.6 COLC as the lead Authority for the pilot pool is responsible for deciding which projects should be allocated SIP funding after consultation with the GLA and London Boroughs. The principles contained within the MOU reflect that:
- both the GLA and a majority of the 32 Boroughs (two thirds of London Councils) have agreed to recommend a Strategic investment Project
 - where all Participating Authorities in a single sub-region do not agree with the decision, the decision is not agreed
 - If no majority consensus on allocation of the SIP to Strategic Investment projects can be agreed the available resources in the SIP will be rolled forward for future consideration until the resources are spent.
 - Following consultation with London Boroughs, COLC will then put forward the recommended projects to the next meeting of the Congress of Leader and the Mayor of London for approval.
- 5.7 The Council received the consultation report from COLC on 31 July 2018; the report identifies the proposed projects which are recommended for funding by the SIP Panel. The SIP consultation report is attached at Appendix 3.

- 5.8 The SIP Panel has reviewed the bids received, which total £123.4m for funding against the available Strategic Investment Pot of £50m and recommends that a total sum from the Strategic Investment Pot of £46.83m is allocated to individual bids. A summary of the recommended allocation of the SIP pot to bids by the Panel is set out below.

Recommended Package by SIP Panel	£m
South Dock Bridge	7.00
Productive Valley: South Tottenham Employment Area	2.00
Productive Valley: Investment Fund	3.00
Productive Valley: Rigg Approach	0.75
South London Innovation Corridor	8.00
Open Data Standard for Planning	0.25
Euston Recruitment Hub	3.00
West London Alliance: Skills & Productivity	3.43
West London Alliance: Investment in Digital	7.70
Local London: Investment in Fibre	7.70
South London: Multi-Purpose Internet of Things Platform	4.00
Total Bids recommended	46.83

(Further details of the bids considered and those recommended are set out in the attached SIP Consultation Report)

- 5.9 The only bid which included LBBID was the Local London bid for investment in fibre (digital connectivity) in the subregion. This seeks to undertake Full Fibre upgrade to key public sector sites that will anchor fibre investment by the commercial sector. The chosen sites (as yet undefined) will be those where there will be significant improvement in public sector service delivery and where the commercial sector will be motivated to invest.
- 5.10 Whilst Local London's bid was for £15m, only £7.7m is proposed to be approved. Given the funding pot has been estimated cautiously, the proposed response to the City of London is that whilst the proposals put forward are supported, should there be additional funding available then the Local London bid should receive the additional funds.

6. Budget Adjustments

- 6.1 The Cabinet is asked to approve the following virements:

- Transfer of £104,000 from Central Expenses to Democratic Services in relation to the in-year increase to Members' Allowances, as agreed by the Assembly on 18 July 2018 (Minute 19);
- Transfer of £1.95m MTFs growth to meet the increased costs of Temporary Accommodation and the new burden created by the Homelessness Reduction Act from Central Expenses to Community Solutions allocated in line with the action plan; and

- Transfer of cleaning budgets from services occupying corporate buildings to My Place to allow these costs to be managed corporately as a single contract.

7. Conclusion

- 7.1 This report indicates that the potential outturn position may lie within quite a broad range. The demand led nature of a large amount of the council's budget and the ambition of the savings programme results in a level of uncertainty. However, the best information at present suggests that without very strong management action the Council is heading for an overall overspend.

8. Financial Implications

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

- 8.1 This report details the financial position of the Council.

9. Legal Implications

Implications completed by: Dr Paul Feild, Senior Governance Lawyer

- 9.1 Local authorities are required by law to set a balanced budget for each financial year. During the year, there is an ongoing responsibility to monitor spending and ensure the finances continue to be sound. This does mean as a legal requirement there must be frequent reviews of spending and obligation trends so that timely intervention can be made ensuring the annual budgeting targets are met.

Public Background Papers Used in the Preparation of the Report:

- Oracle monitoring reports

List of Appendices

- **Appendix A** – General Fund Revenue budgets and forecasts.
- **Appendix B** – Housing Revenue Account budgets and forecasts
- **Appendix C** – SIP
- **Appendix D** – Virements for approval

General Fund Revenue budgets and forecasts 2018/19 (Month 4)

SERVICE	REVISED BUDGET	ACTUALS		VARIANCE
		APR - JUL	FORECAST	
BE FIRST	-	-92		
CARE & SUPPORT				
ADULT'S CARE & SUPPORT	17,174	8,124	18,867	1693
CHILDREN'S CARE & SUPPORT	31,612	11,878	36,983	5371
DISABILITIES	15,983	8,158	19,142	3159
CENTRAL	10,816	6,408	4,590	-6226
COMMUNITY SOLUTIONS	11,178	4,688	11,178	
CONTRACTED SERVICES	6,395	11,775	6,535	140
CORE				
ELEVATE CLIENT TEAM	5,694	6	5,734	40
FINANCE	6,065	3,049	6,065	
INNOVATION	1,801	221	- 1,801	
STRATEGIC LEADERSHIP	-	-410	-	
TRANSFORMATION	367	1,442	367	
EDUCATION, YOUTH & CHILDCARE + SCHOOLS	14,483	6,239	14,483	
INCLUSIVE GROWTH	46	-956	- 92	-46
LAW, GOVERNANCE & HR				
ENFORCEMENT	1,790	791	- 1,723	67
LAW & GOVERNANCE	272	-1,656	323	51
MY PLACE				
MY PLACE	7,873	-91	7,541	-332
PUBLIC REALM	8,744	5,072	8,944	200
POLICY & PARTICIPATION	3,030	-52	3,089	59
PEOPLE AND RESILIENCE				
COMMISSIONING	9,320	681	9,127	-193
TRADING ENTITIES	-	-	942	942
TOTAL	145,368	65,277	150,294	4,925

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HOUSING REVENUE ACCOUNT

HRA Class	Budget £'000	Actual to Date £'000	Forecast £'000	Variance £'000
Dwellings Rent	(86,186)	(16,819)	(85,686)	500
Other Rents	(712)	(23)	(712)	0
Other Income	(20,015)	(5,519)	(20,015)	0
Interest Received	(300)	0	(300)	0
Supervision & Management	43,963	8,011	43,163	(800)
Repairs & Maintenance	15,178	3,906	16,378	1,200
Rent Rates and Other	350	68	350	0
Bad Debt Contribution	5,309	0	5,309	0
CDC	685	0	685	0
Depreciation	13,034	0	13,034	0
Interest Paid	10,059	-234	10,059	0
RCCO (Capital funding)	18,635	39	17,735	(900)

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London Business Rates 2018/19 100% Pilot Pool

Strategic Investment Pot (SIP) Consultation Report



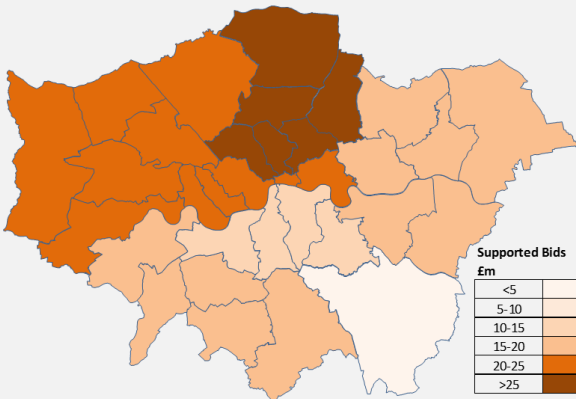
Report of the SIP Panel:

Peter Kane, Chamberlain, City of London Corporation
 Guy Ware, Director Finance, Performance & Procurement, London Councils
 Andy Donald, Chief Executive, Redbridge
 Shifa Mustafa, Executive Director Place, Croydon
 James Rolfe, Executive Director Finance, Resources & Customer Services, Enfield
 Amar Dave, Strategic Director Regeneration & Environment, Brent
 Debbie Jackson, Assistant Director Regeneration and Economic Development, GLA
 Richard Simpson, Executive Director Resources, Croydon
 Duncan Whitfield, Strategic Director Finance & Governance, Southwark
 Gerald Almeroth, Strategic Director Resources, Sutton

Bids Received

This info-graphic shows a summary of key information from all of the bids submitted: geography, types and amounts of funding, expected project outputs.

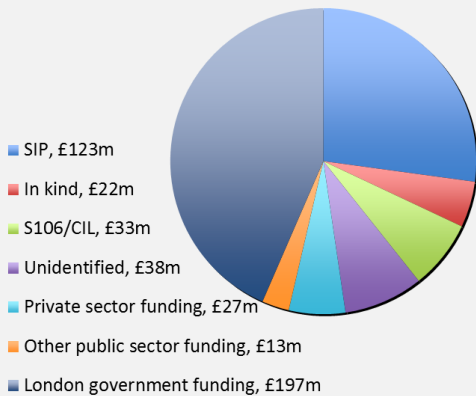
Bids were submitted from across London



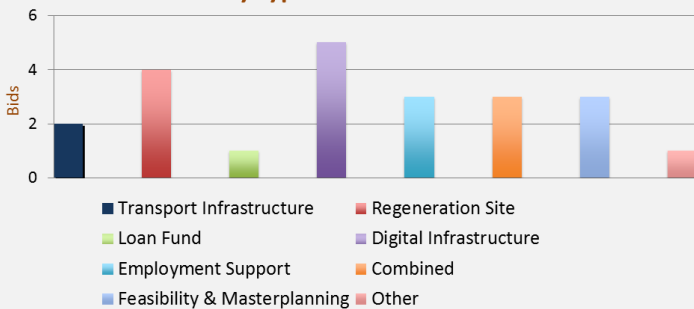
Project funding identified, £m

Project sizes have been estimated using the total match funds available where not specified in bids.

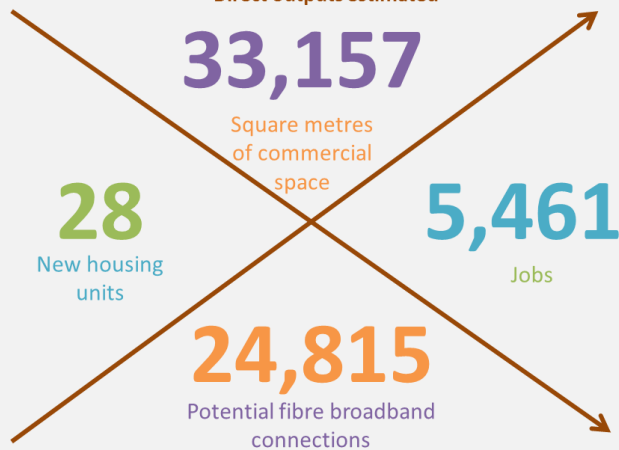
In-kind match funds identified included the market value of assets used in projects or secured through S106, and staff time.



Bids received by type



Direct outputs estimated



£52m

Expected SIP fund

£123m

Total SIP Bids Received

The executive summary

For 2018/19, the GLA and the 33 London billing authorities are piloting 100% business rates retention. This allows London to retain an estimated £349m of extra funding. Of this, approximately 50% will be used for strategic investment: 15% (c.£52m, Strategic Investment Pot) to be allocated by the agreement of London government, and the balance (the GLA share of total benefit) for allocation by the Mayor of London.

The aim for the SIP funds is to:

- contribute to the sustainable growth of London's economy and an increase in business rates income either directly or as a result of the wider economic benefits anticipated;
- leverage additional investment funding from other private or public sources; and
- have broad support across London government in accordance with the agreed governance process.

There is not currently a mechanism for joint decision-making by London government, therefore the formal decision must be taken by the Members of the Lead Authority (City of London Corporation), subject to consultation with all participating authorities. This is the consultation report, to which authorities are asked to respond according to their own decision-making processes. The consultation requirements are that:

- the Mayor of London and two-thirds of the 33 billing authorities agree to recommend project approval; and
- if all the authorities in a given sub-region (as defined in the pooling agreement) do not recommend the project, it shall not be agreed.

Bids were invited in April 2018 with a deadline at the end of May. 22 bids were received for a total of £123.4m. A summary of the bids received is shown in the info-graphic (left). The overall quality of bids was high, bearing in mind the timescale. Some were well developed with a clear delivery plan and estimates of impact; others will benefit from further development and reconsideration in future rounds.

The City of London Corporation, the Lead Authority for the pooling arrangement, has led the evaluation process, convening a Panel of senior finance, regeneration, and service directors from the London authorities, the GLA, and London Councils to carry it out. This approach was designed to ensure that appropriate expertise and pan-London engagement was obtained for the evaluation. This report is issued by the Panel and provides:

- an overview of the pilot scheme,
- information about the bidding and evaluation process,
- an overview of bids,
- the recommended package of bids to be funded, and
- an appendix with a summary of each of the bids.

The recommendation

The Panel has considered the bids and recommends that the following SIP funds are awarded because they provide the best way to balance the objectives of the fund within the resources available. The Mayor and the 33 London authorities are asked to use their own decision-making processes to confirm their support for each.

	£m
• South Dock Bridge	7.00
• Productive Valley:	5.75
○ South Tottenham Employment Area	
○ Investment Fund	
○ Rigg Approach	
• South London Innovation Corridor	8.00
• Open Data Standard for Planning	0.25
• Euston Recruitment Hub	3.00
• West London Alliance:	11.13
○ Skills & Productivity	
○ Investment in Digital	
• Local London Investment in Fibre	7.70
• South London Multi-Purpose Internet of Things Platform	4.00
Total Recommended Package	46.83

A summary of the bids in the recommended package is shown in the info-graphic (right). The package includes bids which will directly grow London's business rates by providing new or refurbished commercial space, as well as ones which will indirectly generate growth by providing transport and digital infrastructure, supporting employment and businesses, and creating frameworks for development. A mixture of bids is included to achieve a balanced package: some are focused on a single, specific site and some have a much wider focus and potential impact.

A successful allocation of funds will allow the various strategic investment projects to begin, demonstrate to Government that London government can cooperate and work together, and provide a sound basis for the Government evaluation of the pilot which is expected in the Autumn.

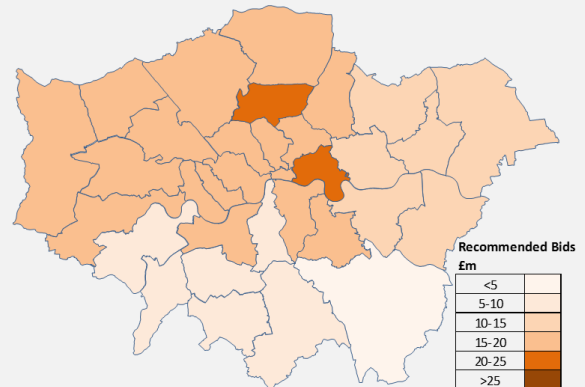
The precise amount of funds will be confirmed once the 2018/19 accounts are closed, and will be rolled into the 2019/20 SIP if the pilot is extended or allocated in another round if not.

The Lead Authority will make arrangements for funding agreements, including application of funding conditions relating to the outputs and match funding in the bid once the consultation and decision-making process is complete.

Recommended Package

This info-graphic shows a summary of key information from the recommended package: geography, types and amounts of funding, expected project outputs.

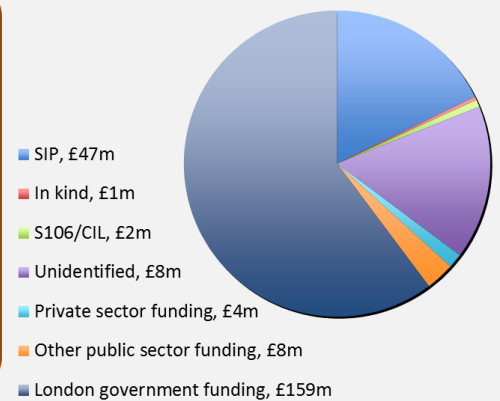
Bids are recommended from across London



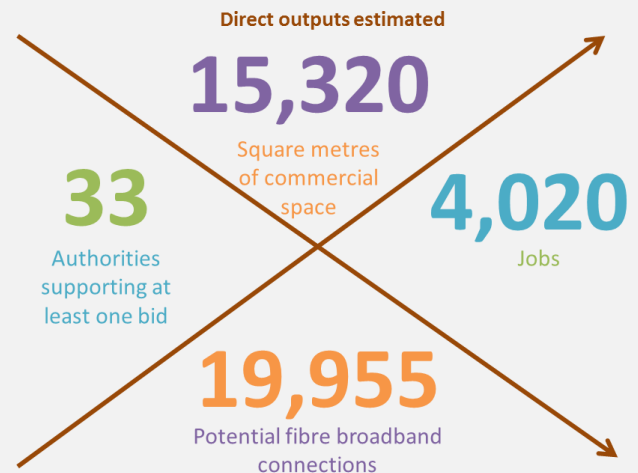
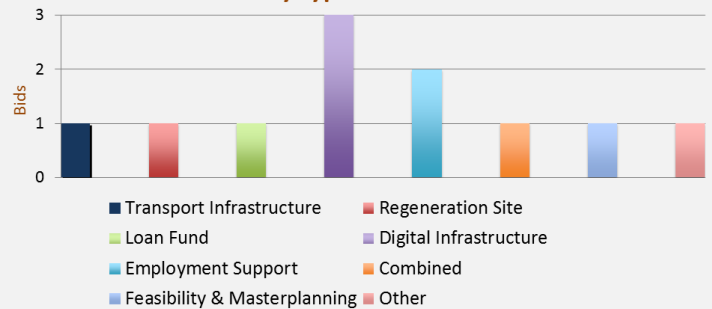
Project funding identified, £m

Bidders identified a range of different sources of funding. The Panel assessed these carefully and considered the extent to which they were reasonable claims.

In-kind match funds identified included the market value of assets used in projects or secured through S106, and staff time.



Bids recommended by type



£52m

Expected SIP fund

£46.83m

Total SIP Bids Recommended

The 100% pilot scheme and SIP

This is the second year that London has piloted additional business rates retention. In 2017/18, the GLA's Revenue Support Grant (RSG) and funding for TfL capital was replaced by additional rates, meaning London retained a total of 67% of business rates (adjusted for redistributive measures and a 50% levy on growth over baselines set in 2013-14).

For 2018/19, all 33 London billing authorities and the GLA have come together to pilot 100% retention, reaching agreement with Government at the Autumn Budget 2017. The operating principles of the pilot pool were subsequently agreed, via a Memorandum of Understanding (MoU), by the 32 London Boroughs, the City of London Corporation and the GLA in January 2018.

The pilot replaces RSG for the 33 London billing authorities with retained business rates. Government also agreed an enhanced safety net threshold of 97% (compared with 92.5% under the previous scheme), meaning that London, as a whole, cannot lose more than 3% of its baseline funding level. An additional safeguard has been agreed between the London authorities that no authority will be worse off than under the pilot than the previous arrangements.

The pilot allows London to retain 100% of any growth (rather than 67% that would have been the case otherwise) over the baseline levels set in 2013/14. The 2018/19 pilot also removes the 50% levy on that growth. Following analysis of all London borough business rates forecasts submitted to the Government in January, the overall forecast net additional benefit to London is estimated to be approximately £349m. However, the final figure will not be known until after the financial year has ended and accounts have been audited.

Under the agreed terms of the London pilot, 15% of the net financial benefit of pooling – budgeted at approximately £52m – is reserved for the Strategic Investment Pot, to be spent on projects that:

- contribute to the sustainable growth of London's economy and an increase in business rates income either directly or as a result of the wider economic benefits anticipated;
- leverage additional investment funding from other private or public sources; and
- have broad support across London government in accordance with the agreed governance process.

The final amount of SIP funds available is subject to the final amount collected in year. The budgeted amount is based on authorities' estimates in January 2018, with a recommended allocation of £46.83m (90%).

The process agreed in establishing the pilot pool reflects the absence of a statutorily recognisable mechanism for joint decision-making by the 33 billing authorities and the Mayor of London. The formal decision must therefore be taken by the Members of the Lead Authority (the City of London Corporation), subject to consultation with all participating authorities. This is the consultation report, to which authorities are asked to respond, according to their own decision-making processes. The consultation requirements are that:

- the Mayor of London and the majority (two-thirds) of the 33 billing authorities agree to recommend approval of the project; and
- if all the authorities in a given sub-region (as defined by the MoU) do not recommend the project, it shall not be agreed.

This report provides information about the pilot scheme, the bidding and evaluation process, an overview of the bids received, the recommended package of bids for funding, and an appendix with a summary of all bids.

In addition, the Mayor of London has committed to spending the GLA's share of the additional net financial benefit from the pilot on strategic investment priorities. The allocation process for this, separate, fund

(estimated at £112m) is currently underway, the Mayor is expected to make decisions shortly, and announcements on each project will follow afterwards.

The bidding and evaluation process

The Lead Authority is responsible for the operation of the SIP, and has made arrangements for inviting bids, evaluation, and the preparation of this recommendation report. The call for bids was issued in April 2018 to the Leaders of the 33 London billing authorities, this included a bid form and bidding guidance. The deadline for submissions was the end of May 2018.

The bidding guidance explained the Lead Authority's intention that the evaluation would be carried out by a Panel of senior finance, regeneration, and service directors from the London authorities and GLA, and London Councils. This approach was designed to ensure that appropriate expertise and pan-London engagement was obtained for the evaluation method. This report is issued by the Panel and provides its recommended package of bids to be funded.

The criteria considered were those included in the bidding guidance, namely:

- **Contribution of anticipated outputs to key economic growth priorities:** e.g. housing and planning; transport and infrastructure (including digital infrastructure); skills, employment and business support. This could be evidenced, for example, by quantification of anticipated outputs (increase in homes, commercial floor space, jobs, etc.) and by alignment with existing regional, sub-regional and local strategies.
- **The anticipated scale of economic benefit,** both in absolute terms and, where appropriate, expressed as a ratio of anticipated return to investment required.
- **The breadth of geographic impact** – with a presumption that the broader the area of impact the better. Whilst strong local bids will be considered under other criteria, there will be a preference for joint proposals, including but not necessarily limited to those from existing sub-regional partnerships, or which apply to the whole of London.
- **The scale of match funding,** both in absolute terms and expressed as a ratio of funding from other public or private sources to SIP investment required. The presumption will be that – all other things being equal – proposals that command a greater level of match funding will be preferred.
- **Delivery timescales:** No strict cut-off point is defined; however delivery timescales will be considered within the overall evaluation, with a presumption in favour of earlier completion (and therefore earlier economic returns), but ensuring an appropriate mix of recommended proposals between 'oven-ready' schemes and longer-term investment projects.

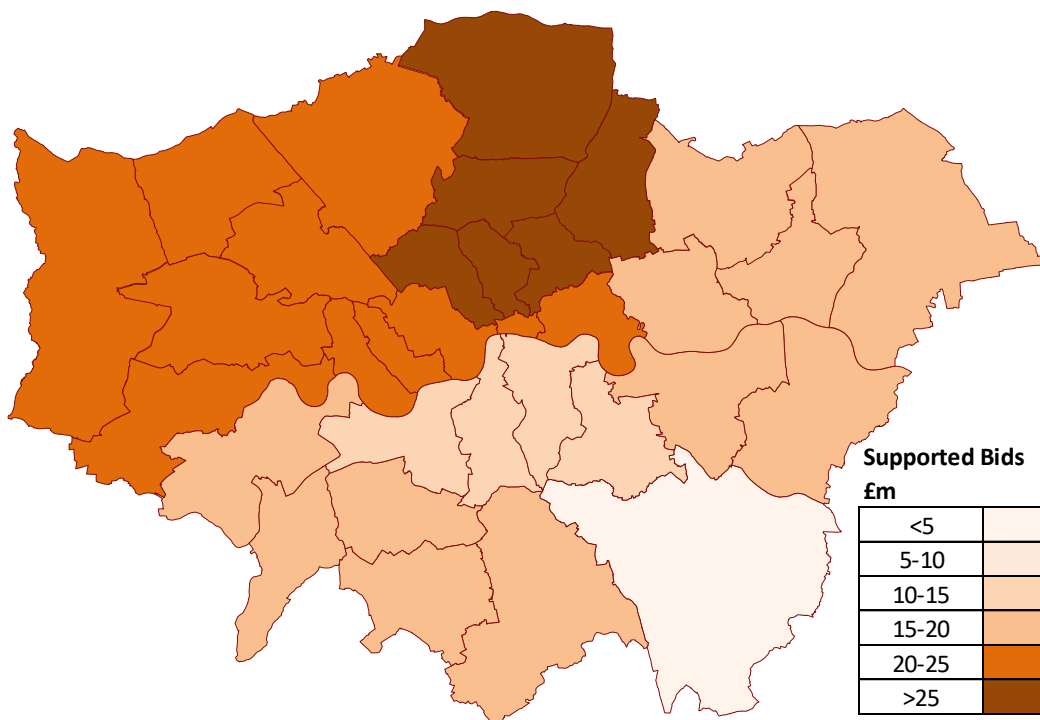
The bidding guidance made clear that, though the criteria were chosen in part because they were capable of objective evaluation, there would also be a degree of judgment and interpretation required. There would also be a need to assess the robustness and credibility of the estimates included in the bids. By way of specific consideration of the matters of judgement and interpretation which could not be objectively summarised from the bids, four areas were considered:

- **Deliverability** – an assessment of the likelihood of delivering the project (and any sub-projects) referred to in the bid, and doing so within the timeframe and resource base described in the bid documentation.
- **Economic impact** – an assessment of the expected level of impact of the bid; considering, in particular, the two key aims of the SIP which were to directly increase business rates income and to increase business rates income indirectly as a result of wider economic benefits.
- **Geographical impact** – a consideration of whether the bid would impact directly in just a specific locale, across a borough, a sub-region, or even more widely.
- **Additionality of match funding** – an assessment of the extent to which the bid leveraged truly additional investment funding, or whether it referred only to funding already accessible to bidders.

These four areas and the objective and comparative details of the bids were all considered and discussed by the Panel in forming its recommended package of bids.

The bids received

The expected value of SIP funds is £52m, subject to the final outturn on business rates. Following the invitation to bid in April, by the deadline at the end of May, 22 SIP bids were received from 15 accountable boroughs for a total of £123.4m. All authorities supported at least one bid, and the majority supported bids of at least £5m, the total value of bids supported by each authority is shown on the map:

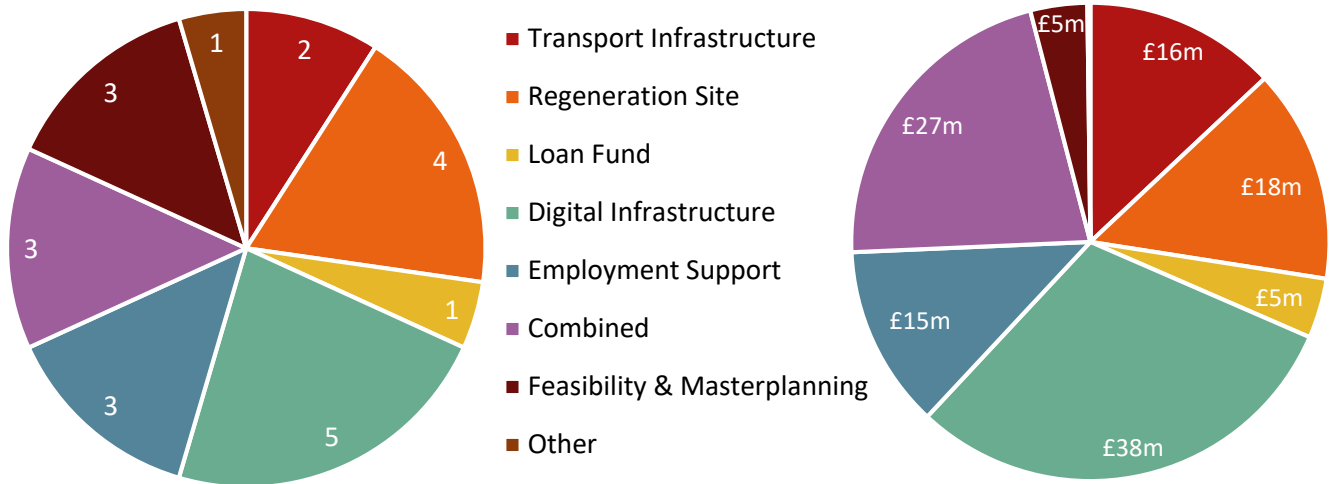


The bids were categorised to allow comparison between them, and to aid in the identification of a balanced package of bids. However, the Panel were conscious that the categorisation had been retrospectively applied, and it was kept under review throughout the evaluation process; no 'quota' was applied, and there was no specific aim relating to categorisation in the Panel's approach to identifying a recommended package. The final categories used were as follows:

- **Transport infrastructure bids** which supported projects such as bus lanes, bridges, public realm or cycling improvements.
- **Digital infrastructure bids** for projects such as fibre networks, CCTV and 'Internet of Things' installations.
- **Regeneration site bids** contributing to regeneration of particular sites, including at least one phase of construction and delivery.
- **Feasibility & masterplanning bids** supporting the initial or planning phases of a regeneration scheme or infrastructure project, and in general delivering business cases, master plans or feasibility studies rather than completed projects or works. However, some included initial enabling works or funded some land assembly.
- **Employment support bids** providing intervention or facilities to support people into work or improve their skills.
- **Loan fund bids** aimed at setting up a local investment fund for projects, on a repayment and interest bearing basis.

- **Combined bids** are those combine a number of these types, generally by seeking an allocation of funds to be used in a locality for a number of sub-projects.
- **Other bids** which did not fit into any of the other categories.

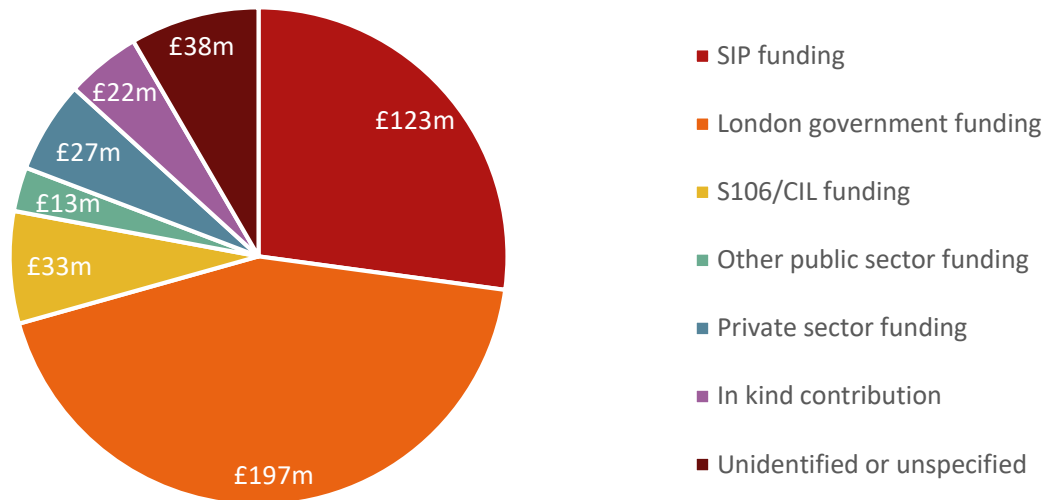
The graphs show the total bid amount and number of bids received in each category:



The bids were for projects with a range of different sizes, some specified the total size of the project and others just provided a total amount of match funding (so in this case the total of the match funding was used to estimate the project size). The average bid size was £5.6m, with a minimum of £0.25m and a maximum of £15m, and the SIP funding proportion was from 5% to 85%. The bidders identified a wide range of different sources of match funding, which have been organised into a number of categories:

- **SIP funding** is the bid amount.
- **London government funding** is other funding committed, requested, or to be requested by the boroughs, GLA, and TfL as part of their project. This generally related to capital resources (including right to buy receipts) or grant funding (such as the Mayor’s Construction Academy, for which one bidder has applied).
- **S106/CIL funding** is the use of contributions made by developers to the localities surrounding their developments. These funds are within the control of the local authority, subject to some restrictions depending on the nature of some S106 agreements. Some bids identified expected additional contributions that would be secured as a result of additional development following the proposed SIP funded project.
- **Other public sector funding** is most commonly government grant.
- **Private sector funding** is expected contributions from the private sector, which might, for example, be through sponsorship or joint venture agreements.
- **In kind contributions** were from a variety of different potential sources, including staff time in the authority which was bidding or to manage the project, but in some cases included the market value of existing assets or assets secured through S106 agreements with developers.
- **Unidentified or unspecified** funds, in one case referred to proposed borrowing, but this category also used where bids were unclear or uncertain as to the expected funding source.

The Panel considered the additionality of match funding (as described above under ‘The bidding and evaluation process’) offered by bidders and the quantum of match funding to inform their recommendation. The graph shows the total (estimated) project costs and funding sources, over all the bids received:



The recommended package

The Panel recommend that Members fund a balanced package of bids, which combines a range of different projects. The bids included in the package, and the reasons why are detailed in this section. They are presented in no specific order.

South Dock Bridge

Bid size	£7m	South Dock Bridge is a proposed new footbridge to provide a fully accessible link to South Quay within the private Canary Wharf estate, near its new Elizabeth and Jubilee line stations. The bid will unlock delivery of new housing and commercial development and links residential and commercial districts to the south of the Isle of Dogs to the Canary Wharf commercial district.
Estimated total project cost	£12m	
Estimated SIP proportion	58%	
Match Funding		The Bidder expects this to unlock development on the Isle of Dogs, and to relieve congestion on nearby public transport.
CIL & S106	£1.5m	
Unidentified (likely CIL, though some sponsorship potential)	£3.5m	
Project timeframe	1.5-3 Years	

The Panel conclude that this bid would bring forward the provision of the proposed infrastructure, and are confident that this will unlock earlier development in the area. The importance of the borough to London and the wider UK economy is a factor in recommending this bid. Supporting this bid will deliver a particular, discrete piece of transport infrastructure and clearly demonstrate to Government the impact of SIP funding.

Productive Valley:

- South Tottenham Employment Area
- Investment Fund
- Rigg Approach

The Productive Valley study provides a clear rationale for intervention in this area, and of the four initiatives proposed, the Panel concluded that three should be recommended for funding.

Bid size	£2m	The South Tottenham Employment Area bid is for delivery of 7,776m ² of good quality employment space through a mix of refurbishment, extension and redevelopment of existing premises in the South Tottenham Employment Area. The Bidder expects this to redevelop the site, which they consider underutilised. In addition to new space, this will also provide 2,029m ² of refurbished space. They expect an uplift of c.£0.32m of rates income and 320 new jobs.
Estimated total project cost	£2.5m	
Estimated SIP proportion	80%	
Match Funding		
Public sector funding	£0.2m	
In-kind (staff time)	£0.3m	
Project timeframe	3-5 Years	

The South Tottenham Employment Area initiative is considered deliverable by the Panel because the building involved is already in the ownership of the bidding authority. The Panel also understood from the bid that there was a much larger scheme in mind which funding this first phase will 'kick off'. Supporting this bid will deliver regeneration on a specific site and increase the business rates base through additional commercial space.

Bid size	£5m	The Productive Valley Investment Fund would be a valley-wide loan fund, modelled on the existing Opportunity Investment Fund which provides unsecured loans at 6-8% to local businesses, with an initial repayment holiday. The fund would help support businesses, enabling them to grow and attracting others into the area. They plan to budget for 70% repayment to allow for some failures, though the existing fund has so far had no write-offs. The Bidder expects this to directly support at least 32 businesses over three years.
Estimated total project cost	£6.5m	
Estimated SIP proportion	77%	
Match Funding		
In-kind (officer time)	£0.3m	
Unidentified (would ask for match)	£1.2m	
Project timeframe	3-5 Years	

Whilst the lack of specific projects identified and approved for funding means that the Panel identify a possible risk to the delivery of these projects and some potential for delay. The repayment nature of this fund means that it is expected to have a wide and longer term impact than simply offering grant funding. However, given the limited amount of SIP funds available, the Panel consider that a lower award than the £5m bid of £3m is reasonable and recommend funding at this level. Where part funding is recommended, the balance is moved to unidentified in the Executive Summary infographic, which also includes the bid outputs unadjusted.

Bid size	£2m	Rigg Approach is a 5ha area of land identified as a Strategic Industrial Location (SIL) that forms the Lea Bridge gateway to Waltham Forest. This bid is for SIP funding to be used to: establish formal partnerships with businesses, landowners, interested developers and strategic parties; prepare an agreed masterplan, overarching outline and phase one planning applications; develop strategies and business cases for securing investment and the first phases of work. Funding will also be retained to kick-start the initial phase of development. The Bidder expects this to complete masterplanning, identify land assembly and phasing strategies and assess delivery routes/more detailed business cases for a programme of regeneration of 5ha to 2028. Total GDV c.£250m, 11,000-22,000m ² industrial. They expect 100%+ growth in rates for area.
Estimated total project cost	£3m	
Estimated SIP proportion	67%	
Match Funding		
In-kind (spend to date)	£0.15m	
To be identified – Council funding and officer time	£0.85m	
Project timeframe	1.5-3 Years	

The Rigg Approach initiative covers a large site, and the bid aims to increase density and intensify activity in the area. This has a good strategic fit and meets a specific policy objective to improve the performance of industrial land and investigate multi-level industrial use. Supporting this bid will contribute to a clear strategy to grow business rates in London’s limited land resource over the longer term, and could also free up land for housing where there is not additional business demand. The Panel note that 25% of the £2m bid is intended to support the first phase of development which has not been guaranteed, leaving a balance of £1.5m for the master-planning exercise. The Panel view £1.5m as a very significant amount to spend on an initial project, and considering the size of the SIP fund, recommend a smaller award of £0.75m to produce a focused piece of work.

South London Innovation Corridor

Bid size	£11.33m	This project proposes strategic investments into central (South Bank; Vauxhall Nine Elms Battersea) and local growth clusters (Brixton; New Cross; Old Kent Road; Peckham; Camberwell; and Wandsworth) on Workspace (capital investment into affordable workspace and incubators projects, delivering substantial new commercial floorspace), Business support (cross-borough networking; accelerators and support for creative and digital start-ups supporting substantial job creation), and Talent development (cross-borough creative and digital employment initiatives focussed on enabling disadvantaged groups to access employment and support career progression). The Bidder expects this to deliver £1.5m business rates income, 400 pre-apprenticeships, 200 work experience placements, 200 apprenticeships, and 1,700 jobs. 750 businesses will be supported, beneficiaries will be 50% BAME.
Estimated total project cost	£26.33m	
Estimated SIP proportion	43%	
Match Funding		
Unidentified (bid describes as ‘cash match’)	£15m	
Project timeframe	1.5-3 Years	

The Panel considered this bid to be imaginative and wide ranging covering workspace, talent development, and business support. The bidder expected in particular that it would produce a significant amount of commercial space. Supporting this bid therefore is expected to grow business rates through both direct and indirect means. The Panel discussed the level of management fees, but concluded that these were reasonable given the number of sub-projects described. The Panel considered reducing the amount to be awarded in the case of this type of bid and concluded that this could be expected to increase the focus and assist bidders in ensuring that prioritisation takes place and only the most effective sub-projects are funded. The Panel consider that £8m is a reasonable level, and recommend an award at that level.

Open Data Standard for Planning

Bid size	£0.25m	This bid is for development of an open data standard for planning applications to transform the quality of strategic planning and administration of planning permission. Planning data needs to be in a format that's consistent across boroughs, regardless of the particular software tools or policies of individual boroughs. This bid would provide a single end to end data solution, which no providers in the market currently provide. This bid could benefit all London Boroughs and any planning authority, provided their software vendor adopts the data standard
Estimated total project cost	£0.75m	
Estimated SIP proportion	33%	
Match Funding		
MHCLG grant	£0.25m	
Borough funding	£0.25m	
Project timeframe	Within 18 months	
		The Bidder expects this to offer significant benefits, in line with other open data projects (overall potential of open data estimated at £6-7bn, TfL data at £130m/annum). They expect improved access to faster, more efficient planning services.

This bid is highly rated, and the Panel feels that it clearly has the greatest potential for a wide geographical impact given the number of planning authorities throughout England. Initially, the Panel wondered about the link between this project and business rates, but concluded that there is significant potential: firstly, relating to business premises themselves which must get planning permission, with clear timing benefits from improved access; secondly, relating to potential savings for local authorities, which could free resources for further investment in the many areas of local authority activity which develop the economy; and thirdly in relation to the potential to assist SME developers in identifying smaller in-fill type sites. The Panel also note the potential impact on housing. The Panel recommend that a funding condition specifies an open source standard. Subject to this condition, the Panel recommend this bid for funding.

Euston Recruitment Hub

Bid size	£3m	The proposal is seeking funding to build a Euston Construction Skills Centre to deliver bespoke construction skills for key construction companies. The centre will also provide skills needed for construction in general, including housing, plus skills needed for transportation, with rail/engineering opportunities through HS2. The Centre will also provide STEM skills training and will pilot new building methods/technologies (off-site manufacturing). The centre will build up from over previous experience from the successful King's Cross Construction Skills Centre currently delivering short courses, apprenticeships and job starts.
Estimated total project cost	£9m	
Estimated SIP proportion	33%	
Match Funding		
CIL & S106	£0.4m	
HS2 Grant Funding	£4.1m	
Mayor's Construction Academy	£1.5m	
Project timeframe	5+ Years	The Bidder expects this to lead to more than 200 job starts and 150 apprenticeships per annum. The centre will run short courses and adult education.

This scheme was recognised by the Panel as having identified significant match funding, and offering a specific business rates outcome (by way of the centre) as well as the indirect growth in rates expected through its supporting employment. The long term nature and wider geographical focus of this scheme was also considered positive. The construction theme is well-aligned strategically with the SIP as this industry in particular will be required to increase business rates. The expected effect of leaving the EU on this sector and forthcoming significant London developments requiring these skills (e.g. Crossrail 2) also make this timely and relevant. The Panel therefore recommend this bid for funding.

West London Alliance:

- Skills & Productivity
- Investment in Digital

The West London Alliance is well established and has a clear governance arrangement in place to manage the projects which might be recommended for funding by the SIP Panel. Of the three initiatives proposed, two are recommended for funding, in full or in part.

Bid size	£3.43m	The bid would fund delivery of an evidence-based productivity and skills programme for West London to support individuals and businesses.
Estimated total project cost	£5.42m	
Estimated SIP proportion	63%	
Match Funding		The Bidder expects this to support 4,925 residents and 595 employers. There are various schemes: one pilot suggests potential £6.9m total annual salary growth for participants; apprenticeship programmes deliver £25-52k per person in 3 year cost savings.
Public sector match (unspecified)	£1.99m	
Project timeframe	3-5 Years	

The Skills & Productivity initiative appeared to be a well-planned scheme with a clear strategic aim. Whilst the Panel note an apparent optimism bias in this scheme between the detailed appendices and the outputs shown on the bid form, the Panel are supportive of this bid and the expected impacts on business in the area. The Panel note that there is adult education funding and funding for English as a Second or Other Language (ESOL) available, but expect that this project will help residents access these.

Bid size	£7.7m	The West London Alliance proposes a major extension of the high-speed fibre network to large areas of West London covering seven boroughs, particularly targeting areas affected by persistently slow internet speeds – so-called ‘not-spots’ - that are also located in mandated growth and regeneration areas. Libraries, schools, public and council offices located in ‘not-spots’ would be connected directly to the super-fast fibre network from their local TfL station and private providers will then be able to connect business properties within 250m of the public building. Also, a 'broadband fighting fund' is proposed to support fibre installation that would otherwise be commercially unviable.
Estimated total project cost	£10.3m	
Estimated SIP proportion	75%	
Match Funding		The Bidder expects this to cover public buildings, but potentially enable access to 18,900 businesses and 41,950 households.
Estimated DCMS Vouchers	£2.6m	
The bid also claims to leverage £150m TfL investment in the roll-out of fibre to tube stations.		
Project timeframe	Within 18 months	

The Investment in Digital initiative is a well-developed scheme, with delivery arrangements in place via an agreement with TfL which will add the work to its existing programme. The timescale reported is ambitious, which will allow the impact of the SIP to be quickly demonstrated to Government.

Local London Investment in Fibre

Bid size	£15m	Eight Local London Partnership boroughs and Haringey propose investment to undertake Full Fibre upgrade to key public sector sites that will anchor fibre investment by the commercial sector. The chosen sites will be those where there will be significant improvement in public sector service delivery and where the commercial sector will be motivated to invest in key development zones and address areas of digital exclusion. The Bidder expects this to provide connectivity in 15 strategic investment locations, providing an increase in penetration by 10%. Additional private sector investment is expected to be leveraged through public investment.
Estimated total project cost	£20m	
Estimated SIP proportion	75%	
Match Funding		
DCMS vouchers estimated	£5m	
Project timeframe	1.5-3 Years	

The Panel considered this bid to be relatively similar to the bid for West London: Investment in Digital, and is expected to provide similar benefits to local residents and businesses. However, the size of the bid, at £15m, is considerably greater. In order to allow for a balanced and affordable overall package, the Panel recommends funding both projects at £7.7m each.

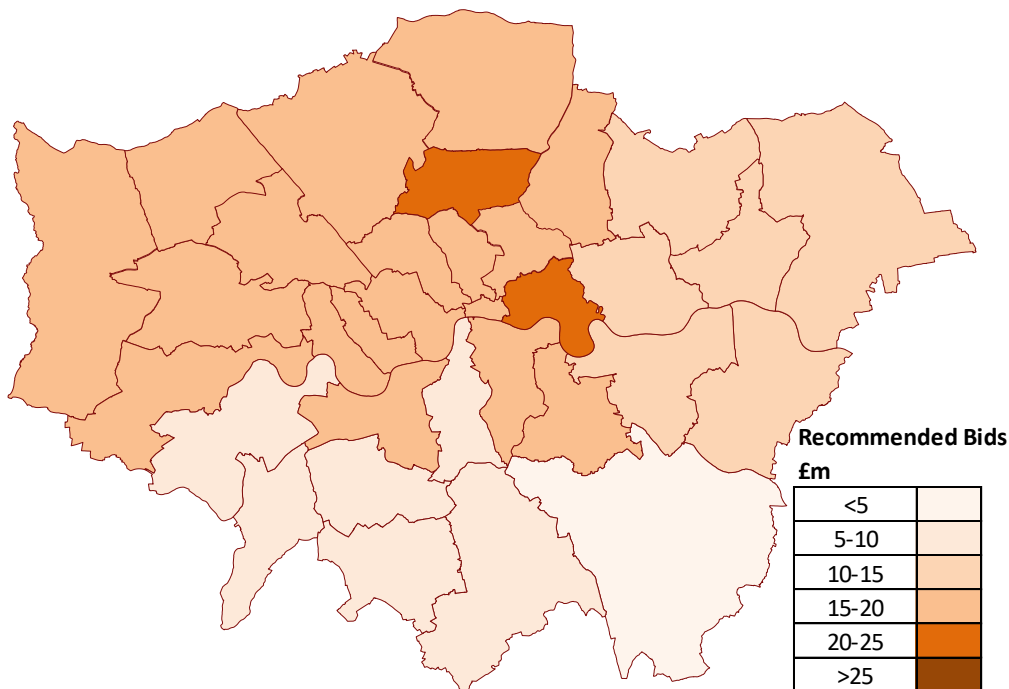
South London: Multi-Purpose Internet of Things Platform

Bid size	£12.25m	This proposal is for establishment of a sustainable, region-wide, multipurpose 'Internet of Things' (IoT) platform connecting various IoT enabled sensors across Council boundaries to gather data about, for example, air quality, footfall, flood risks, traffic, road surface temperature, and parking space availability. Data would be made available to local and national government through the London Data Store.
Estimated total project cost	£17.95m	
Estimated SIP proportion	68%	
Match Funding		The Bidder expects this to improve access to and increase use of town centres, to reduce emissions and improve logistics, and to reduce costs for council services.
Borough capital funding	£5.2m	
In kind	£0.5m	
Project timeframe	1.5-3 Years	

The Panel agree that this is an innovative project and that it will have an impact on local services for the bidders. Smart City initiatives have been successful elsewhere, and the Panel feel that this should be considered in more detail. In particular, the approach to the data and whether it is open or commercialised, and the scope for making this project self-funding through commercialisation. There is debate about the effects of the transport aspects of this bid, and the Panel acknowledge that it will be difficult to predict the impact of parking sensors on traffic levels (which is a key consideration in relation to assessing the strategic alignment of this project). Given the need to ensure that SIP funds are focused on enabling economic growth, the Panel consider that funding of £4m should be awarded to carry out further detailed study and pilot work on this project.

Conclusion

The expected value of SIP funds is £52m. The Panel recommend awards of £46.83m at this time, which represents 90% of the budgeted amount. The total amount of funds available will not be finally confirmed until the 2018/19 accounts are closed, so it is important to under-commit this fund in case there is an unfavourable variance at the end of the year. The map shows the amount of funding each authority is supporting in the recommended package:



Once the consultation and decision-making process is complete, the Lead Authority will make arrangements for funding agreements. These will include application of funding conditions relating to the outputs and match funding in the bid, as well as any other specific points required (e.g. the open source requirement on the planning open data standard). The balance of funds will be confirmed once the 2018/19 accounts are closed, and, along with any under-spends, will be rolled into the 2019/20 SIP if the pilot is extended or allocated in another round if not.

Appendix: Detailed bid information

This section provides an overview of each of the bids received, shown in the categories described in the overview. This includes, for ease of reference, the recommended package. This summarises the objectively measurable areas that the Panel considered when coming to their recommended package.

Transport infrastructure bids

South Dock Bridge		
Bid size	£7m	South Dock Bridge is a proposed new footbridge to provide a fully accessible link to South Quay within the private Canary Wharf estate, near its new Elizabeth and Jubilee line stations. The bid will unlock delivery of new housing and commercial development and links residential and commercial districts to the south of the Isle of Dogs to the Canary Wharf commercial district.
Estimated total project cost	£12m	
Estimated SIP proportion	58%	
Match Funding		
CIL & S106	£1.5m	The Bidder expects this to unlock development on the Isle of Dogs, and to relieve congestion on nearby public transport.
Unidentified (likely CIL, though some sponsorship potential)	£3.5m	
Project timeframe	1.5-3 Years	

Seven Sisters Road / Woodberry Down		
Bid Size	£9.05m	A bid to provide additional funding for improvements to streets and connectivity in Woodberry Down and on Seven Sisters Road to create a Healthy Streets environment and support new homes and jobs.
Estimated total project cost	£36.55m	
Estimated SIP Proportion	25%	
Match Funding		
CIL & S106	£0.5m	The Bidder expects this to increase footfall and reduce town centre retail vacancy rates, increase walking and cycling, improve air quality, and increase visitor numbers and spend.
Public Sector match funding	£27m	
Project timeframe	1.5-3 Years	

Loan fund bids

Productive Valley: Investment Fund		
Bid size	£5m	The Productive Valley Investment Fund would be a valley-wide loan fund, modelled on the existing Opportunity Investment Fund which provides unsecured loans at 6-8% to local businesses, with an initial repayment holiday. The fund would help support businesses, enabling them to grow and attracting others into the area. They plan to budget for 70% repayment to allow for some failures, though the existing fund has so far had no write-offs.
Estimated total project cost	£6.5m	
Estimated SIP proportion	77%	
Match Funding		
In-kind (officer time)	£0.3m	The Bidder expects this to directly support at least 32 businesses over three years.
Unidentified (would ask for match)	£1.2m	
Project timeframe	3-5 Years	

Digital infrastructure bids

Shoreditch Fibre & CCTV		
Bid Size	£1m	<p>This bid is for a mix of digital CCTV provision to support the night time economy and improve safety, and enhancing broadband coverage, free and low cost Wi-Fi and 5G connectivity through the use of enhanced council-owned fibre network assets.</p> <p>The Bidder expects this to support wider strategy.</p>
Estimated total project cost	£3.7m	
Estimated SIP Proportion	27%	
Match Funding		
Borough Capital	£2.7m	
Project timeframe	3-5 Years	

South London: Multi-Purpose Internet of Things Platform		
Bid size	£12.25m	<p>This proposal is for establishment of a sustainable, region-wide, multipurpose 'Internet of Things' (IoT) platform connecting various IoT enabled sensors across Council boundaries to gather data about, for example, air quality, footfall, flood risks, traffic, road surface temperature, and parking space availability. Data would be made available to local and national government through the London Data Store.</p> <p>The Bidder expects this to improve access to and increase use of town centres, to reduce emissions and improve logistics, and to reduce costs for council services.</p>
Estimated total project cost	£17.95m	
Estimated SIP proportion	68%	
Match Funding		
Borough capital funding	£5.2m	
In kind	£0.5m	
Project timeframe	1.5-3 Years	

Local London: Investment in Fibre		
Bid size	£15m	<p>Eight Local London Partnership boroughs and Haringey propose investment to undertake Full Fibre upgrade to key public sector sites that will anchor fibre investment by the commercial sector. The chosen sites will be those where there will be significant improvement in public sector service delivery and where the commercial sector will be motivated to invest in key development zones and address areas of digital exclusion.</p> <p>The Bidder expects this to provide connectivity in 15 strategic investment locations, providing an increase in penetration by 10%. Additional private sector investment is expected to be leveraged through public investment.</p>
Estimated total project cost	£20m	
Estimated SIP proportion	75%	
Match Funding		
DCMS vouchers estimated	£5m	
Project timeframe	1.5-3 Years	

Gigabit Network		
Bid Size	£1.6m	<p>Bromley's Digital ICT strategy would be supported by this bid, which if successful will contribute to extending an existing council-owned dark fibre network by 12.3 km to cover two of the borough strategic growth areas: the Cray Valley Strategic SIL; and Biggin Hill Strategic Outer London Development Centre.</p> <p>The Bidder expects this to enable access to 1,200 business and 15,000 residential addresses.</p>
Estimated total project cost	£7.6m	
Estimated SIP Proportion	21%	
Match Funding		
CIL & S106	£2.8m	
In kind (value of borough network)	£3m	
Estimated DCMS vouchers	£0.2m	
Project timeframe	1.5-3 Years	

West London Alliance: Investment in Digital		
Bid size	£7.7m	<p>The West London Alliance proposes a major extension of the high-speed fibre network to large areas of West London covering seven boroughs, particularly targeting areas affected by persistently slow internet speeds – so-called ‘not-spots’ - that are also located in mandated growth and regeneration areas. Libraries, schools, public and council offices located in ‘not-spots’ would be connected directly to the super-fast fibre network from their local TfL station and private providers will then be able to connect business properties within 250m of the public building. Also, a 'broadband fighting fund' is proposed to support fibre installation that would otherwise be commercially unviable.</p> <p>The Bidder expects this to cover public buildings, but potentially enable access to 18,900 businesses and 41,950 households.</p>
Estimated total project cost	£10.3m	
Estimated SIP proportion	75%	
Match Funding		
Estimated DCMS Vouchers	£2.6m	
The bid also claims to leverage £150m TfL investment in the roll-out of fibre to tube stations.		
Project timeframe	Within 18 months	

Regeneration site bids

Productive Valley: South Tottenham Employment Area		
Bid Size	£2m	<p>The South Tottenham Employment Area bid is for delivery of 7,776m² of good quality employment space through a mix of refurbishment, extension and redevelopment of existing premises in the South Tottenham Employment Area.</p>
Estimated total project cost	£2.5m	
Estimated SIP Proportion	80%	
Match Funding		<p>The Bidder expects this to redevelop the site, which they consider underutilised. In addition to new space, this will also provide 2,029m² of refurbished space. They expect an uplift of c.£0.32m of rates income and 320 new jobs.</p>
Public sector funding	£0.2m	
In-kind (staff time)	£0.3m	
Project timeframe	3-5 Years	

Creative Industries Cluster		
Bid Size	£4m	<p>A request for funding to deliver an ambitious proposal for a Creative Industries Cluster at Bretons House in Havering incorporating music, gaming, film, theatre, design, fashion, music, arts, architecture, advertising and marketing, to nurture and upskill young people. The cluster will attract new creatives into the borough and offer workspace and studios which would generate business rates over the longer term as well as enhance the local economy.</p> <p>The Bidder expects this to restore an 'at risk', grade II* listed heritage building, and generate a significant reach (100,000 visitors). They expect to provide 20 artist studios and 50 creative enterprise workspaces.</p>
Estimated total project cost	£23m	
Estimated SIP Proportion	17%	
Match Funding		
GLA grant (unconfirmed)	£2m	
In-kind (private sector sponsorship)	£1m	
Other Grant Funding (FA, HLF, Veolia)	£5.1m	
Borrowing	£10.9m	
Project timeframe	3-5 Years	

Marian Court		
Bid Size	£1.85m	<p>This bid is for funding towards the fit out costs of the 1069.1m² commercial and community space at the ground floor of Marian Court, one of Hackney Council's estate regeneration schemes. Bid will directly support affordable workspace, making its provision cost neutral for Hackney.</p> <p>The Bidder expects this to allow cost neutral delivery of affordable workspace alongside wider regeneration project.</p>
Estimated total project cost	£5m	
Estimated SIP Proportion	37%	
Match Funding		
Public Sector funding	£3.15m	
Project timeframe	3-5 Years	

Clerkenwell Fire Station		
Bid Size	£10m	<p>An investment to fund the purchase of the fire station to allow 28 new 2-bedroom homes (50% affordable) and 700m² of affordable creative workspace, supporting the proposed Hatton Gardens Creative Enterprise Zone.</p> <p>The Bidder expects this to deliver 100 jobs, £0.2m business rates, £0.03m council tax, and £0.7m CIL.</p>
Estimated total project cost	£17.8m	
Estimated SIP Proportion	56%	
Match Funding		
Right to Buy receipts	£0.8m	
Market value of other commercial space secured as affordable via S106	£7m	
Project timeframe	1.5-3 Years	

Feasibility & masterplanning bids

Old Street Tech City Feasibility		
Bid Size	£0.75m	This bid is for a feasibility and financial viability study to investigate purchase (free- or lease-hold) of a landmark building to act as the focal point for Tech City. This would strengthen the network of affordable workspaces and provide other support for micro and small businesses in the tech sector, and ultimately provide opportunities for disadvantaged local people in terms of jobs, training and apprenticeships in the tech sector. The Bidder expects this to prepare a business case for a regeneration project and identify a site to be purchased.
Estimated total project cost	£11.75m	
Estimated SIP Proportion	6%	
Match Funding		
CIL & S106	£1m	
In kind (market value of office space secured via S106 for affordable use)	£10m	
Project timeframe	Within 18 months	

Productive Valley: Montagu Industrial Estate Redevelopment		
Bid size	£2m	This bid is to support the creation of a site development plan master-plan and CPO for the redevelopment of the Montagu Industrial Estate. The Bidder expects this to support the existing project, which is in progress with JV partner procured for a 20 year deal.
Estimated total project cost	£40.8m	
Estimated SIP proportion	5%	
Match Funding		
Public sector investment in joint venture	£16.3m	
Private sector investment in joint venture	£22.5m	
Project timeframe	1.5-3 Years	

Productive Valley: Rigg Approach		
Bid size	£2m	Rigg Approach is a 5ha area of land identified as a Strategic Industrial Location (SIL) that forms the Lea Bridge gateway to Waltham Forest. This bid is for SIP funding to be used to: establish formal partnerships with businesses, landowners, interested developers and strategic parties; prepare an agreed masterplan, overarching outline and phase one planning applications; develop strategies and business cases for securing investment and the first phases of work. Funding will also be retained to kick-start the initial phase of development. The Bidder expects this to complete masterplanning, identify land assembly and phasing strategies and assess delivery routes/more detailed business cases for a programme of regeneration of 5ha to 2028. Total GDV c.£250m, 11,000-22,000m ² industrial. They expect 100%+ growth in rates for area.
Estimated total project cost	£3m	
Estimated SIP proportion	67%	
Match Funding		
In-kind (spend to date)	£0.15m	
To be identified – Council funding and officer time	£0.85m	
Project timeframe	1.5-3 Years	

Employment support bids

Cross River Partnership: Employment Support Programme		
Bid Size	£8.82m	The proposed programme is to re-skill and prepare people not currently participating in the workforce so that employers in central London have access to a pipeline of employees, particularly in the retail and hospitality sectors.
Estimated total project cost	£10.32m	
Estimated SIP Proportion	85%	
Match Funding		The Bidder expects this to support 3,375 people, of these 1,441 are expected to move into work, and 864 to remain in work for 6 months. They expect £4m in welfare savings, £3.5m in other public sector savings, £4m general economic benefits, and £3.1m distributional benefits.
Public sector funding	£1.4m	
BID Match funding (subject to ballot)	£0.1m	
Project timeframe	3 Years	

Euston Recruitment Hub		
Bid size	£3m	The proposal is seeking funding to build a Euston Construction Skills Centre to deliver bespoke construction skills for key construction companies. The centre will also provide skills needed for construction in general, including housing, plus skills needed for transportation, with rail/engineering opportunities through HS2. The Centre will also provide STEM skills training and will pilot new building methods/technologies (off-site manufacturing). The centre will build up from over previous experience from the successful King's Cross Construction Skills Centre currently delivering short courses, apprenticeships and job starts.
Estimated total project cost	£9m	
Estimated SIP proportion	33%	
Match Funding		The Bidder expects this to lead to more than 200 job starts and 150 apprenticeships per annum. The centre will run short courses and adult education.
CIL & S106	£0.4m	
HS2 Grant Funding	£4.1m	
Mayor's Construction Academy	£1.5m	
Project timeframe	5+ Years	

West London Alliance: Skills & Productivity		
Bid size	£3.43m	The bid would fund delivery of an evidence-based productivity and skills programme for West London to support individuals and businesses.
Estimated total project cost	£5.42m	
Estimated SIP proportion	63%	The Bidder expects this to support 4,925 residents and 595 employers. There are various schemes: one pilot suggests potential £6.9m total annual salary growth for participants; apprenticeship programmes deliver £25-52k per person in 3 year cost savings.
Match Funding		
Public sector match (unspecified)	£1.99m	
Project timeframe	3-5 Years	

Combined bids

South London Innovation Corridor		
Bid size	£11.33m	<p>This project proposes strategic investments into central (South Bank; Vauxhall Nine Elms Battersea) and local growth clusters (Brixton; New Cross; Old Kent Road; Peckham; Camberwell; and Wandsworth) on Workspace (capital investment into affordable workspace and incubators projects, delivering substantial new commercial floorspace), Business support (cross-borough networking; accelerators and support for creative and digital start-ups supporting substantial job creation), and Talent development (cross-borough creative and digital employment initiatives focussed on enabling disadvantaged groups to access employment and support career progression).</p> <p>The Bidder expects this to deliver £1.5m business rates income, 400 pre-apprenticeships, 200 work experience placements, 200 apprenticeships, and 1,700 jobs. 750 businesses will be supported, beneficiaries will be 50% BAME.</p>
Estimated total project cost	£26.33m	
Estimated SIP proportion	43%	
Match Funding		
Unidentified (bid describes as 'cash match')	£15m	
Project timeframe	1.5-3 Years	

South London Workspace Investment Fund		
Bid Size	£6.5m	<p>A bid to set up a fund to enable the delivery of workspace solutions that meet an identified market gap – primarily lack of flexible and affordable open workspace solutions in key locations and/or growth sectors. This will be a passive fund and project proposals will need to make applications to the fund, meeting certain criteria. The fund will award grants for schemes, there will be no repayment.</p> <p>The Bidder expects this fund to support 5-8 projects, and around 300 businesses.</p>
Estimated total project cost	£13m	
Estimated SIP Proportion	50%	
Match Funding		
Unidentified (would seek match funding, though this could include S106/CIL and in-kind)	£6.5m	
Project timeframe	1.5-3 Years	

West London Alliance: Orbital Rail Enabling Measures		
Bid Size	£8.87m	<p>Integration of the proposed West London Orbital railway line into the string of existing and new communities that lie along its length, through a wide range of physical and enabling works, detailed design and master planning projects, and land safeguarding activity, which would be supported by this bid.</p> <p>The Bidder expects this to make the best of the potential, but currently unfunded railway scheme.</p>
Estimated total project cost	£20.47m	
Estimated SIP Proportion	43%	
Match Funding		
Borough Funding	£10.6m	
TfL funding	£1m	
Project timeframe	Over 5 years	

Other bids

Open Data Standard for Planning		
Bid size	£0.25m	This bid is for development of an open data standard for planning applications to transform the quality of strategic planning and administration of planning permission. Planning data needs to be in a format that's consistent across boroughs, regardless of the particular software tools or policies of individual boroughs. This bid would provide a single end to end data solution, which no providers in the market currently provide. This bid could benefit all London Boroughs and any planning authority, provided their software vendor adopts the data standard
Estimated total project cost	£0.75m	
Estimated SIP proportion	33%	
Match Funding		The Bidder expects this to offer significant benefits, in line with other open data projects (overall potential of open data estimated at £6-7bn, TfL data at £130m/annum). They expect improved access to faster, more efficient planning services.
MHCLG grant	£0.25m	
Borough funding	£0.25m	
Project timeframe	Within 18 months	

VIREMENTS FOR APPROVAL

1) Transfer of Funding for Members Expenses

SERVICE	Amount
DEMOCRATIC SERVICES	£104,000
CENTRAL EXPENSES	-£104,000

2) Transfer of Agreed MTFs growth to Community Solutions

SERVICE	Amount
COMMUNITY SOLUTIONS	£1,950,000
CENTRAL EXPENSES	-£1,950,000

3) Transfer of Cleaning Budgets to My Place

SERVICE	Amount
VACANT LAND & DISPOSAL SITES	-£2,700
RIPPLESIDE CEMETERY	-£28,000
ABBAY NURSERY	-£26,530
ADULT COLLEGE	-£59,960
CHILDREN'S CENTRE'S GENERAL	-£8,370
BARKING LEARNING CENTRE	-£82,200
BECONTREE CHILDREN'S CENTR	-£18,270
BOUNDARY ROAD HOSTEL	-£44,800
BROCKLEBANK	-£29,300
BUTLER COURT - HOSTEL	-£71,500
CIVIC CENTRE OFFICES	-£132,400
DAGENHAM LIBRARY	-£79,300
COMMISSIONED NURSERIES	-£17,960
EASTBURY MANOR HOUSE	-£8,200
COMMISSIONED NURSERIES	-£11,660
DEPOTS	-£35,100
NORTH LOCALITY CENTRES	-£14,040
COMMUNITY HALLS - GENERAL	-£10,300
CHESTNUTS NURSERIES RECHARGEABLE	-£18,880
HEATHLANDS DAY CENTRE	-£40,700
JOHN SMITH HOUSE	-£22,200
OFF STREET PARKING AND ADMINISTRATION	-£4,100
PARKS CENTRAL ITEMS	-£103,800
EXTRA CARE SERVICES	-£10,300
PARK CENTRE/ RECTORY ROAD - ACTIVE AGE CENTRE	-£10,400
RESPONSIVE REPAIRS	-£62,000
PORTERS AVENUE	-£6,500
RELISH@BLC	-£7,200

RIVERSIDE HOSTEL	-£49,700
ROYCRAFT HOUSE	-£79,500
SOUTH WEST LOCALITY CENTRES	-£10,940
YOUTH SERVICE MAINTENANCE	-£1,440
TOWN HALL OFFICES	-£100,000
VALENCE HOUSE MUSEUM	-£18,100
VALENCE LIBRARY	-£10,400
LEYF NURSERIES RECHAREABLE	-£11,250
REGISTRARS	-£12,200
MY PLACE	£1,260,200

CABINET**18 September 2018**

Title: Controlled Parking Zones – Consultation and Decision-Making Process	
Report of the Cabinet Member for Enforcement and Community Safety	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Daniel Connelly, Traffic and Parking Officer	Contact Details: Tel: 0208 227 2465 E-mail: daniel.connelly@lbbd.gov.uk
Accountable Director: Jonathan Toy, Operational Director Enforcement Services	
Accountable Strategic Leadership Director: Fiona Taylor, Director of Law and Governance	
<p>Summary</p> <p>This report sets out the proposed process for consulting on and implementing controlled parking zones (CPZs) across the borough, aimed at meeting the Council’s key priorities of promoting a safe and welcoming community and protecting the most vulnerable by keeping adults and children healthy and safe.</p> <p>The introduction of CPZs will improve traffic flow, congestion, road safety and air pollution by identifying where it is safe and legal to park, as well as improving the ability to park for the most vulnerable road users, including blue badge holders. This supports the Parking Strategy 2016-2021 adopted by cabinet in November 2016.</p> <p>The proposals in the report cover the following main areas:</p> <ol style="list-style-type: none"> 1. Eligibility criteria for CPZ schemes 2. CPZ consultation process (flowchart) 3. Criteria for CPZ decision making 	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to approve the process for CPZ consultation and the decision-making criteria as detailed in the report.</p>	
<p>Reason(s)</p> <p>To assist the Council in achieving its priorities of “Encouraging civic pride” and “a well-run organisation”.</p>	

1. Introduction and Background

- 1.1 In recent years, the demand for kerbside space utilised for parking vehicles in Barking and Dagenham has increased steadily. Whilst the use of alternative modes of transport such as public transport and cycling have increased, the population of the borough has rapidly increased, along with social changes in housing. The combination of these changes has resulted in increased demand for parking spaces, causing significant pressure for residents and visitors in the borough.
- 1.2 The Council adopted an ambitious, five-year Parking Strategy in 2016, setting out a clear vision for parking in the borough. This vision was supported by 75% of respondents to the consultation on the strategy. The vision is “To provide safe, fair, consistent and transparent parking services”.
- 1.3 This vision is supported by five main priorities that have been designed to reflect the competing parking needs in the borough. These priorities, which reflect the needs of residents, businesses, commuters, cyclists and pedestrians alike, are:
- Ensure that the low emissions and air quality strategy for London is at the heart of our decision making.
 - Reduce congestion caused by parked vehicles and improve road safety;
 - Make best use of the parking space available;
 - Enforce parking regulations fairly and efficiently; and
 - Provide appropriate parking where needed.
- 1.4 As part of the implementation of this strategy, Cabinet approved a three-year controlled parking zone programme at its meeting on 17 July 2018 (Minute 19). The programme is based around a prioritised list of areas within the borough which will be subject to consultation.
- 1.5 This programme focusses on the extension of existing CPZ's and the introduction of new CPZ's, specifically at school locations. The priority of areas is based on eligibility criteria which focuses on the priorities set out in the Parking Strategy, namely, safety, congestion, air quality and parking demand criteria including;
- Number of schools within a specified area
 - Number of reported road traffic accidents within a specified area
 - Impact of vehicle emissions on the Air Quality of an area.
 - Proximity to community hubs such as health centres, supported accommodation and libraries
 - Proximity to transport hubs i.e train stations, bus terminals
 - Proximity to shopping parades
 - Displacement parking caused by nearby CPZ's
- 1.6 The majority of CPZ's that are in situ were introduced as a result of informal consultation having taken place with affected residents. This would essentially involve letters inviting comments and objection, being delivered to all identified affected properties – that is, those properties which the proposed CPZ directly affects.

- 1.7 In conjunction with informal consultation, a statutory consultation process is also undertaken in accordance with the provisions of The Local Authorities (England and Wales) Traffic Order Procedure Regulations 1996. Statutory consultation requires the proposal being advertised by way of a notice published in a local newspaper and the London Gazette, and similar notices being erected on-street inviting the public to object to the proposal within 21 days of the date of the notice. As this is a statutory requirement, this element of the process remains essential and unchanged going forward.
- 1.8 A decision would have been taken whether or not to implement a scheme, primarily based on the consultation feedback.
- 1.9 However, it is vital that the Council considers other factors such as safety concerns, congestion or access which impacts local residents and could endanger lives or air pollution which is have a detrimental impact on citizens within an area. At present, these considerations are not as clearly defined or transparent to local residents as they should be, particularly in terms of their importance in the overall decision to proceed with a scheme.

2. Proposal and Issues

- 2.1. It is proposed to set out a consistent and transparent policy and process for citizens in determining CPZs.
- 2.2 The process would have a clear start and finish timetable, providing residents with a clear understanding of:
- Why a scheme is being proposed;
 - The rationale for the reasons being put forward;
 - How and where residents can gain more information;
 - The consultation process; and
 - How the council will make a decision on adopting or refusing a scheme.
- 2.3 These proposals will address the current challenges of providing a transparent decision-making process for CPZs, enabling citizens and councillors to have a greater say in the reasons that a scheme is being proposed and to put forward objections, variations, or register their support.

3. Decision-Making Criteria

- 3.1 Consultation is carried out with members of the public who are affected by the scheme. The main consultee for this project is residents, although we also consult with other key stakeholders including businesses, schools, members, community establishment such as health centres and emergency services, as well as other Council departments including highways, planning, housing and regeneration.
- 3.2 Ward councillors, as elected representatives, are also consulted with as part of decision making process.
- 3.3 It is proposed that the outcome of consultation and the decision to proceed with a scheme is considered as follows:

- **Clearly identified need** - To support the priorities set out in the Parking Strategy 2016-21, the consultation process will set out the importance of the schemes based on:
 - **Safety** – a statutory body such as the London Fire Brigade, Metropolitan police, Transport for London or, council departments other body has highlighted significant safety issues caused by parking in an area.
 - **Congestion** – there is clear evidence of congestion in the areas which is impacting in traffic flow and affecting the lives of local citizens
 - **Air Quality** – there is evidence that the level air pollution due to emissions is excessive in an area and as such impact on air quality and the health of citizens

- **Level of Residents support** – The views of residents remains a vital consideration in determining if a CPZ should be implemented. The consultation process will:
 - Set out the need for the scheme, based on grounds of Safety, Congestion and Air Quality. Citizens will be asked is they support or do not support the scheme based on the identified need.
 - The charges that are applied – the council will set out the charges that apply so that it transparent to citizens. Citizens have the right to object to a scheme based on the charges and whether they are consistent and fair.
 - Impact of commercial vehicles – the Council has taken the view that CPZ schemes should restrict the parking of commercial vehicles. This will be set out in the consultation and citizens will be provided with the opportunity to support or object to these restrictions.
 - Other grounds – Citizens will be given the opportunity to put forward other grounds in support or objection of a scheme. This could include the impact on visitors, carers and the needs of specific citizens in the area.

If 51% of more respondents support a scheme, this would provide officers with a clear direction on the implementation of the scheme and is reflected in the overall decision-making process.

- **The views of ward councillors** – the views of ward councillors as elected representatives are a key consideration in the consultation process. Incorporating the views of ward councillors as part of the decision-making process provides councillors the opportunity to fully engage in the process and voice the views of their constituents.

3.4 **Consultation Feedback and determining a scheme**

- 3.4.1 Appendix A sets out the scoring criteria to be applied by the Council in relation to the consultation feedback.
- 3.4.2 The determination will be based on the criteria set out above. The scoring of the criteria will be set out so that it is transparent to citizens on the decision and how it was determined.
- 3.4.3 Where the proposal achieves a scoring which supports the implementation of a scheme, it will proceed to the statutory consultation process, in accordance with the provisions of The Local Authorities (England and Wales) Traffic Order Procedure Regulations 1996, as set out above. The statutory Traffic Management Order 21-

day objection process will be undertaken at the same time as the resident consultation. Where a proposal achieves a score which supports implementation it will finalise the statutory process and proceed to introducing a scheme.

- 3.4.4 Where a scheme is supported by the majority of the criteria but not all of the criteria, officers will make recommendations which will be presented to the Director of Law and Governance for determination, in consultation with the Cabinet Member.
- 3.4.5 Where the scheme is not supported by the majority of the criteria, it will not proceed and the investment will be directed to other schemes.
- 3.4.6 It is recognised that there may be occasions that the concerns related to parking restrictions are so severe that a decision to implement a scheme is agreed without applying the criteria. For example, if a serious safety concern or congestion is so severe that it is endangering the lives of pedestrians or other road users. This is especially relevant when concerns are raised by the Emergency Services. Such occasions are rare and will be only applied in exceptional circumstances.

4. Options Appraisal

- 4.1 The alternative option to proceeding with the new proposals is to continue with the existing process.
- 4.2 This paper sets out the existing process and the need to adopt a clear criteria and process in relation to CPZ consultation and consideration, which can be called upon to assist the decision-making process. Such criteria would clarify what is expected and required in order for a CPZ to be progressed.
- 4.3 This would also give the Council a clearer mandate as to what an acceptable basis is to proceed and would be subject to less challenge by those who wish to question the Council's motives. Ultimately such an approach would ensure that the community could feel more confident that the decision-making process was open and transparent, a key element of the Council Parking Strategy 2016 – 2021.
- 4.4 Without an adopted process the Council remains open to significant challenge when seeking to progress with a scheme. It is therefore not recommended to proceed on this basis.

5. Consultation

- 5.1 The proposals in this report were endorsed by the Corporate Strategy Group on 16 August 2018.
- 5.2 Consultation with the local community will be carried out as detailed within this report.

6. Financial Implications

Implications completed by: Katherine Heffernan, Group Manager for Finance

- 6.1 There are no direct financial implications arising from this report as it relates to the setting of the criteria for progressing with a CPZ. However, the costs of a full consultation will be contained within existing resources.

7. Legal Implications

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

- 7.1 As identified in the main body of the report before implementation of the new CPZ regime, consultation will need to be carried out. In the case of parking controls there are prescribed processes to be followed.
- 7.2 As such controls have the potential to impact on people's mobility and health outcomes it is important that vulnerable groups representatives are consulted to ensure that access issues and human rights are properly considered. In relation to the impact on different groups, it should be noted that the Equality Act 2010 provides that a public authority must in the exercise of its functions have due regard to the need to eliminate discrimination and to advance equality of opportunity between persons who do and those who do not share a relevant 'protected characteristic'. This means an assessment needs to be carried out of the impact and a decision taken in the light of such information. For example, people with mobility challenges should not be put at a disadvantage by changes in the regime without proper consideration. The report to the Cabinet in July indicates that this process has commenced.
- 7.3 The Courts have indicated that it is important that consultation is carried out in a meaningful way, that means that consultation should be carried out at a stage when there are ideas about options and that views are sought on potential proposals and are considered before a final decision is made.
- 7.4 Finally, parking and highway matters create strong feelings with the public which can lead to complaints, petitions and to issue brought to Member's ward surgeries in due course. It is vital that Members are well informed as to what is in mind regarding parking controls that may affect their localities and given officer contact points so they can make referrals should the need occur. It is noted that this is engineered into the consultation process as a consideration.
- 7.5 Data quality and integrity are vital considerations in consultation. If the data is unsound it could lead to challenge. This means that underrepresented people and unrepresentative responses need to be identified. Setting minimum thresholds in terms of responses and comparing responses across the borough will assist. If there is evidence of attempts to influence the outcome, then advice can be given.

8. Other Implications

- 8.1 **Corporate Policy and Equality Impact** – These issues were detailed in Appendix 2 (Community and Equality Impact Assessment) to the "Review of Parking Fees and Charges" report to Cabinet on 17 July 2018

<https://modgov.lbbd.gov.uk/Internet/ieListDocuments.aspx?CId=180&MId=10017&Ver=4> .

- 8.2 **Safeguarding Adults and Children** – Linking to the parking fees and charges report adopted by cabinet in July 2018 the introduction of controlled parking zones will focus on improving safety around schools and community hubs.
- 8.3 **Health Issues** – This paper sets out the process for CPZ implementation which in its design aims to improve air quality through the CO2 emissions based permitting process, as well as reducing the risk of road traffic related accidents through providing safe places to park and restricting the likelihood of inconsiderate and dangerous parking.
- 8.4 **Crime and Disorder Issues** - Although road safety is not a priority for the Community Safety Partnership, issues of inconsiderate and dangerous parking form part of the concerns raised by residents in relation to antisocial behaviour. This is particularly highlighted where driveways are blocked outside schools where safety is affected. The London Fire Brigade has raised concerns over parking in residential areas which impacts on access for fire appliances, increasing fire safety concerns. The introduction of CPZ's in residential areas which face these challenges would be beneficial.

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

List of appendices:

Appendix A – CPZ Policy Scoring Criteria

Appendix B – CPZ Flow Chart

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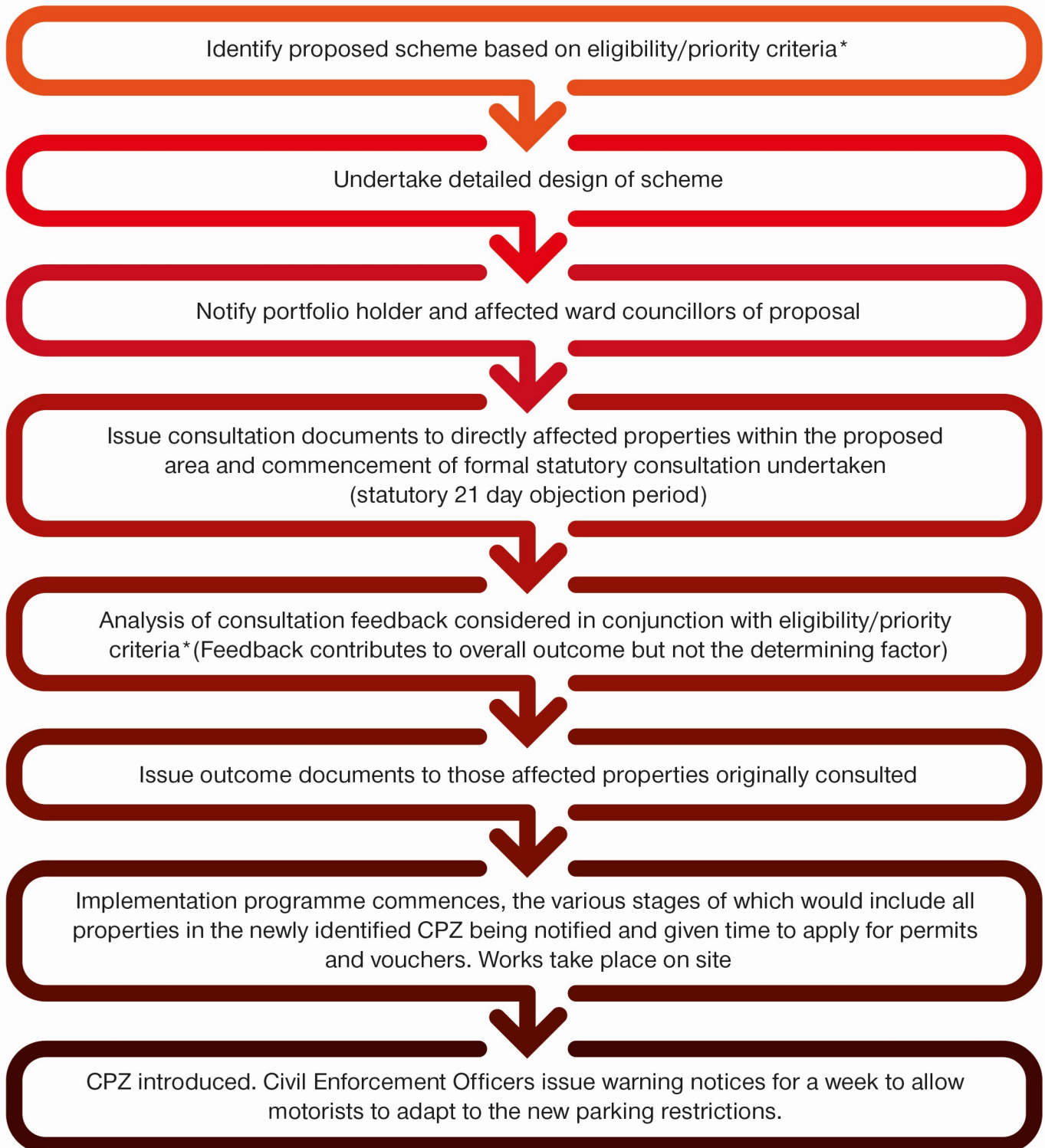
CPZ Policy – Scoring criteria

	Negative -1	Neutral 0	Positive +1	Positive +2
Confirmation that one of the following needs has been identified and prioritised <ul style="list-style-type: none"> • Safety • Congestion • Air Pollution 	None of the need have been identified	One of the needs has been identified but further supportive evidence is required	One of the needs has been met	Two or more needs met
Level of resident's support	Less than 50%	50%	51%-65% support	66% support or more
Does the local councillors support the proposal	Two or more councillors do not support	Neither in favour or object	Support from two councillors	Support from all three councillors

Score 4 - 6	Go	Scheme to proceed to design and implementation
Score 1 - 3	Go/No Go	Decision and recommendation referred to Chief Officer in consultation with Cabinet Member
Score -4 - 0	No Go	Councillors/Cabinet Member informed that scheme shall not proceed and investment redirected

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Process for progressing and implementing Controlled Parking Zone



* Priority criteria includes, Number of schools, reported road traffic accidents, air quality, proximity to community hubs, train stations, shopping parades and displacement parking caused by nearby CPZ's. Note that Officers of the Council may be empowered to take these decisions and may do so where it is considered appropriate to do so

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CABINET

18 September 2018

Title: Green Garden Waste Subscription Service Review 2018	
Report of the Cabinet Member for Public Realm	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Abdul Jallow, Head of Compliance, Projects, and Administration	Contact Details: Tel: 020 8227 2163 E-mail: abdul.jallow@lbbd.gov.uk
Accountable Director: Robert Overall, Director of My Place & Public Realm	
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
<p>Summary</p> <p>Following the commencement of the “paid-for” Green Garden Waste service (GGW) in April 2017, the service has been reviewed to see how it has been performing including financial impact. The report sets out the future options of the service.</p> <p>In conjunction with this review, a survey to current subscribers was conducted to evaluate their preference of whether to extend the number of collections from 16 to 19 per year, giving the options to either extending collection longer to the end of the season, November/December, or commencing earlier in March. The costs and feasibility of this extension are included in the report.</p> <p>The preferred option of this report (Option 3a) keeps the subscription charge at £40 for 2019, for the third year in succession, with the increase of collections from 16 to 19 per year. The estimated customer base of 7,909, based on current projections, would provide enough additional income to maintain a cost neutral service.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Agree the continuation of the “paid-for” Green Garden Waste service at the current charge of £40 per annum for at least one further year (2019); (ii) Agree that, in view of the success of the scheme and in response to feedback from the recent Green Garden Waste customer survey, the service be extended in 2019 from 16 to 19 collections per year at no extra cost to subscribers; and (iii) Note that the subscription charge for 2020 would be reassessed as part of the Council’s annual fees and charges process in November 2019. 	

Reason(s)

The Council funded provision of free green garden waste service ended in September 2016 to deliver a £220,000 savings and was replaced with a paid for (subscription) service in April 2017.

The continuation of the paid for service will also contribute to the Council's corporate objectives of:

- Encouraging civic pride
- Enabling social responsibility
- Well run organisation

1. Introduction and Background

- 1.1 In October 2014, the Council agreed a series of savings proposals to ensure that it could meet its financial targets. One of these was to save £220,000 against the provision of a GGW service. The decision was taken to only provide a GGW service for those who wished to opt in for a "paid-for" scheme. The decision adhered to the fairness agenda of non-statutory services being paid for by those residents who use them and not by all council tax payers, for instance, those who live in flats with no garden access. Until 2017, GGW collections were offered to all street level households free of charge on an opt-in basis. The service operated on a fortnightly collection basis from April to October/November offering residents 16 collections per year.
- 1.2 One objective of this review is to determine the performance of the GGW "paid-for" service since its launch, its value for money to customers and current financial impact on Council budgets.
- 1.3 In addition, this report will evaluate options and the viability of extending the "paid-for" GGW service to 19 collections (38 weeks) as opposed to the 16 Collections (32 weeks) currently operated from April to October/November. The potential impact of this extension will be to raise the Council's overall recycling rates.
- 1.4 In conjunction with this review, a survey to current subscribers was conducted to see if they would like the service to be extended to 19 weeks.
- 1.5 From April 2017 residents were required to register for a "paid-for" GGW service, being charged £40 for a fortnightly collection on 16 occasions. To encourage participation, residents were encouraged to commit to two years sign up £80, which a large number agreed to do (1,579 subscribers applied for the two-year option).
- 1.6 In 2017, the first year of the "paid-for" GGW service, the response was encouraging with 7,389 residents taking the decision to start to use the "paid-for" service. The level of participation has increase slightly for 2018, the second year of the scheme, with 7,909* subscribing to the scheme.
** subscription as at 31st July 2018*

2. Proposal and Issues

Current performance

- 2.1. The current GGW service was based on an expected 4,000 subscribers paying £40 each per year to ensure the service was viable and fully covered the cost of one vehicle and crew and setup and operational costs. When subscriptions closed for 2017 (year 1) the GGW service had 7,389 customers, generating income to cover the cost of the 2 vehicles and crew required to meet the service demand.
- 2.2. Subscriptions for 2018 (year 2) are currently at 7,909 households (31 Jul-18). Service provision is expected to continue the same basis as the last year with 2 vehicles and crew.
- 2.3. Feedback from subscribers of the “paid-for” GGW service have expressed a general preference for possibly more collections in the year.
- 2.4. The increasing number of subscribers signals a clear demand for the service. The department is reviewing options to deliver the service to a growing customer base which fully cover the cost of delivery.
- 2.5. If the GGW proceeds as a “paid-for” service from 2019, residents will be able to make payments on the Council’s website via a new payment platform, since the current payment system, provided by Capita’s My Permit (Chipside), will cease to exist.

3. Options Appraisal

3.1 This report provided option appraisals as set out below:

- Option 1 – Cease GGW collections altogether
- Option 2 – Revert back to a “free” GGW service for all
- Option 3 – Continue with a “paid-for” GGW and extend the number of collections from 16 to 19 per year.
 - Option 3a – No inflationary increase to charge for 1 year
 - Option 3b – Inclusive of 3.9% (RPI Aug-17) in line with 2018/19 fees and charges increase in charges

3.2 Option 1 – Cease GGW collection altogether

- 3.2.1 The complete cessation of any GGW service would have a significant impact on the amount of general waste collected, as with no other option, potentially residents would place garden waste in the general waste stream, which would be detrimental by reducing the Councils recycling percentage. GGW could also end up in the mixed recycling bins, which would increase contamination of the recycling and lower our performance.
- 3.2.2 The disposal of garden waste through the general waste stream would increase the weight of waste arising/collected per household (Corporate KPI), subsequently requiring additional vehicles and crews to accommodate the upturn in tonnage.

- 3.2.3 The move could be seen negatively and possible detriment to the Councils reputation, in an effective U-turn in Council policy.
- 3.3 Option 2 – Revert back to “free” collections**
- 3.3.1 In 2014, the Council agreed a series of savings to ensure it met its financial targets. £220,000 of saving was achieved by the removal of a “free” GGW service and replaced by a “paid-for” GGW service for those residents who wished to use it.
- 3.3.2 The return to a “free” GGW service would require alternative funding being found as this has been removed from the budget in the previous service review. Due to that decision, the option to continue a free collection service at that time was not one that could be pursued. (Cabinet paper – Outcome of GGW consultation dated 17th January 2017).
- 3.3.3 Although a return to a “free” GGW service may have a limited effect on the Council’s overall recycling figure, it could be seen negatively and possible detriment to the Councils reputation in an effective U-turn in Council policy.
- 3.4 Option 3 – Continue with a “paid-for” GGW and extend number of collections**
- 3.4.1 To continue with the “paid-for” GGW service with the inclusion of an “Extended” business case based on increasing the GGW service from 16 to 19 collections with additional back office support (1FTE) to build in service resilience.
- 3.4.2 To compare the extension of 3 collections per subscriber per year (6 weeks additional operations – Fortnightly collections) an assumption has been made that the same weights per household per bin was extrapolated in assessing vehicles capacities as a worst-case scenario. It is expected that the additional collections, being at the beginning or end of the growing season, will attract lower than average bin weights.
- 3.5 Option 3a - Extended service model (19 collections) no inflationary increase**
- 3.5.1 This option keeps the subscription charge at £40 for the third year of the service. The estimated customer base of 7,909 provides the additional income to provide a cost neutral service.
- 3.5.2 It is anticipated that subscription numbers could rise above the target 7,909 in 2019 and hence provide additional income with only a marginal increase in costs. This would provide a contingency to manage financial risks to operational service delivery and financial benefit to the council.
- 3.6 Option 3b – Extended service model (19 collections) with inflation increase**
- 3.6.1 The second option assumes an inflationary increase of 3.9% (RPI in Aug 2017) on the current rate in line with the 2018/19 fees and charges. This results in a subscription charge of £42 per household.
- 3.6.2 This option again provides a fully funded service and in addition, a contingency of c£20k to manage the risk provision and other operating pressures.

3.7 The benefits of extending to 19 collections per year include:

- Building on the successful introduction and operation of the “Paid-for” service.
- Comply with customer preference, as indicated in recent survey.
- Extended collection period for subscribers to accommodate leaf fall.
- Additional collections for garden clearing at the end of the growing season, greenhouse tidying, tomato plant etc.
- Possible reduction in complaints associate with autumn leaf fall, as subscribers have a convenient way of disposing of street leaves.
- Potential increase of the overall Council’s recycling rate by green garden waste being collected with the potential avoidance of green garden waste being disposed of in resident’s black general waste bins.

4. Consultation

- 4.1 A customer survey, Appendix 1, was conducted, by reply letter, to gain their opinion of the proposed extensional change. No other consultations have been undertaken.
- 4.2 In total, 7,434 surveys were mailed to subscribers with 4,335 taking the opportunity to respond.
- 4.3 The proposals in this report were considered and endorsed by the Corporate Strategy Group on 16 August 2018.

5. Financial Implications

Implications completed by: Katherine Heffernan, Group Manager –Services Finance

- 5.1 The Council funded provision of green garden waste collections ended in September 2016 to deliver a £220,000 savings and was replaced with a paid for (subscription) service in April 2017.
- 5.2 Initial modelling for the subscription service (current scheme) concluded that the service would require 4,000 households to subscribe to pay £80 over 2 years (£40 per year) for the scheme to be viable and cost neutral. The collections would be for 7 months (Apr-Oct) in each of the 2 years
- 5.3 When subscriptions closed for the 2017 year, there were 7,389 subscribers with 1,579 of these paying for a 2-year service (£80). Currently, there are 7,909 (31 Jul-18) subscribers to the service for 2018.
- 5.4 The proposal is to continue providing the service on an annual subscription basis at the end of this 2-year phase. It is estimated to have a similar number of subscribers as 2017 and 2018.
- 5.5 The current operating model and routes require 2 vehicles to service 7,909 subscribers. The estimated cost of the proposed service is based on 2 vehicles with a crew of 2 on each vehicle. This however allows for growth in subscription numbers up to about 9,000 at which point a more detailed review of the routes and/or service delivery model will be required to avoid the additional cost of a third vehicle and crew.

- 5.6 Should subscription not reach the 7,909 targets for the new year; the service will need to reassess the viability of the provision and identify specific cost reductions to maintain a cost neutral position. However, based on current trends, it is anticipated that subscription numbers will continue to increase, and will, as a minimum, achieve the current 7,909 level for the next year.
- 5.7 Under Option 3a, the subscription is maintained at the same level (£40) as the last year. This option results in a cost neutral service should customer numbers remain at 7,909.
- 5.8 Option 3b suggests an increase in line with inflation (in line with 2018/19 fees and charges) to £42 which results in a benefit of c£20k, providing a small contingency for the service.
- 5.9 Under both options, an increase in the number of subscribers will provide additional financial benefit to the council and should only result in a marginal increase in vehicle costs (fuel and maintenance) provided subscription remain below the 9,000 level when an additional vehicle may be required.

6. Legal Implications

Implications completed by: Dr Paul Field, Senior Governance Lawyer

- 6.1 The Council is the waste collection authority for the borough with a duty to collect specified forms of waste. However, Section 45 of the Environmental Protection Act 1990 enables such authorities to make reasonable charges for the collection for specified waste defined by the Secretary of State. These forms of waste for which the Council may charge is defined in the Controlled Waste (England and Wales) Regulations 2012 at Schedule 1 article 4. This includes green garden waste. The Council is therefore able to bring in a green garden waste scheme and make charges for collection.
- 6.2 As with any service provided by the Council an equality needs impact assessment should be carried out to ensure that the final scheme that is introduced is compliant with the Equality Act 2010 public sector equalities duties.

7. Other Implications

- 7.1 **Risk Management** – The potential of risk to the outcome of the recommendations are assessed as being **LOW**.

A potential risk could be elevated in not extending the collections period, increasing disposal of general waste with garden waste being deposited in resident's black bins.

There is also the associated risk of general waste crews not being able to complete rounds with the increase loads as referred above.

- 7.2 **Staffing Issues** – This proposal has no change to the term and conditions of employment about working hours or days worked. As the service runs part way

through the year (9 months), additional back office support (1FTE) will be engaged to build in service resilience.

- 7.3 Corporate Policy and Equality Impact** – Increasing recycling and reducing waste are part of the Council’s vision set out in the Borough Manifesto. The paid for green garden waste service will provide an alternative way of disposing of the green garden waste for the residents of the borough.

As the waste will be collected in wheelie bins, this has the potential for presenting problems for our residents with mobility issues. An equality needs impact assessment was carried out prior to the introduction of the service in April 2017 and refreshed in July 2018 (Appendix C), to ensure compliance with the Equality Act 2010.

This has resulted in offering residents with mobility issues an assisted collection of their green wheelie bins and, at 31 July 2018, there are 145 residents on assisted collection out of 7,909 subscribers. It should also be noted that the Council has been using wheelie bins since 2009 for general and other waste which similarly has an assisted collection scheme that adapts the collection to meet the needs of the residents.

This proposal is intended to give residents a better service by prolonging the period of use each year. The proposal will:

- Give greater access to the green garden recycling service.
- No change to the fairness and equality as assisted collection will be available
- Meet needs of subscribed users.
- Improve satisfaction and service-user experience.
- Continue to ensure that the service is self-funding.

Public Background Papers Used in the Preparation of the Report –

- Cabinet Report “Outcome of Green Garden Waste Consultation” 17 January 2017, Minute 84
<https://modgov.lbbd.gov.uk/Internet/ieListDocuments.aspx?CId=180&MId=8809&Ve r=4>

List of appendices:

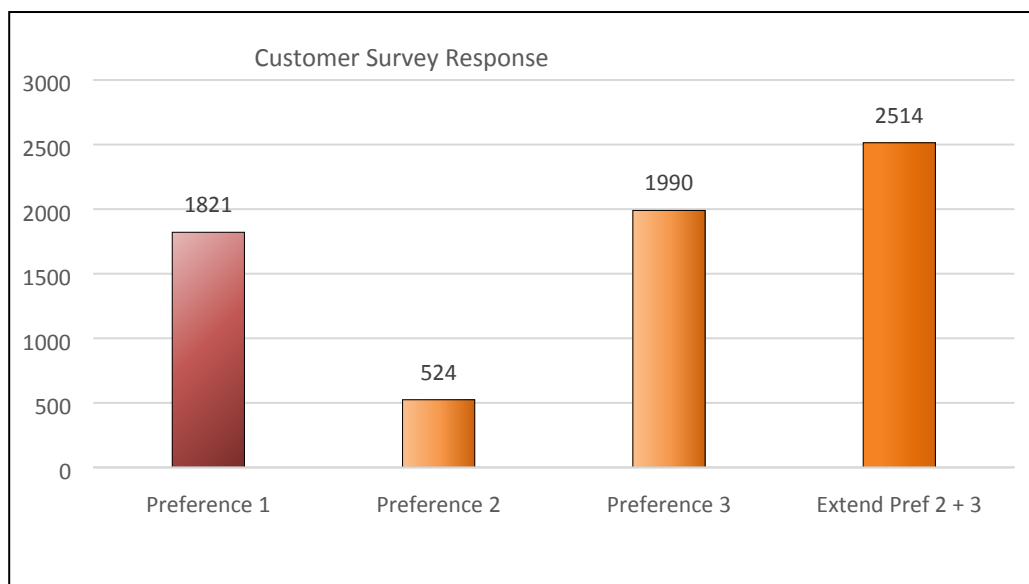
- Appendix A - Sample subscriber survey
- Appendix B – Benchmarking with scheme comparison of neighbouring Councils
- Appendix C – Community and Equality Impact Assessment

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Survey sent to 7,434 subscribers requesting to give their preference on the options below.

Your Preference from 2019 onwards	tick one to show your preference
<p>No Change to the current number of collections (16 Collections)</p> <ul style="list-style-type: none"> • Week 1 Collections – Week commencing Monday 1st April 2019 to 1st November 2019 = 16 Collections • Week 2 Collections – Week commencing Monday 8th April 2019 to 8th November 2019 = 16 Collections 	1
<p>Extend the number of Collections Later (19 Collections)</p> <ul style="list-style-type: none"> • Week 1 Collections – Week commencing Monday 1st April 2019 to 13th December 2019 = 19 Collections • Week 2 Collections – Week commencing Monday 8th April 2019 to 20th December 2019 = 19 Collections 	2
<p>Extend the number of Collections Earlier and Later (19 Collections)</p> <ul style="list-style-type: none"> • Week 1 Collections – Week commencing Monday 18th March 2019 to 29th November 2019 = 19 Collections • Week 2 Collections – Week commencing Monday 25th March 2019 to 6th December 2019 = 19 Collections 	3

The survey eluded to a possibility of an increase in charge, which is not the recommended option of this report. Given that, the responses to the survey still indicated that 58% of subscribers are in favour of an extended collection period, of those, most selected Preference 3.



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Green Garden Waste Scheme Comparisons*

		ELWA Members				Highest Recycling Councils in London	
Kerbside Collection		Barking and Dagenham	Havering	Newham	Redbridge	Bexley	Bromley
Kerbside Organic Waste							
Scheme 1 -							
	Scheme name	For all properties with gardens	Subscription garden scheme	For all properties with gardens	For all properties with gardens	For all properties with gardens	Bin subscription garden scheme
	Number of households offered scheme	58,380	21,000	75,000	80,176	98,845	10,000
	Frequency of collection 2016-17	Fortnightly	Fortnightly	on demand	Weekly	Fortnightly	Fortnightly
	Frequency of collection 2018	Fortnightly	Fortnightly	on demand	Fortnightly	Fortnightly	Fortnightly
	Duration of Collection 2018	April /October	All Year apart from Christmas 2 weeks	on demand	Spring /November	All Year	9 months Fortnightly - 3 months Monthly
	Containment	Wheeled bin	Wheeled bin	Householder provided	Non-reusable Sack	Wheeled bin	Wheeled bin
	Containment details 2016-17	140 litres	180 or 240 litres	-	-	240 litres	240 litres
	Containment details 2018	140 litres	240 litres			240 litres	240 litres
	Materials collected	Garden	Garden	Garden	Garden	Garden	Garden
	Charged service 2016-17	No	Yes	No	No	Yes	Yes
	Charged service 2018	Yes	Yes	No	No	Yes	Yes
	Cost to resident 2016-17	n/a	£38.50 (£28.50 concessions)	n/a	n/a	£33 annual bin charge	£60 annual bin charge
	Cost to resident 2018	£40 annual bin charge	£55 annual bin charge			£33 annual bin charge	£60 annual bin charge
Scheme 2 - Additional Sack Collection Service							
	Scheme name	n/a	Subscription garden scheme	n/a	n/a	n/a	Subscription garden scheme
	Number of households offered scheme	n/a	Unknown	n/a	n/a	n/a	2500
	Frequency of collection	n/a	Weekly	n/a	n/a	n/a	Fortnightly
	Containment	n/a	Non-reusable sack	n/a	n/a	n/a	Non-reusable sack
	Containment details	n/a		n/a	n/a	n/a	Non-reusable sack
	Materials collected	n/a	Garden	n/a	n/a	n/a	Garden
	Charged service	n/a	Yes	n/a	n/a	n/a	Yes
	Cost to resident	n/a	£6 for 5 sacks	n/a	n/a	n/a	£1.60 for stickers to go on sacks

*Data from WRAP >London LA Waste and Recycling > Borough Services 2016/17

** Both Bexley and Bromley Councils are Unitary Authorities

*** Redbridge – In 2017/18 introduced green garden waste subscription charge and then ceased the charge in that year.

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Community and Equality Impact Assessment

As an authority, we have made a commitment to apply a systematic equalities and diversity screening process to both new policy development or changes to services.

This is to determine whether the proposals are likely to have significant positive, negative or adverse impacts on the different groups in our community.

This process has been developed, together with **full guidance** to support officers in meeting our duties under the:

- Equality Act 2010.
- The Best Value Guidance
- The Public Services (Social Value) 2012 Act

Protected characteristics are the nine groups protected under the Equality Act 2010. They are:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

These are the equality groups of people we need to think about when we are doing equality impact assessments and these people can be our customers or our employees

About the service or policy development

Name of service or policy assessed	Continuation of charging scheme for the collection of green garden waste
Date of assessment	03/07/2018
Directorate	Public Realm
Service Area	Compliance, Projects & Administration
Lead Officer	Siddiq Khan
Contact Details	Siddiq.khan@lbbd.gov.uk ,
Signed Off by	Abdul Jallow – Head of Compliance, Projects & Administration
Submitted to Cabinet on	18 September 2018

Why is this service or policy development/review needed?
<p>In October 2014, the Council agreed a series of savings proposals to ensure that it could meet its financial targets. One of these was to save £220,000 against the provision of a GGW service. The decision was taken to only provide a GGW service for those who wished to opt in for a “paid-for” scheme. The decision adhered to the fairness agenda of non-statutory services being paid for by those residents who use them and not by all council tax payers, for instance, those who live in flats with no garden access. Until 2017, GGW collections were offered to all street level households free of charge on an opt-in basis. The service operated on a fortnightly collection basis from April to October offering residents 15 collections per year.</p> <p>Following the commencement of the “paid-for” Green Garden Waste service (GGW), in April 2017, the service has been reviewed to see how it has been performing including financial impact and sets out the future options of the service.</p> <p>In conjunction with this review, a survey to current subscribers was conducted to evaluate their preference of whether to extend the number of collections from 16 to 19, giving the options to either extending collection longer to the end of the season, November/December, or commencing earlier in March. The costs and feasibility of this extension are included in the report.</p> <p>The preferred Option 3a keeps the subscription charge at £40 in 2019, for the <u>third year</u> of the service with the increase of collections from 16 to 19 per year. The estimated customer base of 7,909 (31 Jul-18) provides the additional income to provide a cost neutral service.</p>

Why is this service or policy development/review needed?

This assessment is carried out to assess impact of this proposal on communities or customers.

1. Community impact (this can be used to assess impact on staff although a cumulative impact should be considered).

What impacts will this service or policy development have on communities? Look at what you know? What does your research tell you?

- Consider:*
- National & local data sets
 - Complaints
 - Consultation and service monitoring information
 - Voluntary and Community Organisations
 - The Equality Act places a specific duty on people with ‘protected characteristics’. The table below details these groups and helps you to consider the impact on these groups.

Demographics

As the waste collection authority, the Council provide residents with a weekly kerbside rubbish collection using wheelie bins. Blocks of flats are usually served with larger bulk bins. The Council has used wheelie bins since 2009 with close to 400,000 household collections of domestic waste carried out each month. There is therefore an established practice of using wheelie bins to collect domestic waste.

Section 45 of the Environmental Protection Act 1990 enables waste collection authorities to make reasonable charges for the collection for specified waste defined by the Secretary of State. These forms of waste for which the Council may charge is defined in the Controlled Waste (England and Wales) Regulations 2012 at Schedule 1 article 4. This includes green garden waste. The Council was therefore able to bring in a green garden waste scheme and make charges for collection.

Introduction of a paid for Green Garden Waste Service provided an alternative way of disposing of green garden waste for the residents of the borough. This enabled residents to purchase a service from the Council.

Potential impacts	Positive	Neutral	Negative	What are the positive and negative impacts ?	How will benefits be enhanced and negative impacts minimised or eliminated?
Local communities in general	X				Continuation of paid for Green Garden Waste Service will provide an

				alternative environmentally friendly way of disposing of green garden waste for the residents of the borough.
Age		X		As the waste will be collected in wheelie bins this has the potential for presenting problems for our residents with mobility issues. However, the Council has been using wheelie bins since 2009 and has in place an assisted collection scheme that adapts the collection to meet the needs of the residents – this will also be the case for green garden waste collections.
Disability		X		As the waste will be collected in wheelie bins this has the potential for presenting problems for our residents with mobility issues. However, the Council has been using wheelie bins since 2009 and has in place an assisted collection scheme that adapts the collection to meet the needs of the residents – this will also be the case for green waste collections.
Gender reassignment		X		
Marriage and civil partnership		X		
Pregnancy and maternity		X		As the waste will be collected in wheelie bins this has the potential for presenting problems for our residents with mobility issues. However, the Council has been using wheelie bins since 2009 and has in place an assisted collection scheme that adapts the collection to meet the needs of the residents – this will also be the case for green waste collections.
Race (including Gypsies, Roma and Travellers)		X		
Religion or belief		X		
Gender		X		
Sexual orientation		X		
Any community issues identified for this location?		X		

2. Consultation.

Provide details of what steps you have taken or plan to take to consult the whole community or specific groups affected by the service or policy development e.g. on-line consultation, focus groups, consultation with representative groups?

A large public consultation exercise was undertaken, with publicity focussed on encouraging residents to comment on the option for a paid for service.

This exercise opened on the Consultation Portal on the 13th September 2016 and closed at midday on the 31st October 2016.

A free-post postcard with details of the consultation was delivered to each household within the borough (excluding blocks of flats). These were also made available at the borough's libraries.

A total of 7,690 responses were received through the postal card and the online consultation portal – with 3,835 (49.87%) residents willing to pay for a green garden waste collection service and 3,855 (50.13%) residents not willing to pay.

A second survey was carried out in June 2018, to determine preferences of extending the service frequency from 16 fortnightly collections for each subscriber per year, to 19 collections for each subscriber per year. This survey conducted with all current customers to evaluate their preference of whether to extend the number of collections from 16 to 19, giving the options to either extending collection longer to the end of the season, November/December, or commencing earlier in March.

The preferred option keeps the subscription charge at £40 in 2019, for the third year of the service. The estimated customer base of 7,909 (31 July-18) provides the additional income to provide a cost neutral service.

3. Monitoring and Review

How will you review community and equality impact once the service or policy has been implemented?

*These actions should be developed using the information gathered in **Section 1 and 2** and should be picked up in your departmental/service business plans.*

Action	By when?	By who?
User satisfaction surveys testing how users are finding the service	12 months post implementation.	Service area

4. Next steps

It is important the information gathered is used to inform any Council reports that are presented to Cabinet or appropriate committees. This will allow Members to be furnished with all the facts in relation to the impact their decisions will have on different equality groups and the wider community.

Take some time to précis your findings below. This can then be added to your report template for sign off by the Strategy Team at the consultation stage of the report cycle.

Implications/ Customer Impact
<p>As the waste will be collected in wheelie bins this has the potential for presenting problems for our residents with mobility issues, disability and pregnancy, or any other illnesses. However, the Council has been using wheelie bins since 2009 and has in place an assisted collection scheme that adapts the collection to meet the needs of the residents – this will also be the case for green waste collections.</p> <p>All other relevant information and updates will be made public on our website www.lbbd.gov.uk and other social media channels.</p>

5. Sign off

The information contained in this template should be authorised by the relevant project sponsor or Head of Service who will be responsible for the accuracy of the information now provided and delivery of actions detailed.

Name	Role (e.g. Project Sponsor, Head of Service)	Date
Abdoulie Jallow	Head of Compliance, Projects, and Administration	3 July 2018

CABINET**18 September 2018**

Title: Corporate Plan 2018-2022 – Quarter 1 Performance Reporting	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: All	Key Decision: No
Report Author: Laura Powell, Policy and Partnerships Officer	Contact Details: Tel: 020 227 2517 E-mail: laura.powell@lbbd.gov.uk
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
Summary	
<p>A new Corporate Plan is currently being developed to articulate the Council's vision and priorities for the next four years, following a period of significant change and service transformation. To support this, it was recognised that the Council's Corporate Performance Framework needed to evolve to support and monitor our progress and service delivery, as a new kind of council.</p> <p>The framework demonstrates how the Council will achieve the long-term vision for the borough as set out in the Borough Manifesto, by focusing on clearly defined medium and short-term targets, alongside output measures and budgetary information that monitor vital indicators of service transformation.</p> <p>Development of the Key Accountabilities and Key Performance Indicators (KPIs) has been carried out in collaboration with senior officers and Cabinet Members, with each component of the performance framework being aligned to Cabinet Member portfolios to ensure that the Council's performance is effectively managed and so service delivery remains on track.</p> <p>Following final sign-off of the new Corporate Plan, it may be necessary to review the associated KPIs and Accountabilities to make sure the performance framework reflects and delivers the priorities.</p> <p>Cabinet is presented with a Quarter 1 2018/19 performance update against the Key Performance Indicators (KPIs) and Key Accountabilities, which will continue to be reported quarterly to Corporate Performance Group (CPG) and Cabinet throughout the coming year.</p>	
Recommendation(s)	
The Cabinet is recommended to:	
(i) Note progress against the Key Accountabilities as detailed in Appendix 1 to the report;	

- (ii) Note performance against the Key Performance Indicators as detailed in Appendix 2; and
- (iii) Agree any actions to address areas of deteriorating performance.

Reason(s)

To assist the Council in achieving its priority of a “Well run organisation”.

1. Introduction and Background

- 1.1 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.
- 1.2 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.
- 1.3 The new Corporate Plan is currently being developed to articulate the Council’s vision and priorities over the next four years, as we continue our journey and the Council’s transformation programme begins in earnest.
- 1.4 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 co-ordinated, and achievable and that it is resourced in line with the Medium Term Financial Strategy. It allows both Members and residents to measure progress in the Council’s delivery of its vision and priorities

2 Corporate Performance Framework 2018-2022

- 2.1 The corporate performance framework demonstrates how the Council will achieve the long-term vision for the borough as set out in the Borough Manifesto, by focusing on clearly defined medium and short-term targets, alongside output measures and budgetary information that monitor vital indicators of service transformation.
- 2.2 The measures and clearly defined targets of the Borough Manifesto have been developed to assess the progress being made against the Barking and Dagenham vision and aspirations. The targets are the overarching long-term outcomes that the Council is striving to achieve and sit at the highest level of our corporate performance framework. They will be monitored on annual basis through the Barking and Dagenham Delivery Partnership (BDDP).
- 2.3 The Corporate Plan sets out the Council’s contribution over the next four years to deliver the Borough Manifesto. The supporting Key Performance Indicators (KPIs) and Key Accountabilities are those medium-term measures that will drive improvement and will be reported to Cabinet on a quarterly basis. Given their

lifespan and supporting targets, if achieved, we will have progressed a quarter of the way to achieving the vision for the borough.

- 2.4 Following final sign-off of the new Corporate Plan, it may be necessary to review the associated KPIs and Accountabilities to make sure the performance framework reflects and delivers the priorities.
- 2.5 Commissioning Mandates and Business Plans will be iterated over the course of 2018/19 and the associated performance measures reviewed. The indicators that feature in mandates and business plans will continue to show the overall health of services whilst remaining focussed on achieving outcomes for residents.
- 2.6 The Council's transformation into a new kind of council has been designed to deliver the substantial, long-term outcomes for the borough. Our progress against delivering these outcomes will be difficult to measure in the short-term. To do this the corporate performance framework for incorporates Vital Signs for each Service Block.
- 2.7 Vital Signs will become the focus of monthly Health Check Reviews. These sessions will be chaired by the Deputy Leader of the Council and Cabinet Member for Finance, Performance & Core Services, and will provide a forum for Portfolio Holders, alongside Council officers, to be challenged against the performance of services for which they are accountable.

3 Key Accountabilities 2018/19

- 3.1 Through the development of the Corporate Plan a number of Key Accountabilities have been identified that provide a clear link to how the Council will deliver the vision and priorities, focusing on key deliverables for the coming year.
- 3.2 The Key Accountabilities (Appendix 1) are a key element of the corporate performance framework and will be reported to Cabinet on a quarterly basis. They will also be used as a key aid for discussions at Cabinet Member Portfolio meetings.

4 Corporate Plan Key Performance Indicators

- 4.1 Through the development of the Corporate Plan, clear medium and short-term targets have been identified and are defined as the Council's Key Performance Indicators (KPIs).
- 4.2 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.
- 4.3 This report provides a performance update at Quarter 1 (1st April 2018 – 30th June 2018) against the key performance indicators for 2018/19 (Appendix 2).
- 4.4 The KPIs are reported with a RAG rating, based on performance against target. Where relevant, in-year targets have been set to take into account seasonal trends / variations, as well as provide performance milestones. Assessing performance against in-year targets will make it easier to identify progress at each quarter,

allowing for actions to be taken to ensure performance remained on track with the aim of reaching the overall target for the year.

5 Performance Summary - Key Performance Indicators

- 5.1 To report the latest performance in a concise manner, a number of symbols are incorporated in the report. Please refer to the table below for a summary of each symbol and an explanation of their meaning.

Symbol	Detail
↑	Performance has improved when compared to the previous quarter and against the same quarter last year.
↔	Performance has remained static when compared to the previous quarter and against the same quarter last year.
↓	Performance has deteriorated when compared to the previous quarter and against the same quarter last year.
G	Performance is expected to achieve or has exceeded the target.
A	Performance is within 10% of the target.
R	Performance is 10% or more off the target.

- 5.2 The table below provides a summary at Quarter 1 2018/19 of the direction of travel for all KPIs. Depending on the measure, direction of travel is determined by comparing performance with the same period last year (Quarter 1 2017/18), or performance from the previous reporting period (Quarter 4 2017/18). This should be considered in the context of significant budget reductions and our continuation to improve services.

Direction of travel			
↑	↔	↓	N/A
22 (44%)	1 (2%)	14 (28%)	10 (20%)

- 5.3 The following table provides a summary of the number of indicators with either a Red, Amber or Green rating, according to their performance against the 2018/19 target.

RAG Rating against 2018/19 target			
G	A	R	N/A
14 (28%)	18 (36%)	2 (4%)	13 (26%)

6 Key Performance Indicators – Rated Not Applicable (n/a)

6.1 At Quarter 1, some indicators have been allocated a Direction of Travel, or RAG Rating of 'Not Applicable'. The reasons for which are set out in the tables below.

Reason for Not Applicable Direction of Travel	Number of indicators
New indicator for 2018/19 / Historical data not available	7
Awaiting data	3

Reason for Not Applicable RAG rating	Number of indicators
Good performance neither high or low – no target set	8
Awaiting data / target	5

7 Focus on Performance

7.1 For Quarter 1 2018/19 performance reporting, focus has been given to a selection of indicators which are presenting good performance against target or areas where performance is showing a level of deterioration since last year and falling short of the target. It is hoped that by focusing on specific indicators, senior management and Members will be able to challenge performance and identify where remedial action may be required.

7.2 Improved Performance

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

At Quarter 1, the percentage of the boroughs 16 to 18-year olds who are NEET is 4.4% - well below the national (5.9%) and London (4.7%) average.

To maintain performance, a 'What Next?' careers fair is to be held on 31st August to provide early intervention for those at risk of NEET following GCSE and 'A' Level results.

A further workshop is to be held in October with key Cabinet Members to agree additional actions to reduce NEETs, with a particular focus on Care Leavers and those leaving Alternative Provision.

7.3 Areas for Improvement

The weight of waste recycled per household (kg)

The weight of waste recycled in Quarter 1 is showing a 10% decrease compared to the same period last year.

The reasons for a reduction is believed to be a result of recycling rates at Frizlands Reuse and Recycling Centre, particularly regarding green waste, due in part to the poor dry weather.

Also, despite communication campaigns and engagement, contamination of brown bins has been particularly high, averaging 40% compared to a more acceptable level of 10-15%.

To address these issues, the Waste Minimisation Team continue to tackle the issue of contamination as part of the kerbside collection. The Team also responds to direct reports of contamination from crews and supervisors and directly engaging the residents, instructing, and educating to resolve contamination from households. Addressing these issues will be crucial to maintain the recycling rate over the coming year.

8. Consultation

- 8.1 The data and commentary in this report were considered and endorsed by the Corporate Performance Group at its meeting on 23 August 2018.

9. Financial Implications

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

- 9.1 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 these key performance indicators 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.

10. Legal Implications

Implications completed by: Implications completed by: Dr. Paul Feild, Senior Corporate Governance Solicitor

- 10.1 The delivery of the vision and priorities will be achieved through the key accountabilities and monitored quarterly. As this report is for noting, there are no legal implications.

11. Other Implications

- 11.1 **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.
- 11.2 **Contractual Issues** - Any contractual issues relating to delivering activities to meet borough priorities will be identified and dealt with in individual project plans.
- 11.3 **Staffing Issues** – There are no specific staffing implications.

- 11.4 **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, community leadership and ensuring no-one is left behind. 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.
- 11.5 **Safeguarding Adults and Children** - The priority **Enabling social responsibility** encompasses activities to safeguard children and vulnerable adults in the borough. The Council monitor a number of indicators corporately which relate to Children's safeguarding and vulnerable adults. By doing so the Council can ensure it continues to discharge its duties.
- 11.6 **Health Issues** - The priority **Enabling social responsibility** 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.
- 11.7 **Crime and Disorder Issues** - The priority **Encouraging civic pride** encompasses 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. Data for the borough shows that Barking and Dagenham is a relatively safe borough with low crime. There is some work for the Council and partners to do to tackle the perception of crime and safety.

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

List of appendices:

- **Appendix 1:** Progress against Key Accountabilities 2018/19
- **Appendix 2:** Key Performance Indicators – Performance at Quarter 1 2018/19

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What we will deliver in 2018/19

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
Community Leadership and Engagement		
Deliver the Cohesion Strategy and dedicate Faith Policy.	Tom Hook	<p>The cohesion and integration strategy and the faith policy are both scheduled for Cabinet in January 2019. Progress to date includes:</p> <ul style="list-style-type: none"> • Submission to MHCLG Green paper consultation on integration • Engagement with internal stakeholders, Barking and Dagenham Delivery Partnership VCS and residents • A tender is about to be let to support interfaith work in the borough • Work with the existing faith forum, where the officer roles changed at the last AGM
Implement the Connected Communities Fund and the Counter Extremism Programmes.	Tom Hook	<p>Funding of £1.4 has been allocated to Barking and Dagenham for the Connected communities programme. To date: The officer to run the programme is in post; two of the commissions for support to interfaith work in the borough and the community amplifiers programme are out to tender; staff are being recruited and other elements of the programme are in place.</p> <p>Counter extremism programme:</p> <ul style="list-style-type: none"> • the current member of staff left in early June, recruitment complete and new officer will be in post October 2018. • Belief in Barking and Dagenham newsletter circulated • Keep B and D Hate Free session facilitated with partners • IDAHO and Human library event ran
Continue to develop Every One Every Day, monitoring impact and outcomes.	Tom Hook	<p>The spring programme of Every One Every Day ended in April (over 100 events) with the next programme running from June - August 2018. EOED took part in Dag Fest and One Borough Day. The funders board met in June 2018 and agreed the next funding release. The developmental evaluation of year 1 will be published in September 2018.</p>
Support the development of the community and voluntary sector, including a Local Giving Model.	Tom Hook	<p>A Civil Society strategy paper is scheduled for Cabinet in November 2018, which includes the local giving model. The development of a local giving model is moving forward. Practical measures have been implemented to support local groups with the establishment of a local B&D Lottery and match-funded Crowd Funding</p>

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
		<p>scheme. The Council is currently consulting on how to run its NCIL process which will launch early 2019.</p> <p>Core funding to BDCVS has been reduced but has for 2018/19 been replaced to a significant extent with project funding for the development of a vision for the sector and requirements for infrastructure support going forward. This will report in winter 2018/19 and will dovetail with the development of an overarching Civil Society.</p>
<p>Continue to strengthen the Barking and Dagenham Delivery Partnership to work towards the vision of the Borough Manifesto.</p>	<p>Tom Hook</p>	<p>The State of the Borough Conference will be taking place on 27th September at Londoneast UK. An accompanying State of the Borough report will provide an annual update on the progress made towards delivering the Borough Manifesto targets in year 1. The report will be presented to partners and members of the wider community at the conference. The conference provides an opportunity to showcase the successes of the last year and collectively consider how we can work better as a partnership to deliver the Borough Manifesto vision. Work is also ongoing with Barking and Dagenham Delivery Partnership to develop it into a partnership that is able to drive change in the borough and work together collaboratively to achieve the manifesto vision.</p>
<p>Deliver the master plans and commercialisation of Parsloes Park and Central Park.</p>	<p>Tom Hook</p>	<p>Parsloes Park</p> <p>Plans are progressing well to develop new sporting and community facilities in Parsloes Park. In brief the proposed facility mix will comprise:</p> <ul style="list-style-type: none"> • New changing facilities incorporating 8 team changing rooms (suitable for use by children and adult teams) and changing rooms for officials; • 55 station gym, dance studio and gym change; • Bar and café and social space • Public toilets and disabled toilets (to changing places standard) • 3 artificial grass pitches with floodlighting that can be used for 11-a-side football matches and compartmentalised to accommodate multiple mini, junior and five-a-side games being played simultaneously. <p>The total construction cost of the new facilities is estimated to be c£7 million. £1 million of this total is being funded by the Council (£400,000 capital funding and £600,000 CIL funding) and the balance has been or is expected to be secured from the Football Foundation, Sport England, London Marathon Charitable Trust, GLA, and s106 developer contributions.</p>

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
		<p>If all the necessary funding is secured, it is expected that the planning application for the scheme will be considered in January 2019 and work will start on site in March 2019 with the new facilities operational in time to be used during the 2019/20 football season.</p> <p>Central Park</p> <p>A feasibility study has been undertaken to investigate how it might be possible to implement some elements of the Central Park masterplan proposals at no cost to the Council.</p> <p>It outlines an innovative proposal to generate income from the importation of inert material from building sites across London and the South East, which will be utilised to create a new landscape in the park.</p> <p>It is estimated that the income generated will be c£1.7 million. However, income and cost certainty will only be confirmed when planning approval has been given and the necessary licence from the Environment Agency has been granted.</p> <p>It is proposed to utilise a proportion of the income from the soil importation to realise the following park improvements:</p> <ul style="list-style-type: none"> • New adventure play area • Pump track (for BMX bikes) • Toddler BMX facility • Mountain bike loop • New pathways • New trees • Wild flower meadows <p>Consultation about the proposal will start in September 2018 and a report about the scheme will be presented to Cabinet in October 2018. It is expected that the planning application for the scheme will be submitted by December 2018, which would enable a licence from the Environment Agency to be awarded by July 2019, and for works to start on site in August 2019 and to be completed in 2021.</p>

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
Implement the improvement plan funded by Community Interest Levy (CIL).	Tom Hook	<p>Cabinet agreed (19/06/18) to Community Infrastructure Levy funding being allocated to the following strategic projects:</p> <ul style="list-style-type: none"> • Parsloes Park 'Parklife' project - £600,000 • Children's Play Spaces and Facilities - £275,000 over five years • Parks and Open Spaces Strategy implementation - £500,000 over five years <p>This funding will be used as Council match funding to support external funding bids for park capital schemes as well as to enable the delivery of a 'quick wins' programme of park improvements.</p> <p>A s106 developer contribution of £350,000 has been earmarked from the Beam Park housing scheme for new sports facilities in Parsloes Park.</p> <p>Collaborative working with community groups and residents has enabled funding to be secured to build two new state of the art play facilities to replace poor quality and life expired facilities at Tantony Green and Valence Park.</p> <p>Both new facilities will be installed during 2018/19 and c£440,000 external funding has been secured to enable the schemes to be delivered.</p> <p>Council capital funding has been committed to re-instate the BMX track at Old Dagenham Park and these works have now been tendered and will be implemented during 2018/19.</p> <p>The Council has committed capital funding of £200,000 (£50,000 a year for four years, 2017-2020) for Fixed Play Facility Enhancements. Schemes already or near to completion include:</p> <ul style="list-style-type: none"> • St. Chads - £20,000 (completed) • Mayesbrook Park - £40,000 (near completion)
Renew focus on community heritage assets and develop a new offer including the East End Women's Museum and Industrial Heritage Museum feasibility.	Tom Hook	<p>Eastbury Manor House</p> <p>Work is underway with the National Trust (owners of Eastbury Manor House) to agree a new vision for the house, which will inform the development of a design and cost plan for the final phase of capital investment at the site.</p>

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
		<p>This is intended to provide new toilets, catering, and social/education space to improve income generation, footfall and volunteering opportunities as well as enhance the visitor experience by 'dressing' the house in a way that better tells its story and those of its former-inhabitants. It is proposed that a funding bid to meet the cost of the majority of the proposed works f will be submitted to the Heritage Lottery Fund in spring 2019.</p> <p>Abbey Ruins, Abbey Green and St Margaret's church</p> <p>In December 2017 a Stage 1 application was made to the Heritage Lottery Fund (HLF), with the Council as the lead partner, for a £4.462 million improvement project with a £3,592,200 grant request from the HLF. The HLF rejected the application in March 2018 due to insufficient funds.</p> <p>A feedback meeting has been held with the HLF and as a result the improvement programme is now being re-worked into a series of distinct projects that can be delivered in a phased approach. The first such bid will be made in early 2019. It is not feasible to do this any sooner because the HLF is currently reviewing its grants framework, which will be re-launched in 2019.</p> <p>East End Women's Museum</p> <p>A Heritage Lottery Fund grant (£81,000) has been secured by the East End Women's Museum to meet the costs of a 'pop up' programme of exhibitions, talks, workshops and events during 2018, and which are a cornerstone of the borough-wide HerStory programme that commemorates the centenary of women securing the right to vote and to honour women past and present who help drive change for equality.</p> <p>Cabinet has approved the terms of lease and other support for the Museum, which has now been established as a community interest company (CIC).</p> <p>The Museum was officially launched in January 2018. It is anticipated that the Museum itself will open in the early part of 2020 but this is wholly dependent on the completion of the housing development in which it will be sited.</p> <p>Work has now started on the internal design plan for the museum, which will be</p>

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
		<p>subject to further funding bids during 2018 and 2019.</p> <p>Industrial heritage museum</p> <p>Following a review of the different options that have so far been produced, the feasibility study for a new heritage and culture centre on the site of the former-Ford Stamping Plant is now being finalised. This will enable Members to make a decision about whether there is a robust and sustainable business case for the proposal and how it could be funded</p>
<p>Ensure culture is a driver of change through the Borough of Culture Schemes, Creative Enterprise Zone, Summer of Festivals & Alderman Jones's House. Planning for the Centenary Celebration of Becontree Estate (Festival of Suburbia).</p>	<p>Tom Hook</p>	<p>London Borough of Culture</p> <p>The Council has secured funding of £233,000 from the London Borough of Culture funding pot and an additional £30,000 in business sponsorship to deliver a three year creative programme with looked after children, care leavers and older people. The programme will be delivered in partnership with the Serpentine Gallery, the Foundling Museum and several local arts organisations. Project delivery will start in September 2018.</p> <p>Creative Enterprise Zone</p> <p>A grant of £50,000 has been secured from the GLA to enable detailed research to be undertaken that has informed the development of an evidence base and action plan for the establishment of Roding Made - the Barking Creative Enterprise Zone, which will bring together artists, local businesses and landowners to create and develop new jobs, establish and secure new spaces for creative production and open up opportunities for talented young people who are considering careers in the creative industries.</p> <p>It is intended that the Roding Made action plan will be presented to Cabinet for adoption at its meeting on 16 October 2018.</p> <p>Summer of Festivals</p> <p>The delivery of the Summer of Festivals programme for 2018 is underway. The programme so far (Barking Folk Festival, Steam and Cider Fair and One Borough</p>

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
		<p>Day) has been well attended and well received by residents. The Events team has also provided guidance and assistance to enable more events by the community to be presented in the Borough's parks.</p> <p>The Residents' Survey for 2017 tells us that attendance at Summer of Festival events by Borough residents has gone up for the third year running. The same is true for the level of awareness amongst residents about the Summer of Festivals programme and the demand from residents for similar events to be presented in future years.</p> <p>Alderman Jones's House and 100th anniversary of the Becontree Estate (Festival of Suburbia)</p> <p>The centenary of the Becontree estate is 2021 and plans are now being developed to enable this milestone of national significance to be celebrated in the way it deserves to be.</p> <p>The former-home of Alderman Fred Jones is located in the heart of the Becontree estate and has been renovated so that it can be used as live/work space for artists until the end of 2021. Alongside the Valence House Museum and Local Studies Centre, Valence Library and the White House, Alderman Jones's House will be a key venue in the delivery of the centenary programme.</p> <p>The Council is working in partnership with Create London to develop and deliver the centenary programme which it is anticipated will include a commissioned programme by local artists and arts organisations as well as projects with national heritage and architecture agencies and, it is hoped, a programme of public realm improvements.</p> <p>If the necessary funding can be secured, it is intended that an initial and fairly modest programme of activity will start in 2019 culminating in a major year long festival in 2021</p>

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
Equalities and Diversity		
Implement the Equality and Diversity Strategy action plan.	Tom Hook	The Equalities and Diversity strategy 2017-2021 sets out the Councils vision to tackle equality and diversity issues across the borough and within the Council. It sets out an action which will be monitored and reported annually. The first annual update will be presented to the portfolio holder in October.
Continue to promote the Gender Equality Charter.	Tom Hook	Since the launch of the Gender Equality Charter, over 150 organisations have signed up to the pledge showing their commitment to gender equality. The new portfolio holder is currently reviewing the action plan ensuring it builds on the success of previous years. The action plan will aim to address issues related to all genders and be broader than just issues affecting women.
Celebrate equality and diversity events, and where possible, enable community groups to take the lead.	Tom Hook	The Her Story events throughout the year have been a success and will continue until the end of the year. For the first time ever, Barking and Dagenham had a float at Pride London and we proudly showed our support for the LGBT+ community. Plans are in place for BHM, with the Council supporting the community to take the lead to put on events.
Continue the Council's vision to be an Exemplar Equalities Employer, working towards Investors in People gold standard.	Tom Hook	<p>The Council achieved silver level when assessed against the tougher Investors in People standard. We will retain this until our next assessment in October 2020. A 12-month review with our Investors in People assessor will be undertaken in late 2018 and 24-month review in late 2019.</p> <p>Progress against the standard to reach gold level were set out in the Assessor's report. The following actions have been put in place.</p> <ul style="list-style-type: none"> • An all staff temperature check has been undertaken in June/July 2018 which tracks our progress against the standard and employee engagement. The temperature check demonstrates that employee engagement levels have increased, and the values of the organisation are seen to continue to be embedded. This specifically meets the requirement to continue to assess the views of staff and has been analysed by service. • Early scoping of behaviours and culture change has begun to help develop a new organisational development strategy.

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
		<ul style="list-style-type: none"> The Leadership and Management development programme for cohorts 2 and 3 has been delivered. The programme for other managers is under development.
Promote a partnership approach to tackling equality and diversity issues through the development of the Fairness and Equalities sub-group.	Tom Hook	Tackling equality and diversity issues is not something the Council can do alone. It requires the support of everyone. The Barking and Dagenham Delivery Partnership therefore agreed to set up a Fairness and Equalities sub-group tasked with bringing a partnership approach to tackling inequality. The group met for the first time in July with lots of positive steps identified to try work together in addressing equality and diversity issues affecting the borough.
Public Realm		
Redesign all services delivered by Public Realm to meet the agreed budget and service standards.	Robert Overall	Final stages of the service change are now in process with the recruitment of over 60 staff to replace agency staff and fill vacancies within the service. These will start to arrive in post from the end of August 18 through to Nov 18.
Embed the new street cleansing operating model.	Robert Overall	Following the finalisation of the recruitment process the new cleansing model will be launched in September 18 and fully embedded by Dec 18.
Work with Enforcement to help drive behavioural change with regard to waste and flytipping	Robert Overall	Joint initiatives with Enforcement over fly tipping are being launched in Sept 18. New materials alerting the public that the Council are investigating a specific fly tip have been developed. Communication strategy around waste behaviour change being launched to coincide with the national recycling week in the second half of Sept 18.
Develop the procurement strategy for the replacement of our vehicle fleet.	Robert Overall	Cabinet have approved the business case for replacement. Procurement process has now started with vehicles expected to be progressively delivered from November 18 until April 19 depending on lead times for order and delivery.
Enforcement and Community Safety		
Develop a new borough wide Private Licensing Scheme to be agreed by MHCLG.	Fiona Taylor	The evidence base for the proposed new scheme has been fully scoped out and it with counsel. It was felt that we needed senior counsel opinion prior to the proposed scheme being put forward for full consultation. It is anticipated that counsel opinion and the full consultation document will be completed by Friday 31 st August and the consultation will commence week commencing 3 rd September.

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
		<p>Consultation will be for a 12-week period. Submission to MHCLG will be made in December 2018. Recent talks with MHCLG indicate that a decision will take 3-4 months, allowing us ample time to implement a new scheme prior to September 2019, when the current scheme expires.</p>
<p>Implement the Parking Strategy and agreed subsequent parking schemes.</p>	<p>Fiona Taylor</p>	<p>The parking fees and charges report was adopted in July 2018 and set out a range of changes to the charging structure for pay and display, permits and the introduction of the of a diesel surcharge. It also introduces proposals for increasing the range of CPZ schemes in the borough, consolidating existing schemes and expanding CPZ's around schools.</p> <p>A CPZ policy has been developed for approval at cabinet in September 2018. Implementation of the new charging structure for diesel surcharge has been delayed due to issues with Ringo. However, officers have been working with Chipside to identify an alternative process and aim to have this in place by the end of September 2018.</p>
<p>Develop the BCU to deliver Local solutions for policing in the borough.</p>	<p>Fiona Taylor</p>	<p>Lobbying of MOPAC for additional policing resources has commenced and a document setting the borough "ask" has been submitted. Agreement has been reached with the East BCU to establish and Integrated Gangs Unit to be based in Barking. There are still significant challenges in fully utilising the combined enforcement capability across the police, council and other key services. There are weekly tasking meetings in place which are having some positive results but more formalised information of resource availability and intelligence needs further development.</p>
<p>Maintain focus on serious youth violence through the work of the Community Safety Partnership.</p>	<p>Fiona Taylor</p>	<p>Serious youth violence remains a core feature of the community safety partnership. The Community Safety Plan 2018-21 is being finalised and has "keeping children and young people safe" and "tackling serious violence" as two of its six priorities. A draft knife crime action plan has been developed. The Community Safety Partnership have developed a long term, trauma informed model to address serious violence which it being presented at the Community safety Partnership Board in September 2018. External funding is being sought to support in the delivery of this model.</p>

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
Social Care and Health Integration		
Publish a new Health and Wellbeing Strategy 2018-2023.	Elaine Allegretti	The update of the 2019-2023 Joint Health and Wellbeing Strategy is currently being developed, focusing on three themes agreed by Health and Wellbeing Board – Best Start in Life, Early Diagnosis and Intervention and Building Resilience. 12 resident focus groups with 128 residents have been held within community groups in the borough to formulate the ‘I’ statements featured within each theme of the strategy to outline what good health looks to residents. In July, three stakeholder workshops, one on each theme, were held partners to discuss the outcomes and measures to be used within the strategy - a total of 88 attendees attended all 3 workshops. The draft document to be approved for consultation will go to Health and Wellbeing Board on November 7 th , which will be followed by a 10-week consultation period and the approval of the final document for publication on March 12 th .
Complete the transformation of the Disability Service.	Elaine Allegretti	Internal review work has considered the next steps for the transformation of the Disability Service, as well as the reasons for the difficulty in containing spend within the service. External support from the Social Care Institute for Excellence has been contracted and is working to complete an external review of the model for the service to identify next steps. The commissioning support to the Disability Service has been enhanced and a number of pieces of work are underway to improve availability of high quality supported living.
Deliver campaigns to raise awareness of safeguarding issues.	Elaine Allegretti	For adults, work is planned to repeat or build on the previously successful Christmas safeguarding campaign to encourage people to ‘look out for’ older neighbours. Materials are in development for an Autumn launch to raise the profile of the need and ability to report problems in the delivery of care and support to adults. For Children this has become a core campaign on the Comms Team Forward Plan for this year, and an outline is being drafted for future consideration.
Change our approach and systems for keeping children and young people safe from exploitation.	Elaine Allegretti	<ul style="list-style-type: none"> The development of the Target Operating Model v2.0 (TOM2) is well underway, supported by colleagues from Mutual Ventures (an external agency specialising in Children’s Social Care improvement).

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
		<ul style="list-style-type: none"> • TOM2 places at its' heart a shift towards the embedding of Contextual Safeguarding in how children are safeguarded (not just from the Local Authority perspective) but across the wider partnership. • A bid has been submitted to the University of Bedfordshire to be a Phase 2 pilot-area for the implementation of Contextual Safeguarding. • A core plank of the work in this area is to respond more holistically to those children at risk of exploitation, whatever form that may take. As part of the early implementation of TOM2 a specialist Exploitation Team has been established in Children's Social Care. • Work is underway with partners – through the Safeguarding Board – to develop a multi-agency response to exploitation, underpinned by a coherent strategy and set of systems. <p>Considerable work has been done on further developing assurance systems and processes, including the High-Risk Notifications systems to improve line-of-sight and ensure significant risk to children is identified quickly and at the correct level to ensure an appropriately swift response.</p>
<p>Deliver a good Ofsted inspection outcome.</p>	<p>Elaine Allegretti</p>	<p>Continuous improvement of services and outcomes is a key component of business as usual for the Care and Support and partners. Ofsted provides an opportunity to support and challenge current ways of working and their impact on improving the lives of vulnerable children and their families</p> <p>New strengthened arrangements have been put in place for improvement work areas including those to improving local contextual approach to those at risk of exploitation and missing, supporting consistency in quality of management oversight, ensuring transparent and effective systems and processes, increasing those children that are adopted and ensuring the child's voice is consistently evidenced in assessment, planning and support.</p> <p>We continue to build on practice improvements since last inspection such as work to support children to remain at home with their families rather than enter care, improving stability for looked after children including good foster care support and the innovative Mockingbird programme, and embedding and reviewing new arrangements to MASH and Early Help.</p>

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
Reboot the health integration agenda, including delivering a vision for health and wellbeing at Barking Riverside.	Elaine Allegretti	The Integrated Care Partnership Board has been reshaping its agenda, with the active involvement of Barking & Dagenham officers and the leadership of the Chair of the Board, Barking & Dagenham's Cabinet Member for Social Care & Health Integration. The new programme will be set out and agreed in full at a workshop on 1 October 2018 but has been agreed in principle to include four transformation workstreams around older people, planned care, long-term conditions and mental health. Priority projects have been set out around frailty, intermediate care, atrial fibrillation, and diabetes. Barking Riverside is also established as a flagship project of the three-borough partnership. Starting with a special workshop at the Health & Wellbeing Board, the vision for Barking Riverside as a healthy town will be shaped in a series of workshops through the late summer, in order to inform a brief for the design and construction of the Health & Wellbeing Hub.
Respond appropriately to the Social Care Green Paper on older people and the Children's Social Work Act.	Elaine Allegretti	Publication of the social care green paper is awaited. In the interim, the Council has responded to the consultation led by the Local Government Association on their own social care proposals.
Strengthen the understanding of corporate parenting responsibility with every Member playing their part.	Elaine Allegretti	<ul style="list-style-type: none"> • Group membership has been reviewed and all new members have been fully inducted. • Each key promise is being led by a member • Annual Reports have been completed and performance reports have been refreshed. • The agenda for the year has been set and was led by the Child Take Over Day and strategies reviewed. <p>A pre-assessment training session has been arranged.</p>
Develop strategy and proactive campaign of work to end loneliness.	Elaine Allegretti	This work remains in development and is due to be launched in the New Year.
Educational Attainment and School Improvement		
Develop a new Education and Participation Strategy.	Elaine Allegretti	Development of the new draft Education & Participation Strategy for 2018-22 is underway and scheduled for approval by Cabinet in November. A draft setting out key priorities has been developed in consultation with the borough's Headteachers, Barking and Dagenham College, the 14-19 Partnership and the Barking and

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
		<p>Dagenham (BAD) Youth Forum, among others. The strategy's priorities focus on the following outcomes:</p> <ol style="list-style-type: none"> 1) All children and young people have a place in a school or early years' setting judged 'Good' or 'Outstanding' by Ofsted. 2) Exceeding national and then London standards where we have not already achieved this. 3) Improving opportunities for young people post-16 and post-18 and reducing numbers of young people not in education, employment or training. 4) Supporting the wellbeing and resilience of children and young people and the educational settings which nurture them. <p>Maximising the Council's levers and influences to raise aspirations and increase opportunities for all children and young people.</p>
<p>Publish a new Special Educational Needs and Disability (SEND) Strategy 2019-2022.</p>	<p>Elaine Allegretti</p>	<p>A review of the current Special Education Needs and/or Disabilities (SEND) and Inclusion Strategy has been undertaken and is being discussed with officers, at portfolio meetings and with parents' groups.</p> <p>From this review, some key priorities for the future plan are emerging. These will be presented for final discussion and then will be widely consulted on.</p> <p>Emerging themes include:</p> <ul style="list-style-type: none"> • Developing the right provision-and managing within a tight financial envelope. • Promoting independence. • Preparing for adulthood with a specific focus on employment and training. • Development of therapies, particularly speech and language therapy. • Mental health support. • Involvement of children, young people and their families in the planning and designing of their own provision. <p>Once agreed the priorities will form the basis of the joint commissioning plan.</p>
<p>Ensure that school place planning is meeting demand by creating new places, both mainstream and specialist provision.</p>	<p>Elaine Allegretti</p>	<p>The Review of School Places and Capital Investment was approved by Cabinet on 17th July setting out how the Council intends to use capital grants to fund new pupil places over the next 5 years. This can be viewed at</p>

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
		<p>https://modgov.lbbd.gov.uk/Internet/documents/s124967/Review%20of%20School%20Places%20Report.pdf</p> <p>The Council's annual School Capacity Survey (SCAP 18), which is our future pupil projections, was submitted in July to the DfE. This will include a follow up meeting in September to agree final figures prior to DCS approval. This submission is linked to future Basic Need Capital grant allocations and new Free Schools. In addition, the size of the proposed Ford View Primary school will be discussed. The Council's position is that there needs to be a 3 FE (forms of entry) school to accommodate the pupil yield from the Beam Park development. The DfE have currently given approval for a 2 FE Free School, which is not sufficient.</p> <p>Major secondary school expansions at Barking Abbey and Robert Clack Schools are underway. New facilities will become available from September 18 for increasing roll numbers.</p> <p>All School projects are being delivered by BeFirst.</p>
<p>Improve engagement with young people to incorporate their voices into Council policy.</p>	<p>Elaine Allegretti</p>	<p>Following the BAD Youth Forum's elections in January, Barking and Dagenham's first male Young Mayor was appointed in February. Fundraising activities have been taking place against the Young Mayor's nominated charity, a London-wide homeless charity. The Forum has conducted a number of formal consultations in this quarter, including around supporting teacher recruitment and the borough's Healthy Lifestyles programme. Intergenerational projects are also planned.</p> <p>Around 70 inspections have been conducted by the borough's young inspectors this year to date, helping to shape and improve sexual health services for young people.</p> <p>A SEND stakeholder forum is in development to strategically engage with young people with SEND, with Purple Penguins (a club for children aged 6-18 years with a disability or additional needs) - engaged in Q1.</p> <p>The boroughs' first Youth Information Advice and Guidance meeting is planned for Q2, based on a Redbridge model of good practice in engaging young people with</p>

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
		the Police. This will see engagement from a diverse range of young people from a range of programmes.
Employment, Skills and Aspiration		
Develop the Job Shop and Adult College new work and skills offer.	Mark Fowler	The restructure of the job shop and adult college has commenced with phase, the management tier on track to be completed at the end of October 2018. The redesign has been devised in conjunction with the ongoing work on the industrial skills strategy and response to welfare reform and the impacts of the homelessness reduction act.
Develop a new Locality Strategy for Community Solutions, to maximise the use of assets and shape an integrated local offer.	Mark Fowler	The initial phase of work has been completed, considering all of the relevant socio demographic indicators and assets by ward. The next phase will include matching our assets and services against need, to help set out the first phase of the program to commence in October 2018.
Work collaboratively with partners to develop a Barking and Dagenham Employment Framework.	Mark Fowler	Detailed analysis and mapping undertaken to set out a clear picture in relation to the local economy, key sectors, business base, workforce skills and labour market participation among the local population. This will now be used to develop the Employment Framework – initially through the stock take of progress since the publication of the Independent Growth Commission.
Agree a strategic and practical level approach to business and employer engagement.	Mark Fowler	Our approach will sit and be developed as part of the industrial, jobs and skills strategy whilst also linked to the restructure of our job offer and adult education.
Continue development of clear progression pathways and post-18 opportunities for young people.	Mark Fowler	A key part of our industrial, jobs and skills and education & participation strategies is to consider the relevant pathways for various customer cohorts across the borough, a key area of which is our approach to opportunities post 18.
Hold a series of events to promote employment opportunities to local residents.	Mark Fowler	We held 3 job fairs in Qtr 1, 1 more than the year before, with further 8 planned this year. Work taster sessions are being developed along with consideration in how we can develop take your child wot work days later in the year.

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
Finalise the Homelessness Strategy, focusing on homelessness prevention and reducing numbers in temporary accommodation.	Mark Fowler	Analytical and scoping work being completed to inform the development of a draft strategy, due to go to Cabinet by the end of the year (linking closely with work on an updated Allocations policy). Work also being undertaken on how we can better meet the housing needs of vulnerable residents in need of specialist accommodation.
Monitor the impact of the Universal Credit roll out and address any emerging issues.	Mark Fowler	We have linked the work in this area to the borough's successful approach of troubled families. In Qtr 1 we have reviewed the data in relation to households that we feel will best benefit from the holistic approach and increased independence.
Regeneration and Social Housing		
Deliver the Be First regeneration and housing pipeline.	Graeme Cooke	Be First is making strong progress in accelerating the pace and scale of regeneration in the borough, including through the original 44 investment schemes. It is also focusing on securing key socio-economic benefits for residents, such as through strong local labour clauses in its forthcoming framework contracts for construction activity.
Work with Be First to identify further, future regeneration and development opportunities.	Graeme Cooke	Over the past 12 months, Be First has reviewed the existing regeneration schemes and identified new ones with the result that it has expanded the five-year pipeline for new housing to 3,840 from the 2,200 it inherited from the council (including a significant expansion in the number of affordable homes).
Identify the need and demand for future housing supply, to inform the Local Plan and commissioning intentions for Be First.	Graeme Cooke	Work on the Strategic Housing Market Assessment is due to conclude in September. Over the last three months, a Housing Insight Model has been in development which will integrate a range of data sources on local housing need, demand and affordability to support key policy decisions (such as the desired tenure mix in Be First developments).
Transition Reside to the next phase of delivery, ready to let, manage and increase the number of affordable homes.	Graeme Cooke	Work has taken place to develop proposals for the Reside Board on the future structure, governance model and operational management arrangements for the company. These will be embodied in a refreshed partnership agreement between the council.

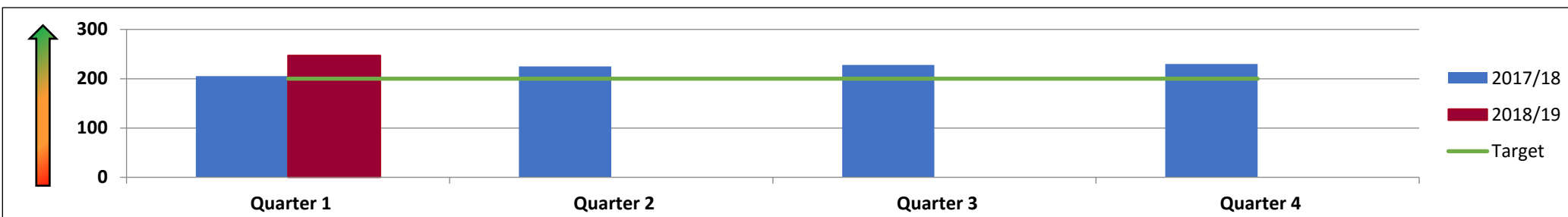
Key Accountability	Strategic Director	Quarter 1 2018/19 Update
Agree key policies and strategies for Reside.	Graeme Cooke	A comprehensive review of Reside's policies – and the legal framework underpinning them- is underway. These will result in an updated policy framework (or commissioning mandate) within which Reside will operate.
Update allocations policy for HRA and Reside properties.	Graeme Cooke	A review of the current allocations policy for HRA and Reside is underway. Proposals for changes will come to Cabinet by the end of the year (linked closely to work on homelessness and Temporary Accommodation).
Deliver the Sustainable Housing Project and shape the future of the Street Purchasing Programme.	Graeme Cooke	A consultation is underway with local residents on the Sustainable Housing Project, which is due to close on 12 th September.
Agree property standards across new and existing HRA and Reside properties.	Graeme Cooke	Work has recently finished to agree a consolidated set of Employers Requirements for all future Be First/Reside developments (with agreed protocols for any variations). Plans are also underway to test these ERs – and the housing standards they embody – in the council's existing stock of social homes.
Agree a new Corporate Asset Management Strategy (CAMS), shaping a long-term investment plan, based on the stock condition survey.	Graeme Cooke	The stock condition survey has been completed and results are due shortly. Work on the CAMS itself will begin in earnest from September, drawing on the results of the survey and linking to the HRA business plan and the capital programme.
Ensure all existing council housing meet the Decent Homes standard.	Graeme Cooke	On target to achieve Decent Homes standard by the end of the financial year. Verification will be provided by stock condition survey data due to be published in November.
Deliver on-going Tower Blocks safety improvement works.	Graeme Cooke	Ongoing programme developed that covers requirements identified through regular Fire Risk assessments. Gas safety replacement programme has been developed and currently the identified blocks are being assessed for enough electrical capacity.
Lead the development of a 'Green Capital of the Capital' Strategy, incorporating the future direction of B&D Energy and rollout of Beam Energy.	Graeme Cooke	Preparations for the launch of Beam Energy continued, working to a target launch date of the end of the year. A review of the future direction of B&D Energy (the council's energy services company) is being carried out.

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
Finance, Performance and Core Services		
Embed a performance challenge process for the corporate performance framework.	Chief Operating Officer	Work is progressing on the development of key performance dashboards which will show how the New Kind of Council is working
Develop a clear Medium-Term Financial Strategy (MTFS) and robust budget monitoring.	Chief Operating Officer	Update on MTFS was presented to July Cabinet. Nee budget monitoring report to be presented to September Cabinet
Review and monitor the Investment and Acquisition Strategy.	Chief Operating Officer	Work with Be First is ongoing to review and develop new investment opportunities.
Deliver excellent customer services.	Chief Operating Officer	New look website is being embedded with positive feedback being received. New e-forms being added with take being monitored. Call reduction to the contact centre is also being demonstrated.
Maintain excellent Treasury Management.	Chief Operating Officer	Annual report presented to Assembly in July.
Re-design the Commissioning Centre of the Council.	Chief Operating Officer	Work on individual business cases being undertaken.

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COMMUNITY LEADERSHIP AND ENGAGEMENT					Quarter 1 2018/19
Volunteering and Engagement: The number of active volunteers					
Definition	People who have actively volunteered their time in the previous 3 months within any area of Culture and Recreation or been deployed to volunteer by the volunteer coordinator Culture and Recreation.		How this indicator works	This indicator measures the average monthly number of active volunteers that support Culture and Recreation, Healthy Lifestyle and Adult Social Care activities.	
What good looks like	We are working towards a continuous increase in the number of active volunteers within the borough.		Why this indicator is important	Volunteering not only benefits the individual volunteer by increasing their skills and experience, it also has a significant impact on the health and wellbeing on the community as a whole.	
History with this indicator	Historically the number of active volunteers has been increasing. This is a result of increased awareness of volunteering opportunities, the diversity of roles on offer and the corporate shift to deliver some of the library offer to the community and volunteers at 2 sites.		Any issues to consider	Volunteering can be more frequent during Summer months particularly in support of outdoor events programmes such as Summer of Festivals.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	247				↑
Target	200	200	200	200	
2017/18	205	225	228	230	

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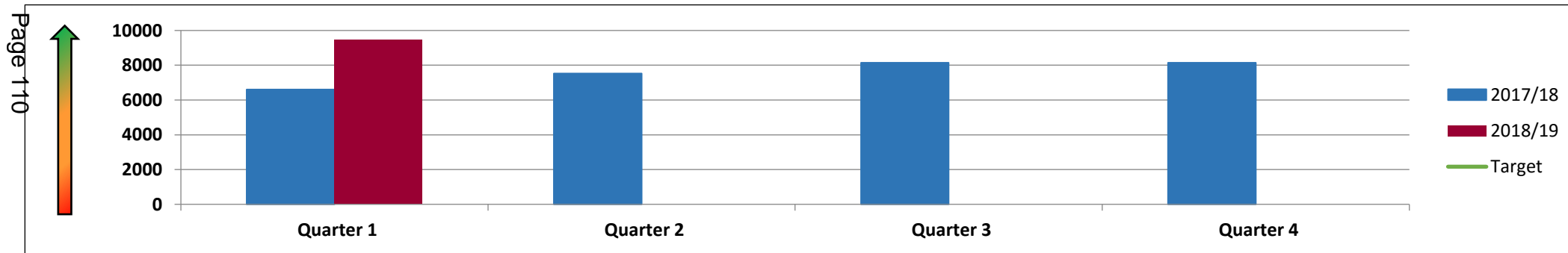
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>Across the first quarter of 2018-2019 (April to June) there was an average of 247 active volunteers. This exceeds the monthly target figure of 200 by 47 and is 123.5% of the target figure. The target figure for 2018-2019 was retained at 200 to reflect the seasonal variation in volunteering and the possible change in opportunities for volunteering with the council wide reorganization settling in. Compared to Quarter 1 in 2017-2018 the figure is 20.49% higher. In terms of volunteer numbers this is 42 volunteers higher than the same period last year. Across 2017-2018 there was an average of 221.17 active volunteers per month</p> <p>A permanent volunteer officer has been appointed to co-ordinate the volunteer offer for Cultural Services and is also working to have more service areas utilizing Better Impact to manage volunteer recruitment and deployment, for example increased activity in Community Solutions – Universal Services has seen Children’s Centres volunteer information being recorded on Better Impact and included in reporting.</p>	<p>The success in maintaining volunteering numbers and the reason for the introduction of a higher target figure is due to the wide range of volunteer opportunities across the whole of Culture and Recreation and the inclusion of some other services data on Better Impact software. There has been an increase in venues with volunteer opportunities around the borough and the events programme is consistent throughout the year. There are also many public health funded projects running via the Healthy Lifestyles Team. The Volunteer Drivers Scheme and Heritage volunteers have constantly attracted regular volunteer numbers. In addition, the community staffed Libraries also provide regular volunteer opportunities. The regular recruitment programme for volunteers is working well and the variety of opportunities offered are seeing improved retention figures for volunteers across the year. The success of volunteers going on to gain employment with the council is also an incentive for local people to gain experience via volunteering with LBBDD.</p>
Benchmarking	Not applicable – Local measure only	

COMMUNITY LEADERSHIP AND ENGAGEMENT

Volunteering and Engagement: The number of engagements with social media (Facebook)

Quarter 1 2018/19

Definition	The number of engagements with the Council’s Facebook page		How this indicator works	This figure will look at the number of Facebook followers we have.	
What good looks like	We are working to increase the number of residents in our social media network.		Why this indicator is important	To track the growth of our social network.	
History with this indicator	Reporting in line with the team’s targets for the year		Any issues to consider	None at this time.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	9,479				↑
Target	9,000	10,000	10,500	11,000	
2017/18	6,600	7,524	8,145	8,145	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Very pleased with the increased follower rate.	Continue to post engaging content.
Benchmarking	Not applicable – Local measure only	

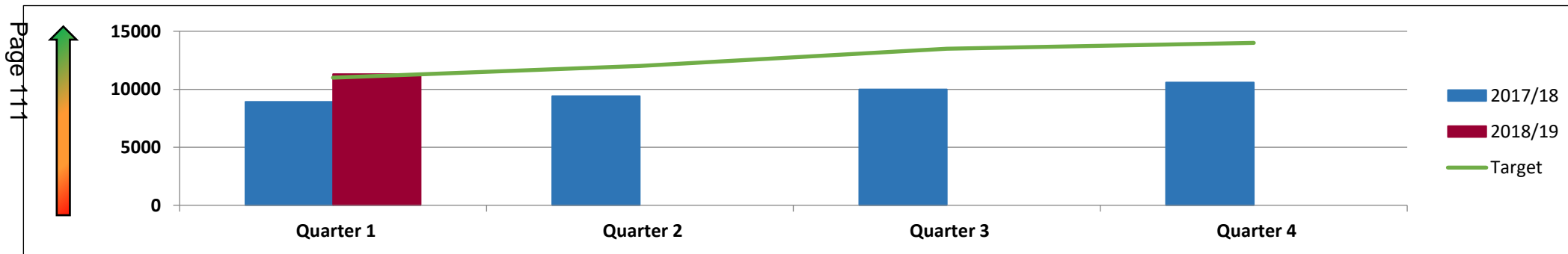
COMMUNITY LEADERSHIP AND ENGAGEMENT

Volunteering and Engagement: The number of engagements with social media (Twitter)

Quarter 1 2018/19

Definition	The number of followers of the Council’s Twitter page.	How this indicator works	This figure will look at the number people following our Twitter account.
What good looks like	Redbridge	Why this indicator is important	Increasing our follower count is key to expanding the reach of our communications.
History with this indicator	We’re aligning this target with the team’s performance targets for the year.	Any issues to consider	None at this time.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	11304				↑
Target	11000	12,000	13,500	14,000	
2017/18	8917	9419	9,989	10584	




RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Very impressed with the rate of growth. Our original target for the year was 12k followers, so I have increased this.	Continue to post engaging content.
Benchmarking	Not applicable – Local measure only	

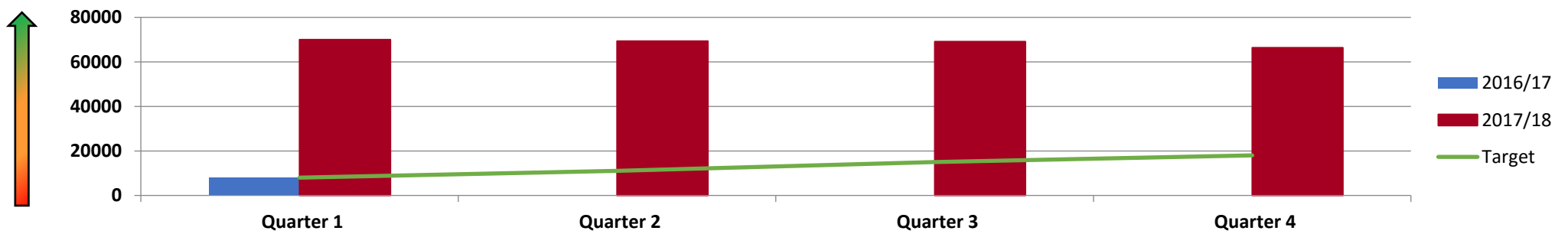
COMMUNITY LEADERSHIP AND ENGAGEMENT

Volunteering and Engagement: The number of One Borough newsletter subscribers

Quarter 1 2018/19

Definition	The number of subscribers to One Borough newsletter.			How this indicator works	This indicator monitors the number of subscribers we have to the mailing list.	
What good looks like	We are working towards 18,000 subscribers by the end of quarter four.			Why this indicator is important	We are looking to increase the number of residents who feel well informed of local news and key Council decisions. This figure indicates how many subscribers have opted to receive our communications, and therefore we're able to send important messages to.	
History with this indicator	Due to GDPR, in May 2018 we had to erase all data and ask all subscribers (62,000) to resubscribe to our newsletter.			Any issues to consider	Targets were reviewed following since the introduction of GDPR.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18	
2018/19	8,124					
Target	8,000	11,000	15,000	18,000		
2017/18	69,964	69,341	69,045	66,341		

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RAG Rating	Performance Overview	Actions to sustain or improve performance
G	We've been very impressed with the number of new subscribers we have had on board since the GDPR resubscription push.	<ul style="list-style-type: none"> Continue to reach out to stakeholders to encourage them to signpost local people and businesses to sign up Continue organic and paid-for social media campaign
Benchmarking	No data available	

COMMUNITY LEADERSHIP AND ENGAGEMENT

Impact / Success of events evaluation (Annual Indicator)

Quarter 1 2018/19

Definition	Survey of people attending the events to find out: <ul style="list-style-type: none"> • Visitor profile: Where people came from, Who they were, How they heard about the event • The experience: Asking people what they thought of the event and how it could be improved. • Cultural behaviour: When they last experienced an arts activity; and where this took place. 	How this indicator works	Impact / success is measured by engaging with attendees at the various cultural events running over the Summer. Results are presented in a written evaluation report.
History with this indicator	See results below.	Any issues to consider	The outdoor cultural events programme runs from June to September.

Questions		2016/17	2017/18	DOT
3a	The percentage of respondents who agree that these annual events should continue	100%	91%	↓
3b	The percentage of respondents who agree that these events are a good way for people of different ages and backgrounds to come together	100%	92%	↓
3c	The percentage of respondents who live in the Borough	66%	64%	↓
3d	The percentage of respondents who were first time attenders at the event	43%	--	n/a
3e	The percentage of respondents who had attended an arts event in the previous 12 months	56%	64%	↑
3f	The percentage of respondents who heard about the event from LBBD social media activity	25%	28%	↑

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RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	Results for 2017/18 are included above. To allow comparison the results for the previous year are also included. In the 2017 survey, the question about first time attendance was not asked.	When we asked people what they particularly liked about the events and how they think they could be improved, a number of recurring themes were identified, which on the whole are similar to the responses received in 2016. Positive comments – free entry, atmosphere, good day out, family friendly; and seeing the community come together. Areas for improvement – more seating, cost of rides, more variety of food on sale, price of food, and more arts and crafts stalls.


Benchmarking	Not applicable – Local measure only
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COMMUNITY LEADERSHIP AND ENGAGEMENT

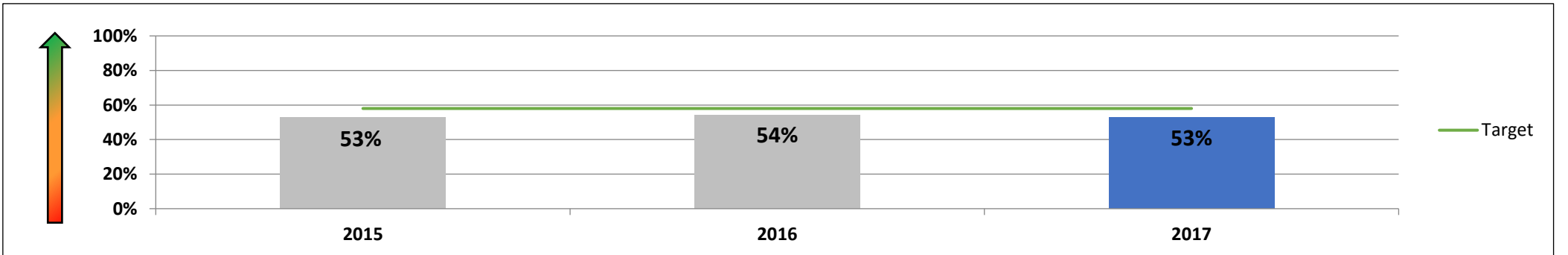
The percentage of respondents who believe the Council listens to concerns of local residents (Annual Indicator)

Quarter 1 2018/19

Definition	Residents Survey question: 'To what extent does the statement "Listens to the concerns of local residents' apply to your local Council?" The percentage of respondents who responded with either 'A great deal' or 'To some extent'.	How this indicator works	Results via a telephone survey conducted by ORS, an independent social research company. For this survey, mobile sample was purchased by ORS, enabling them to get in contact with harder to reach populations. Interviews conducted with 1,101 residents (adults, 18+).
What good looks like	Good performance would see higher percentages of residents believing that the Council listens to their concerns.	Why this indicator is important	Results give an indication of how responsive the Council is, according to local residents.
History with this indicator	2017 Residents' Survey – 53% 2016 Residents' Survey – 54% 2015 Residents' Survey – 53%	Any issues to consider	Results were weighted to correct any discrepancies in the sample to better reflect the population of Barking & Dagenham, based on a representative quota sample. Quotas set on age, gender, ethnicity and tenure.

Annual Result		DOT from 2016 to 2017
2017	53%	
Target	58%	
2016	54%	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Performance for this indicator has remained static. The Council has carried out a number of major consultations over the past year with residents and has made an effort to encourage residents to get involved. This may have contributed to helping ensure performance did not deteriorate over the last year. However, in order to see real improvements on this indicator the Council needs to be better at responding to the concerns of residents through dealing effectively with service requests. A key part of this is also about setting clear expectations and service standards so that residents know what to expect.	To improve results, the Council needs to ensure it is doing the basics right through business as usual, ensuring the services delivered are relentlessly reliable. Development of campaign plans with key messages for priority areas, as well as continuing to work to improve consultation and engagement.

COMMUNITY LEADERSHIP AND ENGAGEMENT

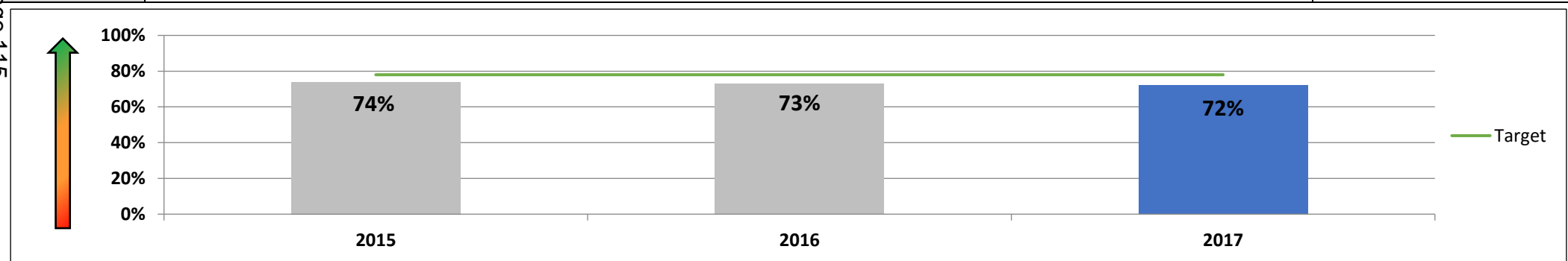
The percentage of residents who believe that the local area is a place where people from different backgrounds get on well together

Quarter 1 2018/18

Definition	Residents Survey question: 'To what extent do you agree that this local area is a place where people from different backgrounds get on well together' The percentage of respondents who responded with either 'Definitely agree' or 'Tend to agree'.	How this indicator works	Results via a telephone survey conducted by ORS, an independent social research company. For this survey, mobile sample was purchased by ORS, enabling them to get in contact with harder to reach populations. Interviews conducted with 1000 residents (adults, 18+).
What good looks like	An improvement in performance would see a greater percentage of residents believing that the local area is a place where people from different backgrounds get on well together.	Why this indicator is important	Community cohesion is often a difficult area to measure. However, this perception indicator gives some indication as to how our residents perceive community relationships to be within the borough.
History with this indicator	2017 Residents' Survey – 72% 2016 Residents' Survey – 73% 2015 Residents' Survey – 74%	Any issues to consider	Results were weighted to correct any discrepancies in the sample to better reflect the population of Barking & Dagenham, based on a representative quota sample. Quotas set on age, gender, ethnicity and tenure.

	Annual Result	DOT from 2016 to 2017
2017	72%	↓
Target	78%	
2016	73%	


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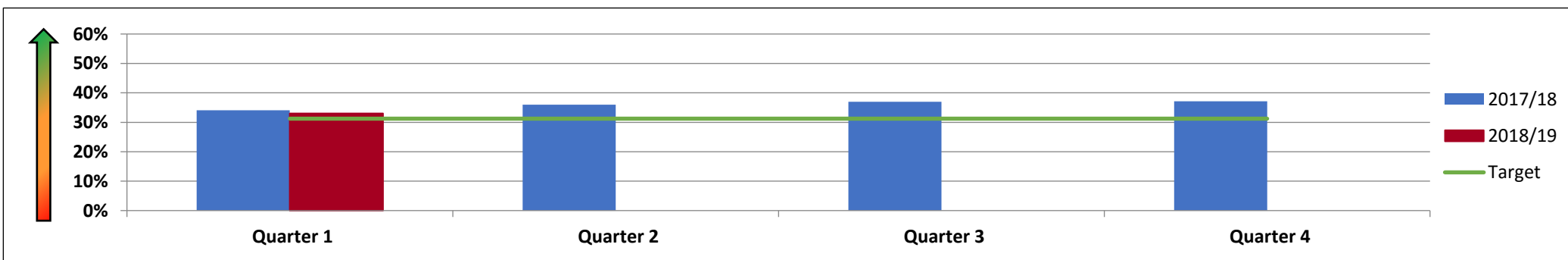
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Results for this indicator decreased slightly in 2017, dropping from 73% to 72%. Given the circumstances, nationally as a result of Brexit and the reported rise in hate crime in places across the country, it is positive to note that performance for this indicator is holding steady. However, the performance for this indicator is still below the target of 78% and therefore RAG rated Amber.	Work is underway to develop a Cohesion Strategy which will respond to issues and provide a plan to improve performance for this indicator.
Benchmarking	The national Community Life Survey Results – 89%	

Equalities and Diversity – Key Performance Indicators 2018/19

EQUALITIES AND DIVERSITY Quarter 1 2018/19 The percentage of Council employees from BME Communities

Definition	The overall number of employees that are from BME communities.		How this indicator works	This is based on the information that employees provide when they join the Council. They are not required to disclose the information and many chose not to, but they can update their personal records at any time they wish.	
What good looks like	That the workforce at levels is more representative of the local community (of working age).		Why this indicator is important	This indicator helps to measure and address under-representation and equality issues within the workforce and the underlying reasons.	
History with this indicator	The overall percentage of Council employees from BME Communities has recently seen an upward trend for however the Q1 figures show a marginal decrease when compared to the same period in 2017/2018		Any issues to consider	A number of employees are “not-disclosed”, and the actual percentage from BME communities is likely to be higher. Completion of the equalities monitoring information is discretionary and we are looking at how to encourage new starters to complete this on joining the Council and employees to update personal information on Oracle.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2018/19	33.0%				
Target	31.24%	31.24%	31.24%	31.24%	
2017/18	34.11%	35.98%	36.96%	37.17%	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The councils BME% continues to remain above the target figure. It has seen a decrease from Quarter 4 of the previous year and this is attributed to the changes to the workforce numbers following the transfer of staff to the new companies in April 2018.	Monitoring will continue and it is expected that ongoing high volume recruitment in areas such as Public Realm will attract candidates from within the borough to greater align representation to the borough’s profile.
Benchmarking	Not applicable – Local measure only	

The percentage of employees from BME Communities – Service Breakdown

BME	Non-BME	Not Provided	Prefer not to say
782	1513	40	33
33.0%	63.9%	1.7%	1.4%

Service Block	BME	Non-BME	Not Provided	Prefer not to say
Adults Care and Support (Commissioning)	20.0%	76.0%	4.0%	0.0%
Adults Care and Support (Operational)	45.6%	50.7%	3.0%	0.7%
CE/People and Resilience/Inclusive Growth/Transformation	22.2%	72.2%	0.0%	5.6%
Chief Operating Officer	14.3%	75.0%	0.0%	10.7%
Children's Care and Support (Commissioning)	35.2%	61.1%	3.7%	0.0%
Children's Care and Support (Operational)	43.6%	53.3%	3.1%	0.0%
Community Solutions	38.4%	60.1%	1.1%	0.4%
Culture and Recreation	7.9%	81.6%	10.5%	0.0%
Education	17.4%	80.2%	1.9%	0.5%
Enforcement Service	40.2%	59.8%	0.0%	0.0%
Finance	43.5%	54.3%	0.0%	2.2%
Law and Governance	27.1%	65.1%	0.0%	7.8%
My Place	26.0%	64.9%	1.5%	7.6%
Policy and Participation	15.4%	82.1%	2.6%	0.0%
Public Health	9.1%	90.9%	0.0%	0.0%
Public Realm	15.0%	83.2%	1.5%	0.3%
Repairs and Maintenance	57.1%	42.4%	0.5%	0.0%

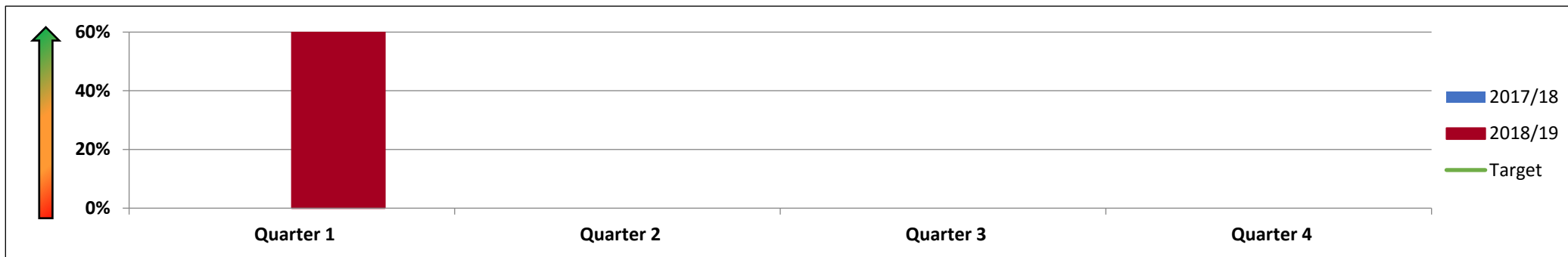
EQUALITIES AND DIVERSITY

**Quarter 1
2018/19**

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

Definition	The number of employees that have completed mandatory training courses as defined by the council.			How this indicator works	The indicator assesses the level of completion of all of the courses that the council deems are mandatory to ensure its compliance with legislative and best practice requirements.
What good looks like	The council is aiming for full compliance in completion of all mandatory training courses.			Why this indicator is important	This indicator gives assurance that staff are completing the relevant training that the council deems necessary.
History with this indicator	This is a new corporate indicator and so there is no published history for comparison.			Any issues to consider	There are certain scenarios where staff may not be able to complete the mandatory training such as long-term absence from work for either long term sickness, maternity, paternity or adoption leave.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	65.8%				n/a
Target	Target to be set				
2017/18	New indicator for 2018/19				

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RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	Compliance levels are high but not at the level but however there is still progress to be made to achieve full compliance.	Improved monitoring and targeted scrutiny to identify areas of non-compliance will be provided to Directors to assist in raising completion of mandatory training courses.
Benchmarking	Not applicable – Local measure only	

EQUALITIES AND DIVERSITY

The Council's Gender Pay Gap

Quarter 1 2018/19

Definition	The Council is required by law to publish gender pay gap information by March of each year. All large employers who have a workforce of over 250 employees need to comply with the legislation. The Council now reviews the gender pay gap each quarter.			How this indicator works	The indicator looks at total pay for both male and female employees over the quarter but excludes the bonus elements. The pay gap ratio identifies the differential between the total pay received by both men and women. A positive figure means that women are paid less than men. A negative figure means that women are paid more than men.
What good looks like	That the levels of pay between male and female employees do not have significant imbalances with either group receiving significantly higher or lower levels of pay.			Why this indicator is important	This indicator helps to measure and address any bias in pay between male and female employees.
History with this indicator	The first gender pay gap figure produced by the council in March 2018 identified a differential of 12.8% showing that women were paid less than men. The figure included in this report shows that there has been movement on this and that our female workers are paid higher than men.			Any issues to consider	The figure below excludes all payments categorised as a bonus payment's because this reporting period is quarterly, and payments classified under the GPG guidelines such as social worker retention payments would not have been made during the window where as productivity bonus payments in Repairs and Maintenance would have been and this would have had an artificially negative effect on the figure.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2018/19	-3.5%				
Target					
2017/18				-4.1%	

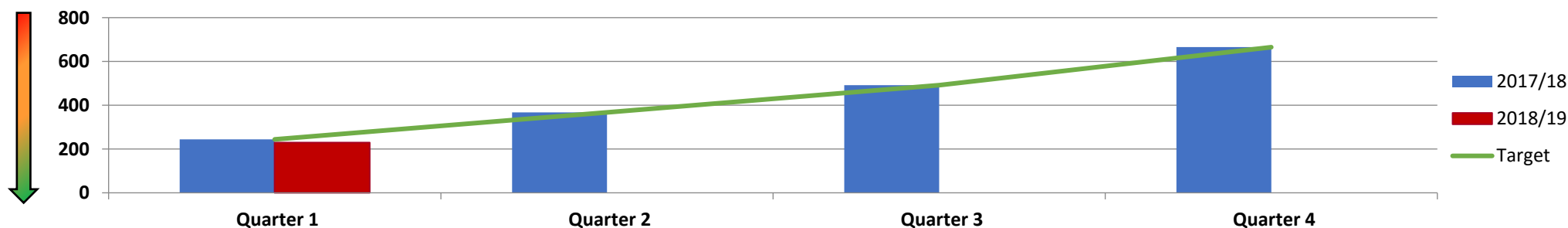


RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The current GPG ratio demonstrates that there is no significant pay differential and that female pay is generally higher than male colleagues. This GPG figure is for current employees only and does not include those that were transferred out to the new companies in April 2018.	The council will continue to monitor the GPG ratio in preparation for its annual submission in March 2019.
Benchmarking	Not applicable – Local measure only	

Public Realm – Key Performance Indicators 2018/19

PUBLIC REALM					Quarter 1 2018/19
The weight of fly-tipped material collected (tonnes)					
Definition	Fly tipping refers to dumping waste illegally instead of using an authorised method.	How this indicator works	(1) Fly-tip waste disposed at Material Recycling Facility and provided with weighbridge tonnage ticket to show net weight. The weights for all vehicles are collated monthly by East London Waste Authority (ELWA) and sent to boroughs for verification. (2) Following verification of tonnage data, ELWA sends the data to the boroughs and this is the source information for reporting the KPI.		
What good looks like	In an ideal scenario fly tipping trends should decrease year on year and below the corporate target if accompanied by a robust enforcement regime.	Why this indicator is important	To show a standard level of cleanliness in the local authority, fly tipping needs to be monitored. This reflects civic pride and the understanding the residents have towards our service and their own responsibilities.		
History with this indicator	2017/18 end of year result – 665 tonnes collected 2016/17 end of year result – 1,167 tonnes collected 2015/16 end of year result – 627 tonnes collected 2014/15 end of year result – 709 tonnes collected	Any issues to consider	Performance for this indicator fluctuates year on year depending on the collection services on offer, for example, the introduction of charges for green garden waste. We are monitoring the impact of green garden waste charges on fly tipping, but thus far, we have not seen any significant impact.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	229 tonnes				↑
	244 tonnes	367 tonnes	492 tonnes	665 tonnes	
2017/18	244 tonnes	367 tonnes	492 tonnes	665 tonnes	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The weight of fly-tipped materials collected (tonnes) in quarter 1 was 229 tonnes. This is 15 tonnes below the previous year (2017/18) quarter 1 target.	We carry out monthly monitoring of waste tonnage data to be more accurate and have found out some discrepancies where waste had been allocated to the wrong waste type. The continuing work of the area managers and enforcement team to pursue and prosecute fly-tippers will continue to contribute in the improvement of this indicator. Quick response to fly-tips stops them from building up and increasing the tonnage and may deter those who would add to existing fly-tips.
Benchmarking	We benchmark our fly tipping waste monthly with other ELWA partners. However, figures do not necessarily compare due to individual borough characteristics (population, housing stock etc.)	

PUBLIC REALM

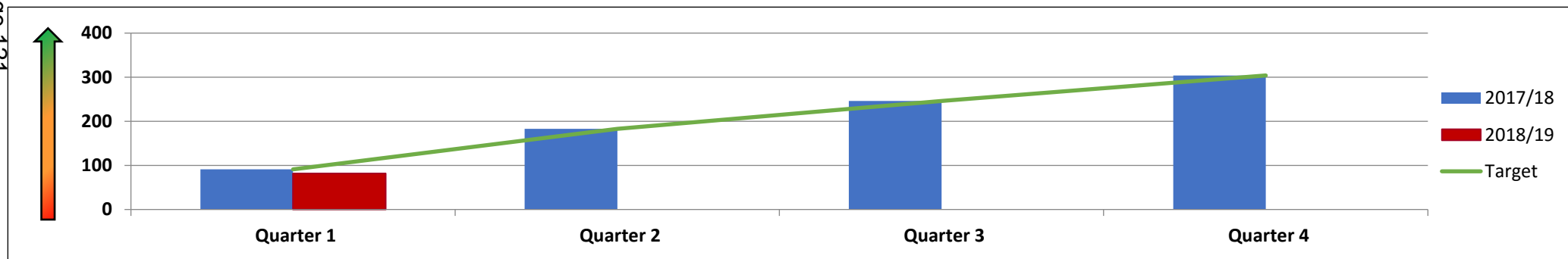
The weight of waste recycled per household (kg)

Quarter 1 2018/19

Definition	Recycling is any recovery operation by which waste materials are reprocessed into products, materials or substances whether for the original or other purposes.	How this indicator works	This indicator is the result of all recycle collected through our brown bin recycling service, brink banks, RRC (Reuse & Recycling Centre) and 'back-end' recycling from the Mechanical and Biological Treatment (MBT) Plant. The total recycled materials weight in kilograms is divided by the total number of households in the borough (74,707 households 2017/18).
What good looks like	An increase in the amount of waste recycled per household.	Why this indicator is important	It helps us understand public participation. It is also important to evaluate this indicator to assess operational issues and look for improvements in the collection service.
History with this indicator	2017/18 – 304kg per household 2016/17 – 302kg per household 2015/16 – 218kg per household 2014/15 – 291kg per household	Any issues to consider	August recycling low due to summer holidays and from October to March due to lack of green waste recycling tonnages/rates are also low.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	82kg				
Target	91kg	183kg	246kg	304kg	
2017/18	91kg	183kg	246kg	304kg	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
A	<p>The weight of waste recycled per household in quarter 1 was 82kg. This is 9kg or 10% below the previous year (2017/18) quarter 1 target of 91kg. The reasons for this are two-fold namely:</p> <ol style="list-style-type: none"> 1.The months of April/May/June were poor months in terms of Frizlands Reuse and Recycling Centre recycling, particularly green waste, due in part at least to the poor dry weather. 2. Despite communication campaigns and engagement, contamination of the brown bins has been very high averaging 40% compared to more acceptable level of 10 – 15%. 	<p>The Waste Minimisation Team continue to tackle the issue of contamination as part of the kerbside collection. Addressing this issue will be crucial to maintain LBBD’s recycling rate.</p> <p>The team also responds to direct reports of contamination from crews and supervisors and directly engaging the residents, instructing, and educating to resolve contamination from households.</p>
Benchmarking	<p>We benchmark our recycling waste monthly with other ELWA partners. LBBD is ranked second out of the four ELWA boroughs (1st Havering; 2nd LBBB, 3rd Redbridge; and 4th Newham). However, figures do not necessarily compare due to individual borough characteristics (population, housing stock etc.)</p>	

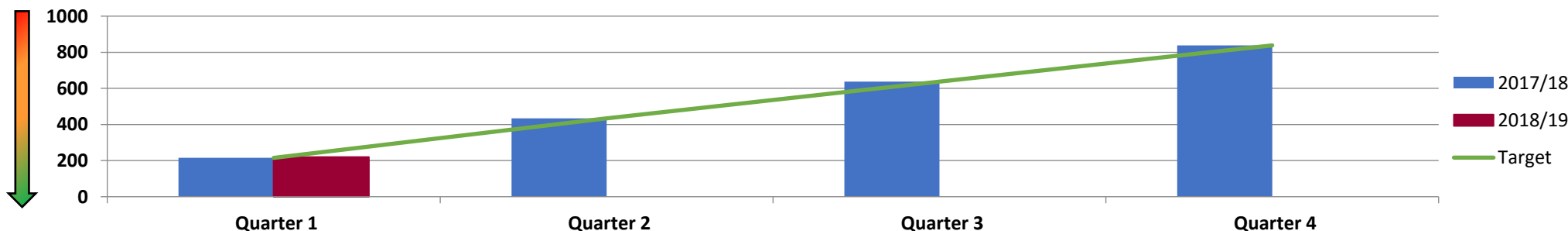
PUBLIC REALM

The weight of waste arising per household (kg)

Quarter 1 2018/19

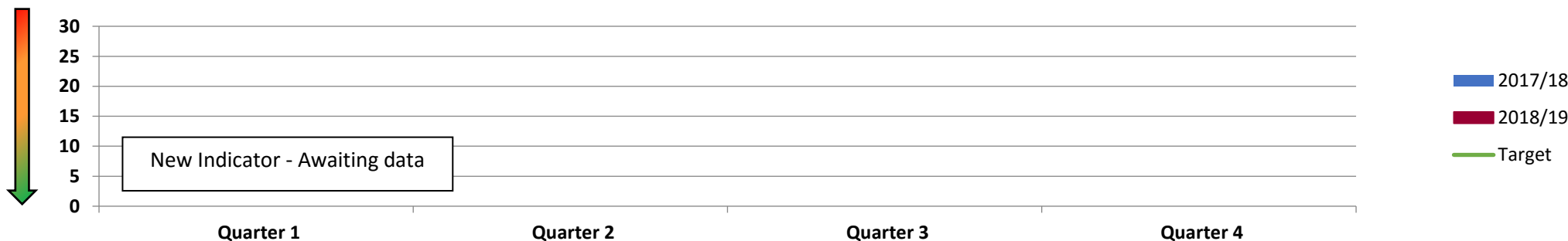
Definition	Waste is any substance or object which the holder discards or intends or is required to discard and that cannot be recycled or composted.	How this indicator works	This indicator is a result of total waste collected through kerbside waste collections, Frizlands RRC, bulky waste and street cleansing minus recycling and garden waste collection tonnages. The residual waste in kilograms is divided by the number of households in the borough (74,707 households 2017/18).		
What good looks like	A reduction in the amount of waste collected per household.	Why this indicator is important	It reflects the council's waste generation intensities which are accounted monthly. It derives from the material flow collected through our grey bin collection, Frizlands RRC residual waste, bulk waste and street cleansing collections services.		
History with this indicator	2016/17 – 842kg 2015/16 – 877kg 2014/15 – 952kg	Any issues to consider	Residual waste generally low in month of August due to summer holidays and high during Christmas/New Year and Easter breaks.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	220kg				
Target	215kg	434kg	638kg	838kg	
2017/18	215kg	434kg	638kg	838kg	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The weight of waste arising per household in quarter 1 was 220kg. This is 5kg or 2.5% above the previous year (2017/18) quarter 1 target of 215kg. This is due to the dry weather conditions in the months of April/May/June which resulted in low recycling performance, particularly green waste. Lower recycling tonnages tend to increase the weight of waste arising per household. We have also since an increase in household numbers from 74,707 in 2017/18 to 75,734 in 2018/18, without corresponding increase in recycling.	Work is being continued by the waste minimisation team to police the number of large bins being delivered. Increased communications campaigns by the Communications Team is underway by targeting those households that produce the most waste. The waste behavioural change communications strategy is three-fold: Firstly, raise awareness of what LBBB's waste services are – all residents. Secondly, ensure resident know how to use the service – all residents. Finally, target those people who produce the most waste focusing on behaviour change – highly targeted.
Benchmarking	We benchmark our fly tipping waste monthly with other ELWA partners. However, figures do not necessarily compare due to individual borough characteristics (population, housing stock etc.).	

Definition	This indicator provides an overview of the cleansing standards of the borough. This indicator measures the levels of litter, detritus, fly posting and graffiti.		How this indicator works	This indicator works through a grading system. This is; A/B+/B/B-/C/C-/D, with A being the highest performance grade. These surveys are carried out in 3 tranches; April-July, August-November & December-March.	
What good looks like	The lower the percentage the better the standard.		Why this indicator is important	This indicator is important to us as we can judge areas that need more attention, and this can also help us identify problematic areas that could be targeted by enforcement and Anti-Social Behaviour teams.	
History with this indicator	The last report and available data for this indicator was in 2014/15. The results were: Litter 2%; detritus 6%; graffiti 1% and flyposting 2%.		Any issues to consider	We have recently seen an increase in footfall in busy shopping areas such as Barking Town Centre, The Heathway; along with an increase in new housing estates, which the section has had to absorb with its current workforce.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	Not Available*				n/a
Target					
2017/18	New indicator for 2018/19				




RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	*The Street Cleansing service has recently undergone staff restructure, and the full complement of staff is yet to be completed. However, the service is planning to train key staff to undertake these surveys. It is anticipated the results of the tranche 2 survey (August – November) could be reported in Quarter 2 Corporate Performance Report.	
Benchmarking	Not available. The National indicator had been abolished by Government since 2010.	

Enforcement and Community Safety – Key Performance Indicators 2018/19

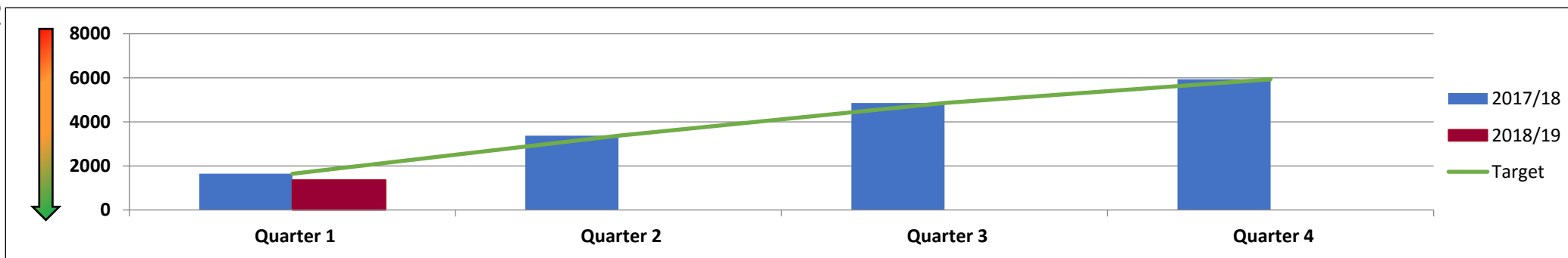
ENFORCEMENT AND COMMUNITY SAFETY

The number of anti-social behaviour incidents reported in the borough

Quarter 1 2018/19

Definition	Anti-social behaviour includes Abandoned Vehicles, Vehicle Nuisance, Rowdy/Inconsiderate Behaviour, Rowdy/Nuisance Neighbours, Malicious/ Nuisance Communications, Street Drinking, Prostitution Related Behaviour, Noise, Begging.	How this indicator works	As defined, it is a count of all calls reported to the police.		
What good looks like	Ideally we would see a year on year reduction in ASB calls reported to the Police.	Why this indicator is important	This indicator has been agreed as one of the high volume crime priorities for Barking and Dagenham. This was agreed between the Leader, the Crime and Enforcement Portfolio holder, the Chief Executive of the council, CSP Chair, Borough Commander and the Mayor's Office of Policing and Crime (MOPAC) for the 2017/18 period.		
History with this indicator	2014/15: 5999 calls 2015/16: 5688 calls 2016/17: 6460 calls 2017/18: 5929 calls	Any issues to consider			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2017/18	1358				
Target	Year on year reductions	Year on year reductions	Year on year reductions	Year on year reductions	
2016/17	1643	3372	4859	5929	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Using YTD Figures at June 2018 (1358 calls) ASB calls to the police are down 17.3% (down 285 calls) on the 1643 calls reported by June 2017. In comparison ASB Calls to the Police across London are down 11%.	Actions within this area include: • Issued over 1,320 fines for enviro-crime including more than 335 fines for littering, • Wall of shame officially launched, • Dealt with 1,600 reports of eyesore gardens, • 28 prosecutions of rogue landlords. The Community Safety Partnership will need to review how we sustain this level of work.
Benchmarking	Rate per 1,000 residents is 27.3 in line with the London average (27.8). This ranks Barking and Dagenham as 18 of 32 (1 = lowest ASB rate & 32 = highest ASB rate).	

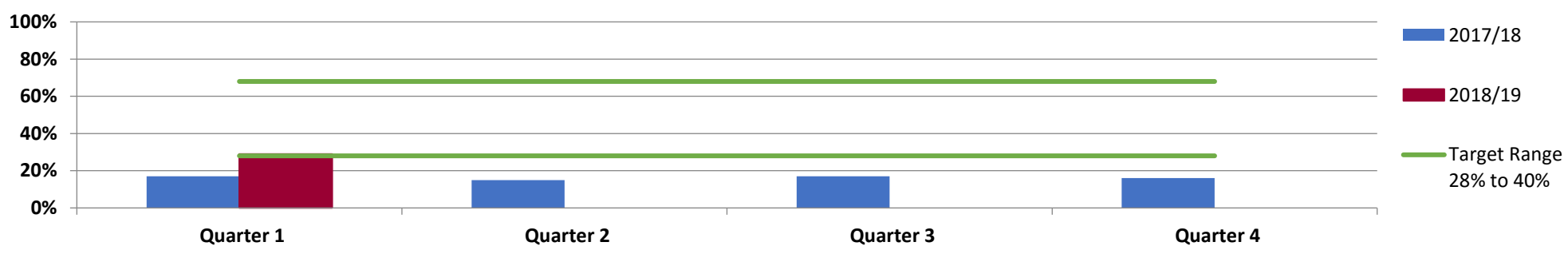
ENFORCEMENT AND COMMUNITY SAFETY

Repeat incidents of domestic violence (MARAC)

Quarter 1 2018/19

Definition	Numerator: Number of repeat cases of domestic abuse within the last 12 months referred to the MARAC		How this indicator works	This indicator looks at the number of repeat cases of domestic abuse that are being referred to the MARAC from partners.	
	Denominator: Number of cases discussed at the MARAC				
What good looks like	The target recommended by SafeLives is to achieve a repeat referral rate of between 28% to 40%. A lower than expected rate usually indicates that not all repeat victims are being identified and referred to MARAC.		Why this indicator is important	This indicator helps to monitor partner agencies ability to flag repeat high risk cases of domestic abuse and refer them to the MARAC for support.	
History with this indicator	2014/15 end of year result: 20% 2015/16 end of year result: 25% 2016/17 end of year result: 28% 2017/18 end of year result: 16%		Any issues to consider	Repeat referral rate is a single indicator and is not fully representative of MARAC performance. MARAC processes vary across areas and therefore benchmarking should be considered with caution for this indicator.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	29%				
Target	28% to 40%	28% to 40%	28% to 40%	28% to 40%	
2017/18	17%	15%	17%	16%	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
G	At June 2018 the accumulative rate of repeat referrals to MARAC has decreased to 29% but is still within the recommended levels expected by Safelives (28% to 40%). Repeat referral rate is a single indicator and is not fully representative of MARAC performance. MARAC processes vary across areas and therefore benchmarking should be considered with caution for this indicator.	MARAC Chair has raised this internally within Police, and this has been discussed at the VAWG sub group to CSP. A commitment was made in December 2017 that police would refer all cases where there had been 3 non-crime book domestics in 12 months. This has seen an increase in total cases, and we are seeing higher numbers of repeat victims known to police, but this has not led to an increase in repeat cases known to MARAC and therefore has not impacted this indicator. These cases are referred to as escalation cases rather than repeats. There is some concern that although the number of cases has increased, they are not all presenting as high risk. This is being monitored and will be on the agenda at the next VAWG sub group meeting.
Benchmarking	Benchmarking data is currently available for January 2017 to December 2017. Metropolitan Police Force average: 21%. National: 28%. Most Similar Force: 29%	

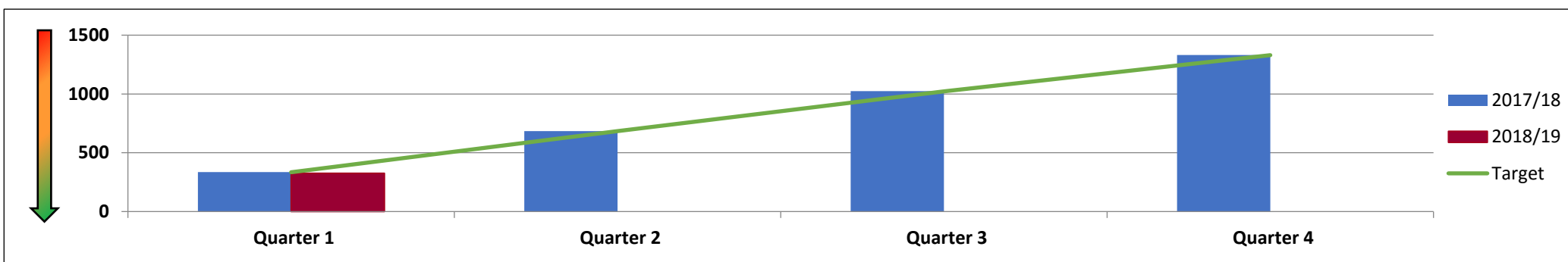
ENFORCEMENT AND COMMUNITY SAFETY

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

Quarter 1 2018/19


Definition	The number of violence with injury offences reported to and recorded by the police which were non-domestic.		How this indicator works	This indicator is the accumulative count of all non-domestic violence with injury offences reported to the police within the financial year period specified.		
What good looks like	We are looking for a decrease in this figure and would normally compare with the same period in the previous year, as crime is (broadly) seasonal.		Why this indicator is important	This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, The Crime and Enforcement Portfolio holder, the Chief Executive of the council, CSP Chair, Borough Commander and the Mayor’s Office of Policing and Crime (MOPAC).		
History with this indicator	2013/14: 987 2014/15: 1,147 2015/16: 1,325 2016/17: 1,366 2017/18: 1,331	Any issues to consider	In April 2014 changes were made to the way in which violence was recorded and classified (see new Home Office Counting Rules Guidance). HMIC inspections of police data in 2013-14 also raised concerns about a notable proportion of crime reports not being recorded, particularly during domestic abuse inspections. Implementation of the new recording and classification guidance and training to improve crime recording mechanisms around violence and domestic abuse have led to a rapid upward trajectory in Violence with Injury.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18	
2017/18	326					
Target	Year on year reduction	Year on year reduction	Year on year reduction	Year on year reduction		
2016/17	335	684	1,024	1,331		

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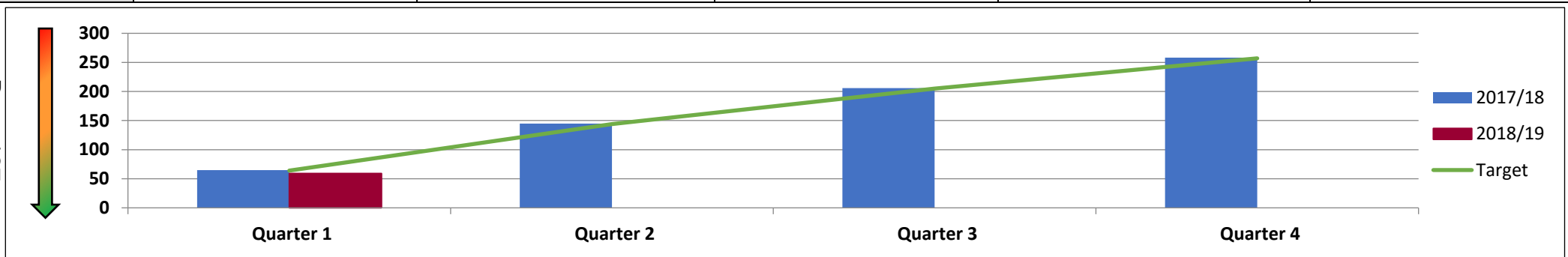


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Using 2018/19 Financial Year to Date figures at June 2018 (326 offences) shows that Non-Domestic Abuse Violence With Injury is down by -3% (-10 offences) compared to June 2017 (336 offences). Therefore, AMBER RATING. In comparison London is down by 1.4%.	RAG rated as Amber due to not meeting local definition for green (which is a reduction of 5% or more). Actions in this area include: Test Purchasing, Commissioning ARC Theatre, Knife Crime Programme in 2018/19, developing a long-term trauma informed model. Focus on reduction Non-domestic abuse violence with injury is concentrated on the two Town centres in the borough. The partnership needs to provide a visible presence in these areas.
Benchmarking	Using rolling 12month figures to Sep 2017 Barking and Dagenham has a rate of 9.1 offences per 1,000 population. This places the borough 30 of 32 in London or 3 rd highest.	

ENFORCEMENT AND COMMUNITY SAFETY
The number of serious youth violence offences recorded
Quarter 1 2017/18

Definition	Serious Youth Violence is defined by the MPS as 'Any offence of most serious violence or weapon enabled crime, where the victim is aged 1-19.'		How this indicator works	Serious Youth Violence is a count of victims of Most Serious Violence aged 1-19.	
What good looks like	We are looking for a decrease in this figure, and would normally compare with the same period in the previous year, as crime is (broadly) seasonal.		Why this indicator is important	This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, Chief Executive, CSP Chair, Borough Commander and the Mayor's Office of Policing and Crime (MOPAC) for the 2017/18 period.	
History with this indicator	2014/15: 182 2015/16: 245 2016/17: 224 2017/18: 258		Any issues to consider	Serious Youth Violence Counts the number of victims aged 0-19 years old, not the number of offences.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	59				
Target	Year on year reduction	Year on year reduction	Year on year reduction	Year on year reduction	
2017/18	65	145	206	258	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Using 2018/19 Financial Year To Date figures at June 2018 (59 victims) Serious Youth Violence is down by 9.2 % (- 6 victims) compared to FYTD figures at June 2017 (65 victims). In comparison London is down by 5.4%. However, a reduction throughout the year needs to be maintained if we are achieve a figure lower than 2016/17.	Actions focus on both the victim and the perpetrator. £268,000 of the London Crime Prevention Fund has been allocated to the area of keeping children and young people safe (42% of the total funding). Work streams include: <ol style="list-style-type: none"> 1) High level mentoring support for those identified as high risk of involvement in violence, gang involvement or resettling back into the community after a custodial sentence. 2) Supporting the delivery of Out of Court Disposals work in a bid to work with young people at an earlier stage to avoid entry into the criminal justice system. 3) Counselling and mentoring workshops and performances with targeted groups of young people in schools and other settings on offences with weapons such as knives, noxious substances and CSE. 4) Development of a Youth Matrix to identify the most at risk young people through schools, police, youth service and Youth Offending Service. 5) Full Time Support workers to provide one to one mentoring as part of early intervention identified by the matrix. We are working with schools and voluntary organisations to develop a trauma informed approach which will have a long-term impact.
Benchmarking	Rank (by Volume) Barking and Dagenham is 19 of 32 (1 = lowest crime rate & 32 = highest crime rate).	

ENFORCEMENT AND COMMUNITY SAFETY

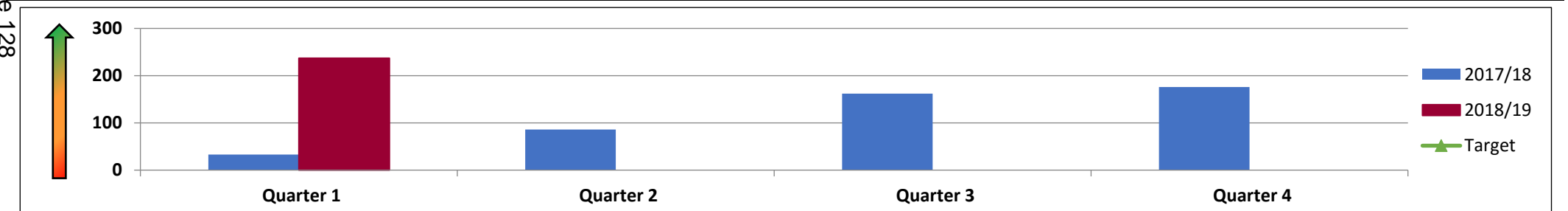
Quarter 1 2018/19

The number of properties brought to compliance by private rented sector licensing

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Definition	The number of non-compliant properties brought to compliant standard.	How this indicator works	This indicates the number of properties that do not meet the standard and through informal and formal action have now had the issues addressed.		
What good looks like	Having a very low number of non-compliant properties therefore reflecting good quality private rented properties in the borough.	Why this indicator is important	There are approximately 15,000 privately rented properties in the borough and as a licensing service we need to ensure that all those properties are compliant and have a licence.		
History with this indicator	The scheme has been live since September 2014 and compliance visits have taken place on 87% of all properties that have applied for a licence.	Any issues to consider	Enforcement officers have been tasked to tackle the total number of non-compliant properties through enforcement intervention, for example formal housing notices to ensure work is carried out and property standards improved. There is a significant increase of properties that were originally issued a selective licence between 2014 – 2017 that have since become non-compliant due to breaches of licensing conditions. The total number of non-compliant has reduced, however the volume of non-compliant properties remains at approximately 2% of the private rental sector.		


	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	237				↑
2017/18	33	86	162	176	



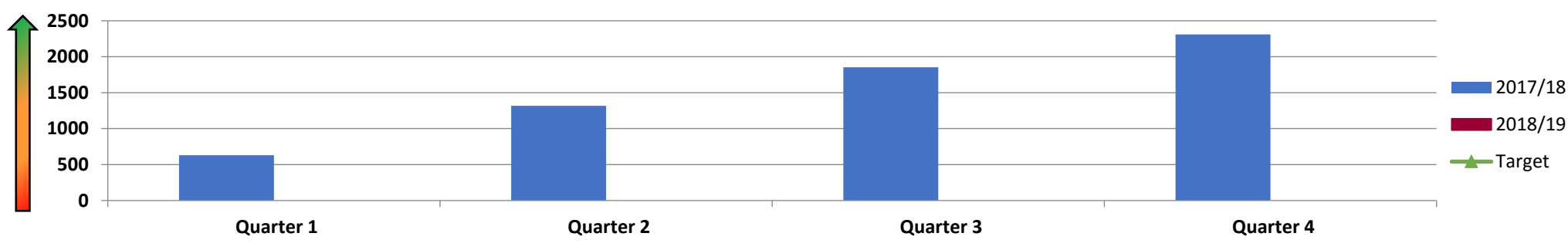
RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The current number of non-complaint properties is steadily increasing by the month. This will be tackled by meeting the officers on 121 bases to address the issues with the non-complaint properties.	A target date will be agreed with the individual officers to take the necessary enforcement actions to address all identified issues at the non-complaint properties and brought to a close. We are projecting to reduce the number of non-complaint properties by 60% within the next 1 month.
Benchmarking	Barking and Dagenham remain the only Borough within London to inspect all properties prior to issuing a licence. In terms of enforcement, we are engaging with landlords in the first instance encouraging them to raise property standards. Enforcement intervention is used where there has been a disregard to the licensing regime or legal requirements.	

ENFORCEMENT AND COMMUNITY SAFETY
The number of fixed penalty notices issued

Quarter 1 2018/19

Definition	The number of fixed penalty notices issued by the enforcement team	How this indicator works	This indicator shows how many FPNs are issued by the team monthly. This indicator allows Management to see if team outputs are reaching their minimum levels of activity which allows managers to forecast trends.		
What good looks like	75% payment rate of FPN issued.	Why this indicator is important	Meets the council's priorities of civic pride and social responsibilities. Reduce the cost on waste and cleansing services including disposal costs.		
History with this indicator	2017/18 – 2,311 FPNs issued 2016/17 – 1,914 FPNs issued	Any issues to consider	We cannot set income targets for FPN's.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2017/18	415				
2017/18 YTD	415				
2016/17	629	688	536	458	
2016/17 YTD	629	1,317	1,853	2,311	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The service has issued 415 FPN's during the first quarter of 2018/19. This is a 34% reduction on the number issued in the same quarter last year.	Awaiting comments.
Benchmarking	Benchmarking data not available.	

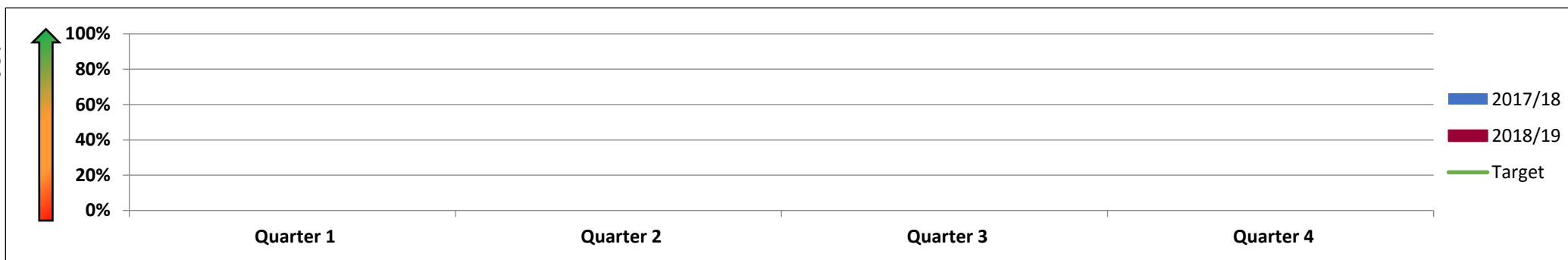
ENFORCEMENT AND COMMUNITY SAFETY

The percentage of fixed penalty notices paid / collected

Quarter 1 2018/19

Definition	The percentage of fixed penalty notices issued that have been paid / collected.	How this indicator works	This indicator monitors the collection rate of those fixed penalty notices that have been issued.			
What good looks like	The aim is to increase the rate of FPNs collected / paid.	Why this indicator is important	Ensures that the enforcement action taken by officers is complied with and enhances the reputation of the council in taking enforcement action.			
History with this indicator	2017/18 - 2016/17 – 58.8% FPNs paid / collected	Any issues to consider				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18	
2018/19	67.5%					
2018/19 YTD	67.5%					
Target	75%	75%	75%	75%		
2017/18	83.78%	75%	67%	45%		
2017/18 YTD	83.78%	79.39%	75.26%	67.70%		

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RAG Rating	Performance Overview	Actions to sustain or improve performance
A	<p>Quarter 1 is showing a payment rate of 67.5% against the FPNs issued during that period.</p> <p>Over the first quarter of the year, the number of FPN's issued has reduced, alongside a reduction in the percentage collected.</p>	<p>Ensure that the balance between issuing FPN's and chasing payments is correct so that the number of FPN's is sustained.</p>
Benchmarking	Benchmarking data not available.	

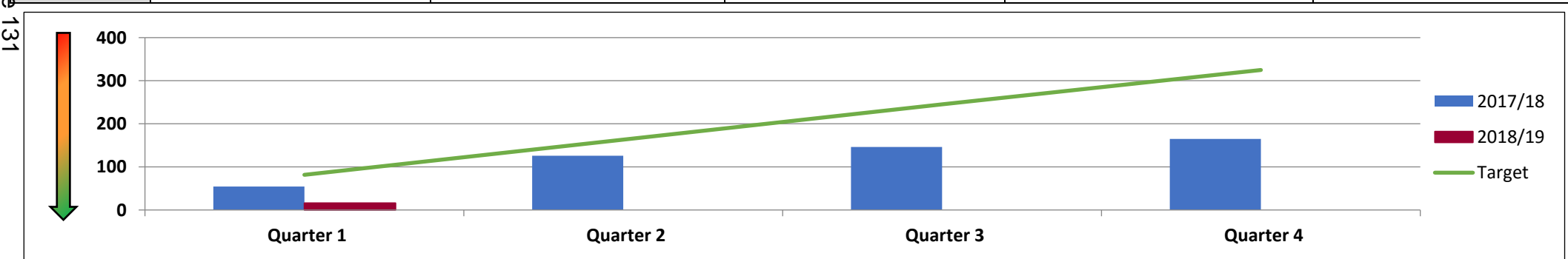
Social Care and Health Integration – Key Performance Indicators 2018/19

SOCIAL CARE AND HEALTH INTEGRATION

The total Delayed Transfer of Care Days (per 100,000 population) attributable to social care Quarter 1 2018/19

Definition	Total number of days that patients remain in acute hospitals because of social care service delays when they are otherwise medically fit for discharge.	How this indicator works	This indicator measures the total number of social care delayed days recorded in a month per 100,000 population and converts it to a quarterly total. The indicator is reported two months in arrears.
What good looks like	Good performance is below the target for the period. The target is set in the Better Care Fund plan.	Why this indicator is important	The indicator is important to measure as delayed transfers of care have an impact on the hospital system and the patient. In principle, hospitals can fine the Council for delays that it causes, and there is a risk to central Government funding if performance is very poor.
History with this indicator	2015/16: 1457 days, 1084.9 per 100,000 2016/17: 550 days, 388.4 per 100,000 2017/18: 240 days, 164.9 per 100,000	Any issues to consider	During Q2, NHS England introduced several changes ahead of the Better Care Fund Plan submission which included the imposition of targets and demands for further improvement. To facilitate monitoring of the plan this indicator will be reported on a cumulative basis. The target reflects the agreed targets in the approved BCF plan.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	16.2				↑
Target	81.6	163.1	245.4	324.9	
2017/18	54.6	125.8	146.2	164.9	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The data is complete for Q1 2018/19. In the year to 30 June a total of 24 delayed days were attributed to social care alone, equivalent to 16.2 per 100,000 people. Performance improved significantly compared with the same period last year. The target from 2017-18 remains in place and is provisional as NHS England is considering local targets for 2018-19.	NHS England have released the DTOC expectations for local authorities for 2018-19. Under its new methodology, based on a baseline of Q3 2017-18, both the CCG and the council are required to maintain the performance of that quarter, which was exceptionally good. Maintaining this level of performance over the course of the coming year is not feasible as there is very little room for any deterioration in performance. We have provided detailed analysis to NHS England (6 th August 18) to include in their national review on the impact of targets and to help them identify specific conditions for further consideration of our target.
Benchmarking	Q1 2018/19: Redbride 8.0 per 100,000, Havering 36.6 per 100,000, England average 283.24 per 100,000	

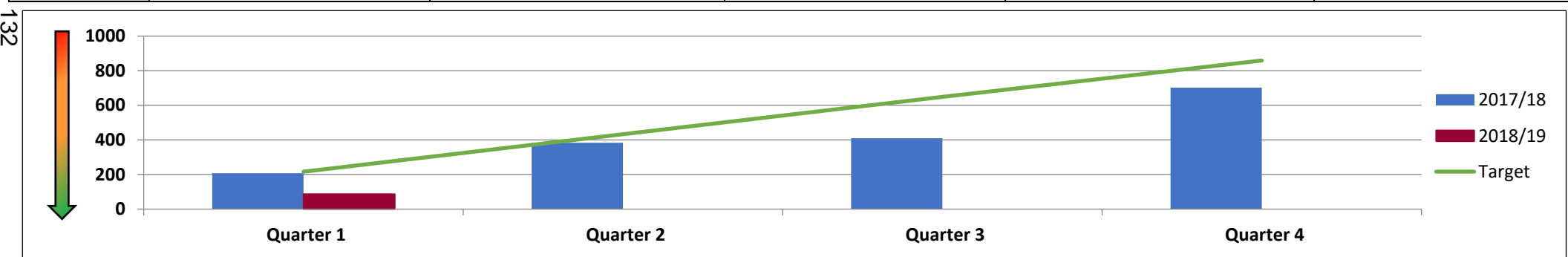
SOCIAL CARE AND HEALTH INTEGRATION

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

Quarter 1 2018/19

Definition	The number of permanent admissions to residential and nursing care homes, per 100,000 population (65+).	How this indicator works	This indicator looks at the number of admissions into residential and nursing placements throughout the financial year, using a population figure for older people. A lower score is better as it indicates that people are being supported at home or in their community instead.
What good looks like	The Better Care Fund has set a maximum limit of 170 admissions, equivalent to 858.9 per 100,000.	Why this indicator is important	The number of long term needs met by an admission to a care homes is a good measure of the effectiveness of care and support in delaying dependency on care and support services.
History with this indicator	2014/15 - 177 admissions, 905.9 per 100,000 2015/16 - 179 admissions, 910.0 per 100,000 2016/17 - 145 admissions, 737.2 per 100,000 2017/18 –139 admissions, 702.3 per 100,000	Any issues to consider	The indicator includes care home admissions of residents where the local authority makes any contribution to the costs of care, irrespective of how the balance of these costs are met. Residential or nursing care included in the indicator is of a long-term nature, short-term placements are excluded.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr1 2017/18
2018/19	85.9				↑
Target	216.2	432.4	648.7	858.9	
2017/18	207.1	384.0	409.8	702.3	




RAG Rating	Performance Overview	Actions to sustain or improve performance
G	During the quarter 17 older people were admitted to long-term residential and nursing care (85.9 per 100,000). Performance is above the target and is better than Quarter 1, 2017/18. The data for 2017/18 has been revised as reconciliation at year end showed that there were 30 more admissions than reported during the year.	<ul style="list-style-type: none"> Adult Care and Support continues to maintain significant management focus on ensuring that community-based care and support solutions are optimised. Mid-year reconciliation of admissions will be undertaken to ensure that activity is reflected in reporting during the year.
Benchmarking	2016-17: ASCOF comparator group average – 479.2 per 100,000; London average – 438.1 per 100,000	

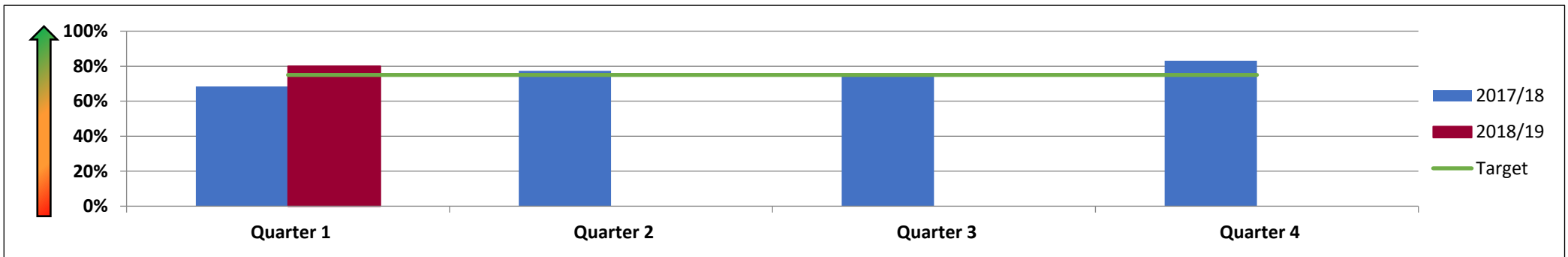
SOCIAL CARE AND HEALTH INTEGRATION

The percentage of children who received a 12-month review by 15 months of age

Quarter 1 2018/19

Definition	Number of children who received a 12-month review by 15 months	How this indicator works	This indicator is a measure of how many children receive their 12 months review by the time they reach the age of 15 months.		
What good looks like	For the percentage to be as high as possible.	Why this indicator is important	Every child is entitled to the best possible start in life and health visitors play an essential role in achieving this. By working with families during the early years of a child's life, health visitors have an impact on the health and wellbeing of children and their families.		
History with this indicator	This is the first year this indicator has been reported.	Any issues to consider	None.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	79.7%				
Target	75.0%	75.0%	75.0%	75.0%	
2017/18	68.4%	77.4%	75.5%	83.1%	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Performance has been above target for the past four quarters. A higher target is in the process of being explored for the new contract.	<ul style="list-style-type: none"> Monthly performance monitoring meetings with the service provider are continuing in which the Commissioner and Performance Analyst monitor and work with the provider to maintain and increase performance. The service has been recommissioned as part of an integration 0–19 Healthy Child Programme to achieve integrated services, operational efficiencies and better outcomes. A new contract has been awarded to the North East London NHS Foundation Trust (NELFT) which will commence on 1 September 2018.
Benchmarking	Quarter 4 2017/18: England – 82.1%; London – 70.0%; Barking and Dagenham – 84.1% (refreshed data).	

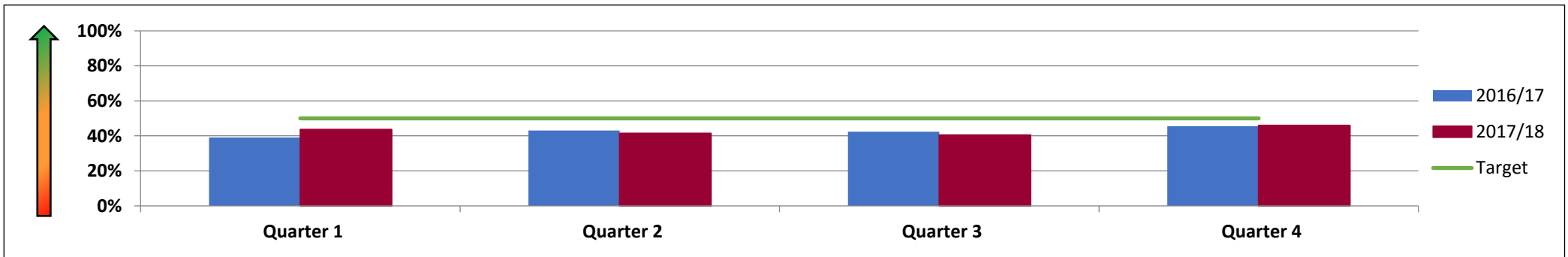
SOCIAL CARE AND HEALTH INTEGRATION

The percentage of healthy lifestyles programmes completed

Quarter 1 2018/19

Definition	The percentage of children and adults referred to healthy lifestyle programmes that complete the programme.	How this indicator works	The number of referrals received on to the Exercise on Referral, Adult Weight Management (AWM), and Child Weight Management (CWM) programmes who complete the programme.		
What good looks like	For the percentage of completions to be as high as possible.	Why this indicator is important	The three programmes allow the borough's GP's and health professionals to refer individuals who they feel would benefit from physical activity and nutrition advice to help them improve their health and weight conditions. Adult and Child Weight Management programmes also accept self-referrals if the individuals meet the referral criteria.		
History with this indicator	2016/17: 42.4%	Any issues to consider	Data operates on a three-month time lag as completion data is not available until participants finish the programme. This indicator will change in 2018/19 to report on percentage of starters who complete the programme as agreed by SD&I and Lead Member.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	43.6%	41.4%	40.4%	45.9%	
Target	50.0%	50.0%	50.0%	50.0%	
2016/17	39.1%	43.1%	42.4%	45.5%	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
A	<p>Performance has been below target throughout 2017/18, although performance in quarters 1 and 4 was higher than in the corresponding time periods in 2016/17.</p> <p>The proportion of starters (rather than referrals), the new KPI from 2018/19, who completed was 63.6%, 71.9%, 58.8% and 57.2% by quarter in 2017/18.</p>	<ul style="list-style-type: none"> Group incentives are being developed as part of AWM and will link with behavioural change methodology Planned HENRY supervision with all facilitators to review delivery Ensuring that community health champions work on programmes running so they can support their community on health journey.
Benchmarking	This is a local indicator.	

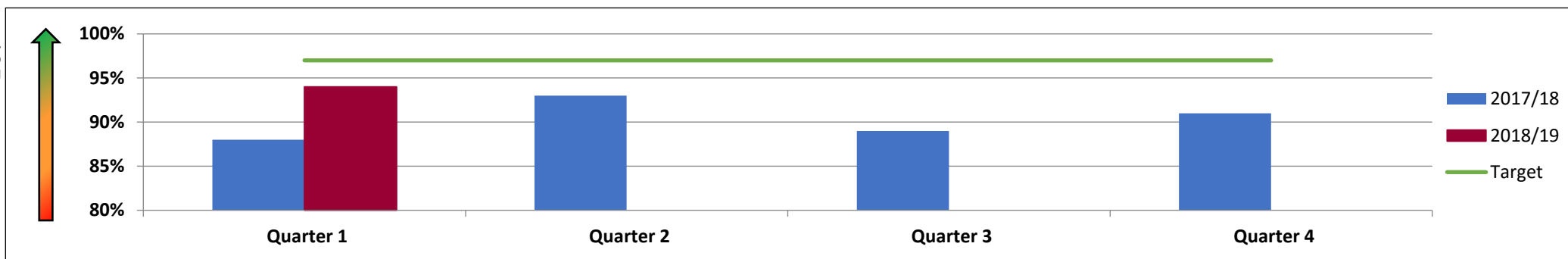
SOCIAL CARE AND HEALTH INTEGRATION

The percentage of 4-weekly Child Protection Visits carried out within timescales

Quarter 1 2018/19

Definition	The percentage of children who are currently subject to a child protection (CP) plan for at least 4 weeks who have been visited.	How this indicator works	The indicator counts all those in the denominator and of those, how many have been visited and seen within the last 4 weeks. The figure is reported as a percentage.		
What good looks like	Higher is better.	Why this indicator is important	Child protection visits are vital to monitor the welfare and safeguarding risks of children on a child protection plan.		
History with this indicator	4 weekly CP visits have been monitored since August 2015, compared to 6 weekly CP visits previously.	Any issues to consider	This indicator is affected by numbers of child protection cases increasing and the impact of unannounced child protection visits by social workers resulting in visits not taking place and potentially becoming out of timescale.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	94%				↑
Target	97%	97%	97%	97%	
2017/18	88%	93%	89%	91%	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
A	As at the end of Q1 2018/19, performance has increased to 94% (286/302) compared to 91% (283/311) at the end of Q4 17/18. Performance has increased to 97% as at end of July 2018 in line with target of 97% however.	Outstanding CP visits are being monitored via team dashboards and monthly Children's care and support meetings.
Benchmarking	This is a local indicator and is not published by the DfE. No benchmarking data is available.	

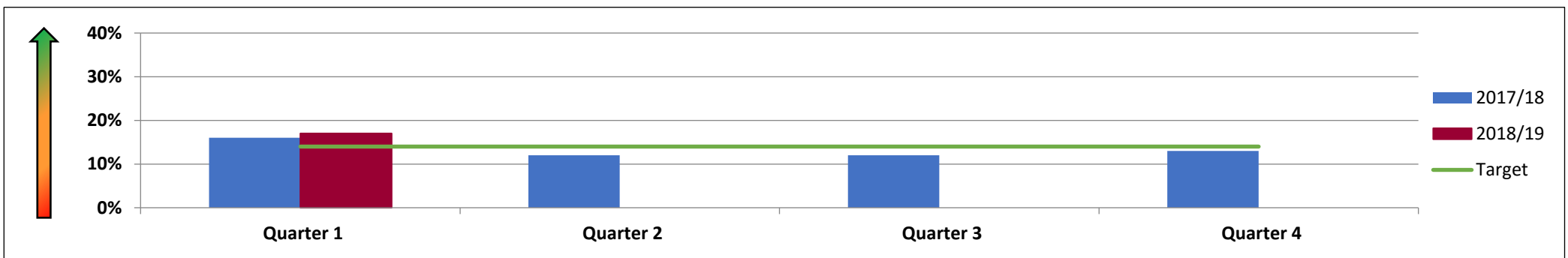
SOCIAL CARE AND HEALTH INTEGRATION

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

Quarter 1 2018/19

Definition	The total number of children who have become subject to a child protection plan in the year, and of those how many have previously been subject to a child protection plan	How this indicator works	The indicator measures the number who had previously been the subject of a child protection plan, or on the child protection register, regardless of how long ago that was, against the number of children who have become the subject to a child protection plan at any time during the year, expressed as a percentage. The figure presented is a year to date figure as of the end of each quarter.		
What good looks like	A low percentage, but not necessarily zero percent: some subsequent plans will be essential to respond to adverse changes in circumstances	Why this indicator is important	Subsequent Child Protection plans could suggest that the decision to initially remove the child from the plan was premature and that they are not actually safer. It may be reasonable to question whether children were being taken off plans before necessary safeguards have been put in place, so therefore a low percentage is desirable.		
History with this indicator	2014/15 15% 2015/16 8% 2016/17 17% 2017/18 13%	Any issues to consider	None at present		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	17%				
Target	14%	14%	14%	14%	
2017/18	16%	12%	12%	13%	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
A	As at the end of Q1, 17.1% (18/105) children have become subject of a CPP for a second or subsequent time, higher than year end at 13.4% (45/336). Performance is above target but in line with statistical neighbours and lower than the national average.	<ul style="list-style-type: none"> The CP Chairs currently undertake a 6 week and 3 month 'paper' review of cases with a ceased CP plan to ensure that the family remains open to services Audit's to be undertaken to identify themes as to why children become subject to a CP plan for a subsequent time. Ensure that staff in ComSol have the right skills, so that cases that are stepped down from CP have sustainable work carried out.
Benchmarking	London Average 15%, National Average 19%, Statistical Neighbours 17%	

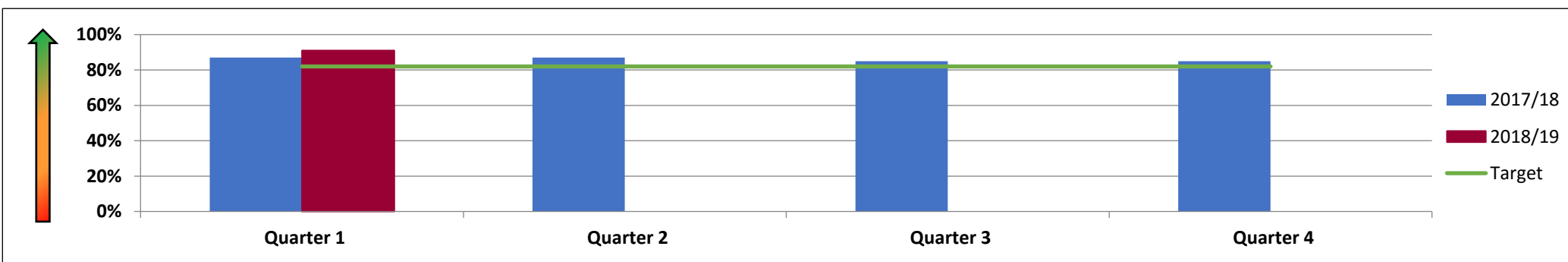
SOCIAL CARE AND HEALTH INTEGRATION

The percentage of assessments completed within 45 working days

Quarter 1 2018/19

Definition	The total number of Assessments completed and authorised during the year and of those, the number that had been completed and authorised within 45 working days of their commencement		How this indicator works	This indicator counts all single assessments that have been authorised in the year to date as of the end of each quarter		
What good looks like	Higher the better		Why this indicator is important	The timeliness of an assessment is a critical element of the quality of that assessment and the outcomes for the child. Working Together to Safeguard Children sets out an expectation that the Single Assessment will be completed within a maximum of 45 working days of receipt of the referral		
History with this indicator	Before the introduction of the single assessment in 2013, assessment timeliness was monitored for both Initial and Core assessments. Performance by year: 2013/14 78%, 2014/15 71%, 2015/16 76%, 2016/17 78%, 2017/18 85%		Any issues to consider	Although most Single assessments are initiated at the end of referral process, this indicator includes review single assessments on open cases.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18	
2018/19	91%				↑	
Target	82%	82%	82%	82%		
2017/18	87%	87%	85%	85%		

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RAG Rating	Performance Overview	Actions to sustain or improve performance
G	As of the end of Q1, 91% (850/933) of single assessments were completed and authorised within 45 working days. This is above our target of 82% and above our 17/18 performance of 85%.	Ongoing assessments are routinely monitored by the Assessment Team daily, which enable them to highlight any assessment that is approaching 45 working days and ensures those that fall out of timescale are kept to a minimum.
Benchmarking	London Average 82%, National Average 83%, Statistical Neighbours 85%	

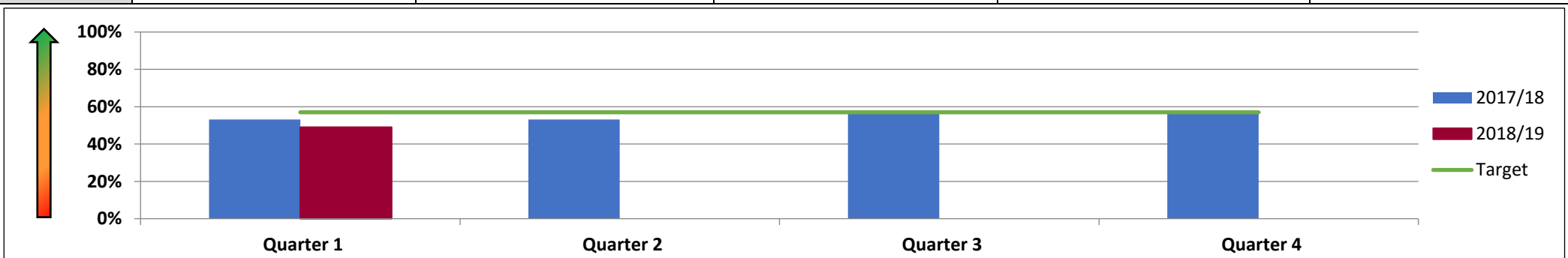
SOCIAL CARE AND HEALTH INTEGRATION

Quarter 1 2018/19

The percentage of Care Leavers in employment, education or training (EET)


Definition	The number of children who were looked after for a total of 13 weeks after their 14th birthday, including at least some time after their 16th birthday and whose 17th, 18th, 19th, 20th or 21st birthday falls within the collection period and of those, the number who were engaged in education, training or employment on their 17th, 18th, 19th, 20th or 21st birthday.		How this indicator works	This indicator counts all those in the definition and of those how many are in EET either between 3 months before or 1 month after their birthday. This is reported as a percentage.	
What good looks like	Higher the better.	Why this indicator is important	The data allows us to make performance comparisons with other areas and provides a broad overview of how well the borough is performing in terms of care leavers accessing EET and improving their life chances. This is an Ofsted area of inspection as part of our duty to improve outcomes for care leavers and is a key CYPP and Council priority area.		
History with this indicator	The cohort for this performance indicator has been expanded to include young people formally looked after whose 17th, 18th, 19th, 20th or 21st birthday falls within the collection period i.e. the financial year.		Any issues to consider	Care leavers who are not engaging with the Council i.e. we have no contact with those care leavers so their EET status is unknown; or in prison or pregnant/parenting are counted as NEET.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	49.0%				
Target	57.0%	57.0%	57.0%	57.0%	
2017/18	53.1%	53.2%	57.4%	57.1%	

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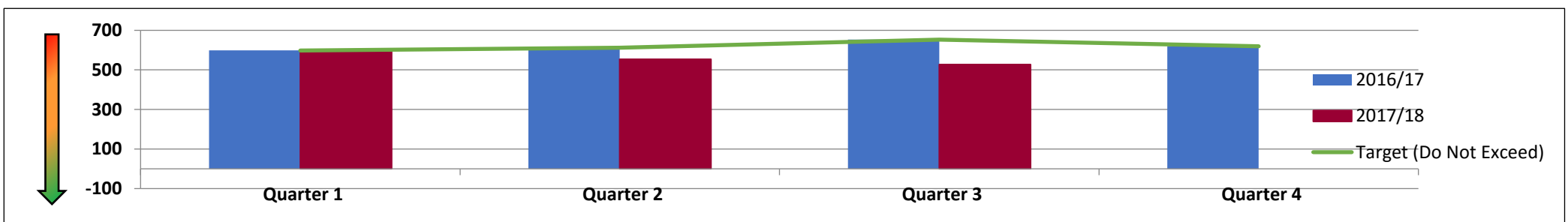


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Q1 performance has decreased to 49.0% (21/43) compared with end of year performance of 59% (153/258). Performance is below all comparators. Of the 22 young people not in EET as of the end of Q1, 1 is in Prison, 2 are young mothers, 6 we are not in contact with and 13 are open to the L2L service and are NEET. For those young people we are in contact with, performance is 58%.	<ul style="list-style-type: none"> The L2L team has been involved in the NEET workshops with Members and Officers, with care leavers having a particular profile. Progress has been made with regards to the development of internships and apprenticeships within the council for care leavers. Agreement has been obtained to provide a financial incentive in addition to the apprenticeship payment so that care leavers are not in deficit by loss of benefits. Further work is being planned to develop the support element to care leavers to ensure they are well prepared for the world of work and are supported through each stage of the process to successfully move from NEET to EET.
Benchmarking	Based on latest published data, LBD is performing better than national (50%); similar areas (50%) and London average (52%).	

SOCIAL CARE AND HEALTH INTEGRATION
Quarter 1 2018/19
The number and rate per 10,000 First Time Entrants

Definition	First Time Entrants (FTEs) to the criminal justice system are classified as offenders, (aged 10 – 17) who received their first reprimand, warning, caution or conviction, based on data recorded on the Police National Computer	How this indicator works	The measure excludes any offenders who at the time of their first conviction or caution, according to their PNC record, were resident outside of England or Wales. Penalty notices for disorder, other types of penalty notices, cannabis warnings and other sanctions given by the police are not counted.		
What good looks like	Ideally, we would see a reduction on the previous year	Why this indicator is important	The life chances of young people who have a criminal conviction may be adversely affected in many ways in both the short term and long term. Reducing First Time Entrants is a priority for all London boroughs to address as set by the Mayor’s Office for Policing and Crime.		
History with this indicator	2014/15: 522 per 100,000 10-17 year olds (n=122) 2015/16: 613 per 100,000 10-17 year olds (n=135) 2016/17: 620 per 100,000 10-17 year olds (n=140)	Any issues to consider	The latest data is for the rolling 12 months to December 2017 released on 19/06/2018. ONS mid-year population estimates to 2016 are used in the calculations.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2016/17
2017/18	134	125	119		
Rate	594	554	527		
Target	598	612	653	619	
2016/17	132	135	144	140	
Rate	599	613	654	620	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Barking and Dagenham has remained consistently much higher than both the London and National average for the Rate of FTE's per 1000 10 - 17 year olds and this is a focus for the Youth Offending Service and Partner agencies. However, the latest rolling 12-month figures show a reduction indicating that progress is being made and the YOS expect this trend to continue.	<ul style="list-style-type: none"> All out of court disposals are assessed utilising the asset plus assessment framework to ensure that the assessment covers the wide range of issues for the young person. Educational groupwork programmes continue to run with both young people and their parents on a wide range of subject areas. Youth 'At Risk' matrix is working well, and appropriate cases are being referred into the support workers. Parenting worker is developing a training package with the gang's unit to target those parents whose young people are potentially on the peripheries of gang involvement and the work with the parents will encourage them to work together to identify concerning behaviours and disrupt associations.
Benchmarking	Barking and Dagenham Rate at December 2017: 527; London: 380, National: 292. This ranks Barking and Dagenham 5th highest in London	

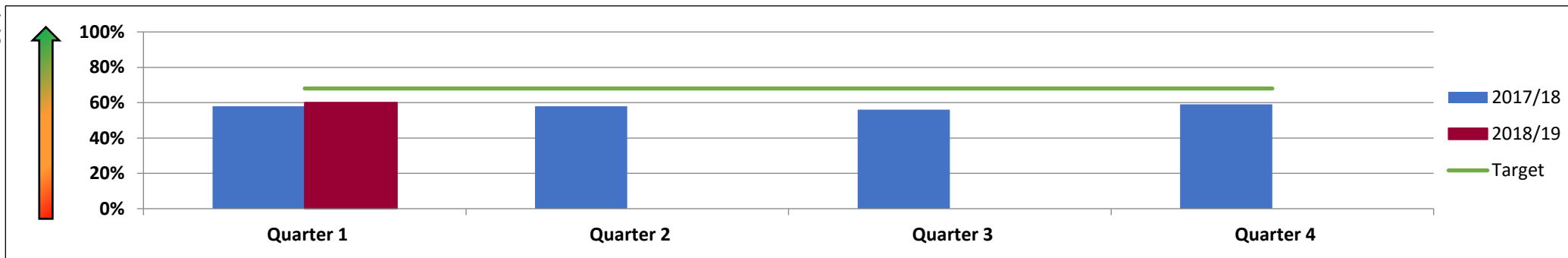
SOCIAL CARE AND HEALTH INTEGRATION

Long term stability of placements for children in care

Quarter 1 2018/19

Definition	The number of children aged under 16 in care who have been looked after continuously for at least two and a half years and in the same placement for the last two years		How this indicator works	This is a rolling indicator, which look at those children who have been in care for two and a half years at the end of each quarter.		
What good looks like	Higher the better		Why this indicator is important	Frequent moves between care placements have a negative impact on the ability of children to succeed both in education and in other areas of their lives. Therefore, placement stability is central to supporting the needs of children in care.		
History with this indicator	2014/15 2015/16 2016/17 2017/18	59% 60% 60% 59%	Any issues to consider	An adoptive placement move is not counted in this KPI as a move although other positive moves i.e. from residential to a family setting are. In 2017-18, 9% of placement moves impacting on this indicator were for positive reasons, although the impact on performance was an end of year figure of 59%. If these changes had not occurred our performance would have been in line with the national performance (69%) and above London (66%).		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18	
2018/19	60%					
Target	68%	68%	68%	68%		
2017/18	58%	58%	56%	59%		

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RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Q1 performance has increased slightly to 60% (83/139), compared to our 17/18 end of year performance of 59% (83/142). We remain below our target of 68% and all comparators.	<ul style="list-style-type: none"> Expansion of the Mockingbird Fostering Programme is planned for 2018-19. The current consultation has been extremely effective in supporting challenging and fragile placements and even when carers have indicated a placement was in crisis, the support they received from the programme stabilised the situation in several cases. Targeted marketing to recruit carers for remand fostering, teenage fostering and children with SEND will be developed. Consideration will need to be given to a review of the fostering fee and support packages to support these placements.
Benchmarking	London average 66%, National average 68%, Statistical neighbours 69%	

Educational Attainment and School Improvement – Key Performance Indicators 2018/19

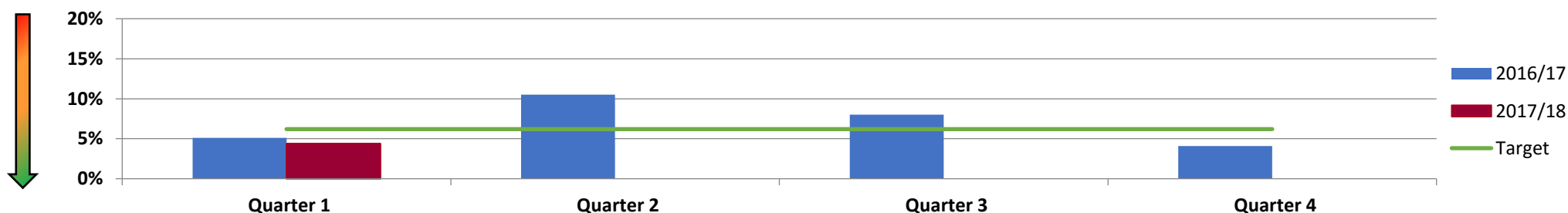
EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT

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

Quarter 1 2018/19


Definition	The percentage of resident young people academic age 16 – 17 who are NEET or Unknown according to Department for Education (DfE) National Client Caseload Information System (NCCIS) guidelines.		How this indicator works	Data is taken from monthly monitoring information figures published by our regional partners and submitted to DfE in accordance with the NCCIS requirement.	
What good looks like	The lower the number of young people in education, employment, or training (not NEET) or not known, the better.		Why this indicator is important	The time spent not in employment, education, or training leads to an increased likelihood of unemployment, low wages, or low-quality work later in life. Those in Unknown destinations may be NEET and in need of support.	
History with this indicator	The annual measure was previously an average taken between November and January (Q3/4). It is now the average between December and February (End of year figures have been updated below).		Any issues to consider	Although NEET and Unknown figures are taken monthly, figures for September and October (Q2) are not counted by DfE for statistical purposes. This is due to all young people's destinations being updated to 'Unknown' on 1 September until re-established in destinations. The annual indicator is now an average taken between December and February.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	4.4%				↑
Target	6.2%	6.2%	6.2%	6.2%	
2017/18	5.1%	10.5%	8%	4.1%	

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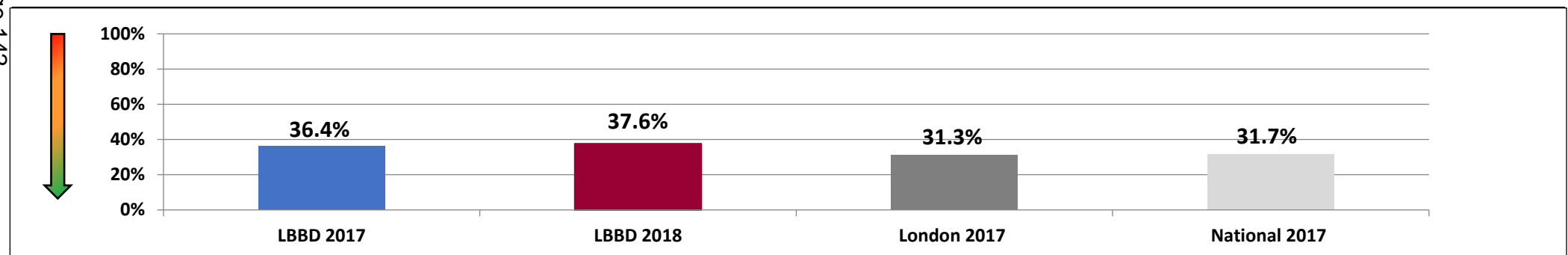


RAG Rating	Performance Overview	Actions to sustain or improve performance
G	In 2017/18 the borough's annual headline figure for NEETs + Unknowns was 4.2% (ranked quintile 2) compared with 5.6% in 2016/17. This total comprised: NEETs 3.4% (quintile 4) and Unknowns 0.6% (quintile 1). In Q1 2018/19 the combined figure was 4.4% - well below national (5.9%) and London (4.7%).	<ul style="list-style-type: none"> A 'What Next?' careers fair is to be held on 31st August to provide early intervention for those at risk of NEET following GCSE and 'A' Level results. A further workshop is to be held in October with key Cabinet Members to agree additional actions to reduce NEETs, with a particular focus on Care Leavers and those leaving Alternative Provision.
Benchmarking	The annual published indicator (Dec-Feb average NEETs + Unknowns) in 2017/18 was 6% (national benchmark). The equivalent figure for London was 5.3%.	

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT
Early Years Foundation Stage (EYFS) Inequality Gap
Quarter 1 2018/19

Definition	The gap is calculated as the percentage difference between the mean average of the lowest 20% and the median average for all children.	How this indicator works	It measures the attainment gap at the end of Early Years Foundation Stage between the lowest 20% and the median average of all children.		
What good looks like	The lower the percentage, the better.	Why this indicator is important	It shows how far adrift the lowest attaining children are from their peers at the end of Early Years Foundation Stage.		
History with this indicator	Barking and Dagenham's gap has historically been quite low. However, as the number of children achieving a 'Good Level of Development' (GLD) increased, the gap between the lowest and higher performing children increased. The gap has widened further this year.	Any issues to consider	This indicator is measured annually only at the end of Foundation Stage. Results are published in July/August.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	37.6				
Target	35.6				
2017/18	36.4	-	-	-	

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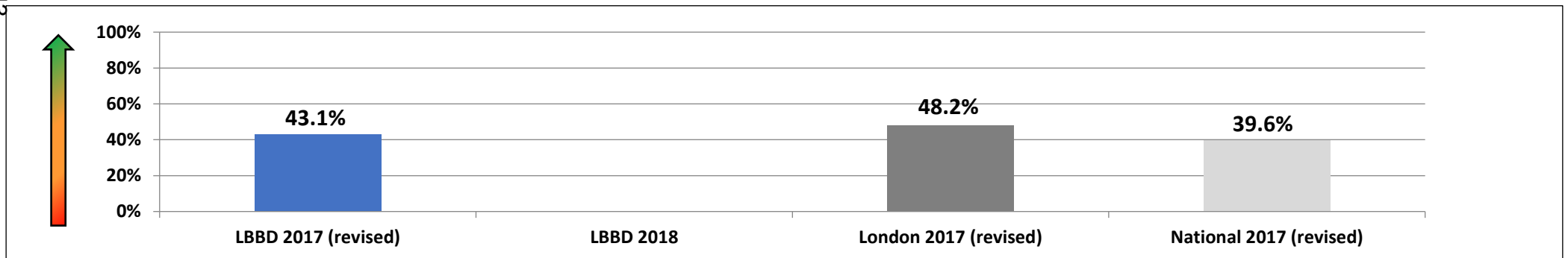
RAG Rating	Performance Overview	Actions to sustain or improve performance
R	Our focus with schools has been on increasing the % of children achieving a GLD. We have not worked with schools to sufficiently highlight the gap between the lowest attaining children and the rest of the cohort.	<ul style="list-style-type: none"> Work with all schools to use their data to specifically target and support the lowest attaining children.
Benchmarking	In 2017 National was 31.7% and London was 31.3%. For 2018 national and London benchmarks are not yet available.	

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT
The percentage pupils achieving 9-5 in English and Maths
2018/19

Definition	The percentage of pupils at the end of Key Stage 4 achieving grade 5 or above in both English and maths GCSEs.	How this indicator works	To be counted in the indicator, pupils must have achieved grade 5 or above in both English and maths GCSEs.
What good looks like	For the percentage of pupils achieving this standard to be as high as possible.	Why this indicator is important	This is an important indicator as it replaces the old measure of pupils achieving grades A*-C in English and maths. It improves the life chances of young people, enabling them to stay on in sixth form and choose the right A Levels to access other appropriate training.
History with this indicator	Grade 5 is a new measure introduced for the first time in 2017. The revised Barking and Dagenham position stands at 43.1%. Revised London is 48.2% and National (all schools) is 39.6%.	Any issues to consider	Because grade 5 is set higher than grade C, fewer students are likely to attain grade 5 and above in English and maths than grade C in English and maths, which was commonly reported in the past. These new and old measures are not comparable.

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	Annual Result	DOT
LBBB	43.1%	n/a
Target	To be agreed	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	While the LA's result is above the national benchmark, closing the gap with London remains key. The LA position is 26 th in London.	<ul style="list-style-type: none"> Working in close partnership with BDSIP to support and challenge schools. Supporting improved retention and recruitment of Maths Teachers. Maths Network Meetings have been scheduled throughout the year. Incorporating learning from last year's exam results given the new grading arrangements.
Benchmarking	In 2017, National was 39.6% and London was 48.2%.	

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT

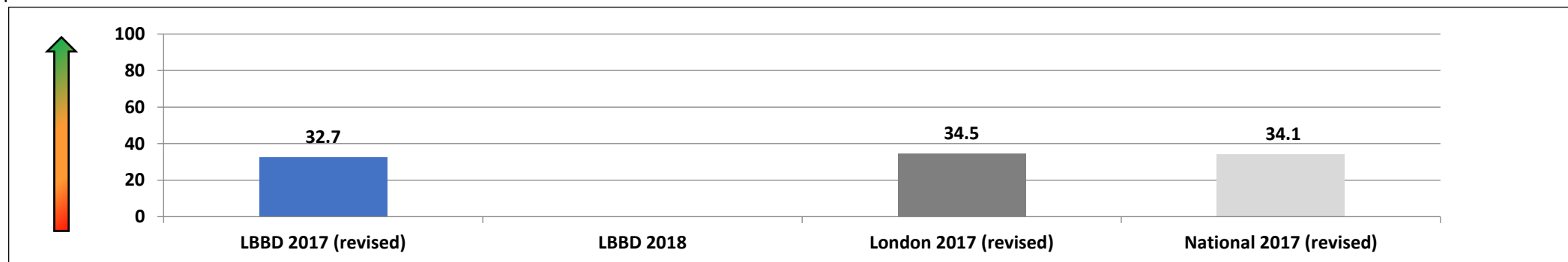
2018/19

Average point score per entry – Best 3 A-Levels

Definition	The average point score for the highest scoring A' Levels across pupils.	How this indicator works	Points for the 3 A' Levels with the highest attaining scores across pupils are used to calculate this. This indicator applies to the subset of A' Level students who entered at least one full size A' Level (excluding AS Levels, General Studies or Critical Thinking). If students are entered for less than three full size A' Levels, they are only included in the measure if they have not entered other academic, Applied General and Tech Level qualifications greater than or equal to an A level. Results are published as a provisional and revised score annually by the DfE.	
What good looks like	The higher the score, the better.		Why this indicator is important	Strong attainment at A' Level improves the life chances of young people, enabling them to access high quality post 18 opportunities, including Higher Education and employment.
History with this indicator	This is a new measure introduced in 2016/17. In 2017, Barking and Dagenham scored 32.7, a slight increase from our 2016 score of 32.0, but compared to London (34.5) and National (34.1) in 2017.		Any issues to consider	N/A

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	Annual Result	DOT
LBBD	32.7	n/a
Target	To be agreed	




RAG Rating	Performance Overview	Actions to sustain or improve performance
R	This continues to be challenging. The rate of improvement is improving but too slowly.	<ul style="list-style-type: none"> Improving performance at A Level is a priority in the new draft Education & Participation Strategy 2018-22. Working with BDSIP and schools to improve the recruitment and retention of Maths and Science teachers so that more able students do not leave the LA to seek tuition elsewhere.
Benchmarking	In 2017, National was 34.1 and London was 34.5.	

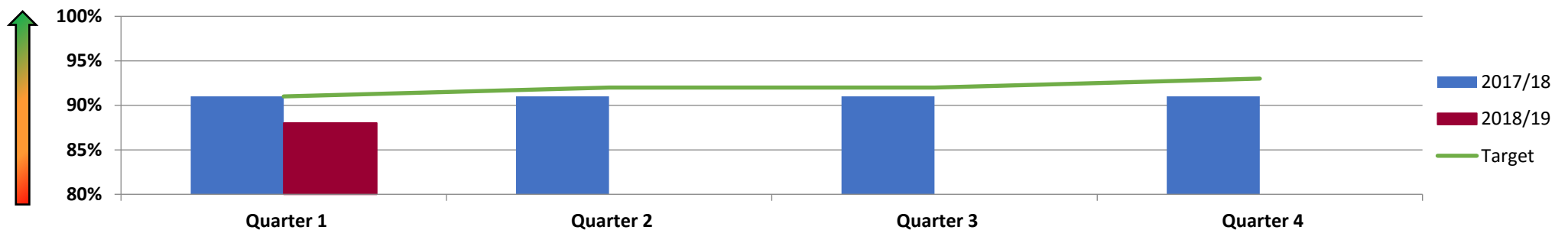
EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT

The percentage of schools rated outstanding or good

Quarter 1 2018/19

Definition	Percentage of Barking and Dagenham schools rated as good or outstanding when inspected by Ofsted. This indicator includes all schools.	How this indicator works	This is a count of the number of schools inspected by Ofsted as good or outstanding divided by the number of schools that have an inspection judgement. It excludes schools that have no inspection judgement. Performance on this indicator is recalculated following a school inspection. Outcomes are published nationally on Ofsted Data View 3 times per year (end of August, December and March).		
What good looks like	The higher the better.	Why this indicator is important	This indicator is important because all children and young people should attend a good or outstanding school in order to improve their life chances and maximise attainment and success. It is a top priority set out in the Education Strategy 2014-17 and we have set ambitious targets.		
History with this indicator	See below.	Any issues to consider	No current issues to consider.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19	88%				
Target	90%	90%	90%	90%	
2017/18	91%	91%	91%	91%	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
A	End of July 2018, 88% of inspected schools in Barking and Dagenham were judged 'Good' or better, above national and below London. This is a drop of 3%. There have been 23 inspections including 17 section 8 monitoring inspections and six Section 5 inspections. All the section 8 inspections of LA maintained schools were positive. Eastbury Community, Riverside Primary and Riverside Bridge had Section 5 inspections towards the end of July with reports likely to be published early in the Autumn Term.	<ul style="list-style-type: none"> Continuing to work in close partnership with schools and BDSIP. Looking forward, two LA maintained schools and one all through academy, which currently 'Requires Improvement', are likely to improve to 'Good'. One academy converter and one newly established academy are likely to have their first inspections and be judged 'Good' The remaining three schools that 'Require Improvement' are not likely to be inspected until 2019/20. In two of these schools there has been a change of leadership. The LA has commissioned additional support for the LA school causing concern by supporting the appointment of an experienced executive headteacher and additional governors to the governing body.
Benchmarking	For 2017/18, National is 86% and London is 93% (at December 2017).	

Employment, Skills and Aspiration – Key Performance Indicators 2018/19

EMPLOYMENT, SKILLS AND ASPIRATION

The total number of households prevented from being homeless

Quarter 1 2018/19

Definition	Number of households approaching the service for assistance to prevent homelessness	How this indicator works	Total number of households successfully prevented from becoming homeless at the end of each quarter.
What good looks like	Number of households prevented from becoming homeless increases, while the number of households requiring emergency accommodation decreases	Why this indicator is important	With homelessness continuing to remain high on the political and media agenda's it is important to show that new ways of working (in accordance with new legislation) is having the desired impact of preventing households from becoming homeless.
History with this indicator		Any issues to consider	Increasing demand on Homeless Prevention Service, impact of Homelessness Reduction Act and Welfare Reform. Impact of housing market and regeneration programme. Financial pressure on budgets.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19	510				n/a
2017/18	Awaiting data	Awaiting data	Awaiting data	Awaiting data	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	In line with new ways of working and with new legislation via the Homelessness Reduction Act, the ambition is to work and support all households with the ambition of preventing homelessness by providing alternative housing solutions as oppose to having to procure and provide expensive temporary accommodation.	Ongoing development of staff and service to provide alternative solutions to homelessness. Improvement of relationships with internal and external partners to communicate the prevention agenda.
Benchmarking	Data unavailable.	

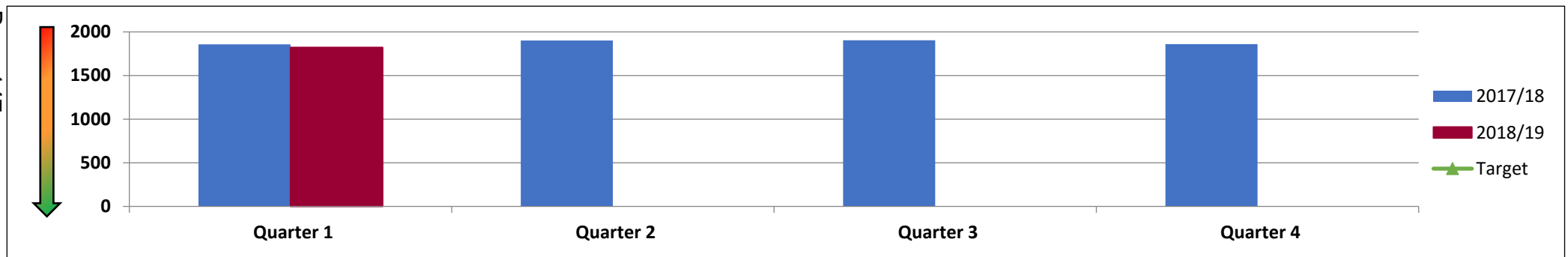
EMPLOYMENT, SKILLS AND ASPIRATION

The number of households in Temporary Accommodation over the year

Quarter 1 2018/19

Definition	Number of households in all forms of temporary accommodation, B&B, nightly Let, Council decant, Private Sector Licence (PSL) (in borough and out of borough)			How this indicator works	The number of households occupying all forms of temporary accommodation at the end of each quarter.
What good looks like	Increase in temporary accommodation / PSL supply, however with a reduction in the financial loss to the Council leading to a cost neutral service.			Why this indicator is important	Financial impact on General Fund. Reduction in self-contained accommodation is likely to lead to an increase in the use of B & B and the number of families occupying that type of accommodation for more than 6 weeks.
History with this indicator	PSL accommodation was considered cost neutral. Due to market demands, landlords/agents can now request higher rentals exceeding LHA rates.			Any issues to consider	Increasing demand on homelessness service, impact of Homelessness Reduction Bill and Welfare Reform. Impact of housing market and regeneration programme. Renewal of PSL Contract. Non-conformance of other LA's to the "Pan-London" nightly rate payment arrangements.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19	1,822				↑
2017/18	1,857	1,901	1,904	1,861	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	As the need to get a better appreciation of the overall cost of temporary accommodation is prioritised, work is being done to reduce the overall number of properties being utilised as last 3 quarters would suggest. A more targeted approach is now being developed to look at opportunities to further reduce the number while offering alternative solutions to households.	Development of a temporary accommodation model to easily identify where reductions in the portfolio can be made. Better access to longer term housing solutions including through Choice Homes / Reside / Private Rented Sector.
Benchmarking	Data unavailable.	

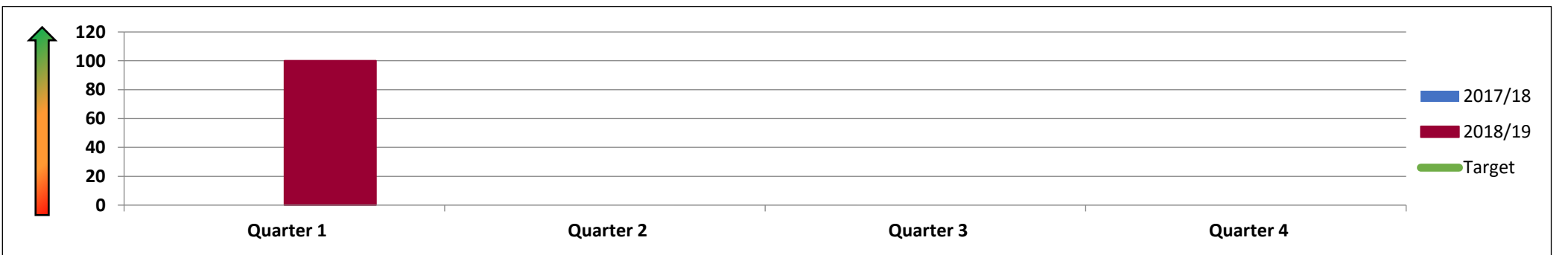
EMPLOYMENT, SKILLS AND ASPIRATION

The total number of households moved out of temporary accommodation

Quarter 1 2018/19

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Definition	Number of households in all forms of temporary accommodation, B&B, nightly Let, Council decant, Private Sector Licence (PSL) (in borough and out of borough)		How this indicator works	Total number of households where housing duty has been discharged at the end of each quarter and the Council no longer Housing responsibility.	
What good looks like	Increase in number of households removed from temporary accommodation into longer term housing solutions, with an overall reduction on the use of temporary accommodation.		Why this indicator is important	Financial impact on General Fund. Cost of providing temporary accommodation continues to increase which has a negative impact on budgets. With the reduction in other “move on” accommodation, the ongoing cost of providing temporary accommodation increases.	
History with this indicator	No previous data reported		Any issues to consider	Increasing demand on homelessness service, impact of Homelessness Reduction Act and Welfare Reform. Impact of housing market and regeneration programme. Renewal of PSL Contract. Non-conformance of other LA’s to the “Pan-London” nightly rate payment arrangements. Lack of alternative Housing exit strategies.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19	100				n/a
2017/18	Awaiting data	Awaiting data	Awaiting data	Awaiting data	




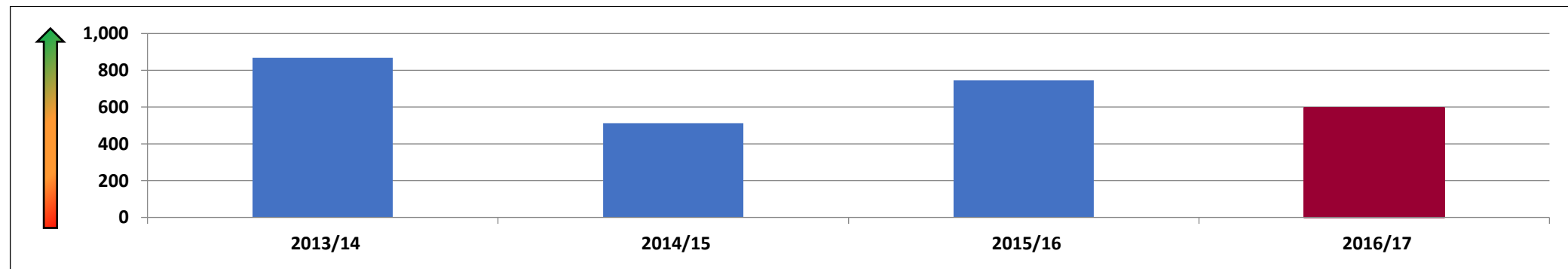
RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	Work is being done to reduce the overall number of temporary accommodation properties being utilised. A more targeted approach is now being developed to look at opportunities to further reduce the number while offering alternative solutions to households.	Development of a temporary accommodation model to easily identify where reductions in the portfolio can be made. Better access to longer term housing solutions including through Choice Homes / Reside / Private Rented Sector.
Benchmarking	Data not available.	

Regeneration and Social Housing – Key Performance Indicators 2018/19

REGENERATION AND SOCIAL HOUSING

The number of new homes completed (Annual Indicator) Quarter 1 2018/19

Definition	The proportion of net new homes built in each financial year.	How this indicator works	Each year the Council updates the London Development Database by the deadline of 31 st August. This is the London-wide database of planning approvals and development completions.
What good looks like	The Council's target for net new homes is in the London Plan. Currently this is 1,236 new homes per year.	Why this indicator is important	It helps to determine whether we are on track to deliver the housing trajectory and therefore the Council's growth agenda and the related proceeds of development, Community Infrastructure Levy, New Homes Bonus and Council Tax.
History with this indicator	2016/17 end of year result – 596 2015/16 end of year result – 746 2014/15 end of year result – 512 2013/14 end of year result – 868	Any issues to consider	The Council has two Housing Zones (Barking Town Centre and Barking Riverside Gateways) which are charged with the benefit of GLA funding to accelerate housing delivery in these areas. There are 13,000 homes with planning permission yet to be built and planning applications currently in the system for another 1,000. The Housing Trajectory for the Local Plan identifies capacity for 27,700 by 2030 and beyond this a total capacity for over 50,000 new homes. The draft London Plan due to be published in November will have a proposed housing target of 2264 net new homes a year. This is clearly a significant increase on the Council's current target but reflects the Council's ambitious growth agenda and commitment to significantly improving housing delivery. Completions for 17/18 are forecast to be similar to 16/17.
Annual Result			DOT 2015/16 to 2016/17
2017/18	Data due September 2018		
Target	No target set		
2016/17	596		



<p>Definition</p>	<p>The number of homes yet to be built on sites with full planning permission. This includes homes on sites where construction has started but the homes are not completed.</p>	<p>How this indicator works</p>	<p>Generally speaking there are two types of planning permission outline and full. Full applications are applications which can be built without further approval. Outline applications cannot be built until reserved matters applications are approved. Barking and Dagenham has ambitious plans to build 50,000 new homes over the next twenty to twenty five years and a corresponding housing target of 2264 new homes a year in the draft London Plan. It has sites with enough capacity to deliver this figure but many of these either have outline permission or do not have planning permission. In 15/16 the top five boroughs built in total 10990 homes from a pipeline of 54950 homes with full permission, a ratio of 5. Currently Barking and Dagenham’s pipeline of full permission is 4080 homes. This needs to increase to around 20,000 homes to help achieve the borough’s new housing target.</p>
<p>What good looks like</p>	<p>The pipeline of full permissions should be around five times the housing target of 2264 net new homes a year</p>	<p>Why this indicator is important</p>	<p>It evidences whether there is enough potential deliverable new housing supply to meet the borough’s housing target and therefore implement both the emerging Local Plan and the Be First Business Plan and its attendant income targets especially New Homes Bonus which is crucial to the future financial sustainability of the Council.</p>
<p>History with this indicator</p>	<p>Currently the pipeline of full permissions is 4080 and on average over the last five years only 654 net new homes have been built each year. The pipeline needs to increase four fold to achieve the housing target of 2264 net new homes a year.</p>	<p>Any issues to consider</p>	<p>GLA data shows that Barking and Dagenham has the third largest total capacity in London for new homes but only the 10th highest housing target. This is because many of these sites are not currently deliverable as they either have outline planning permission, no permission and are not allocated in the development plan. Bringing these sites forward into implementable permissions will be integral to increasing the pipeline.</p>

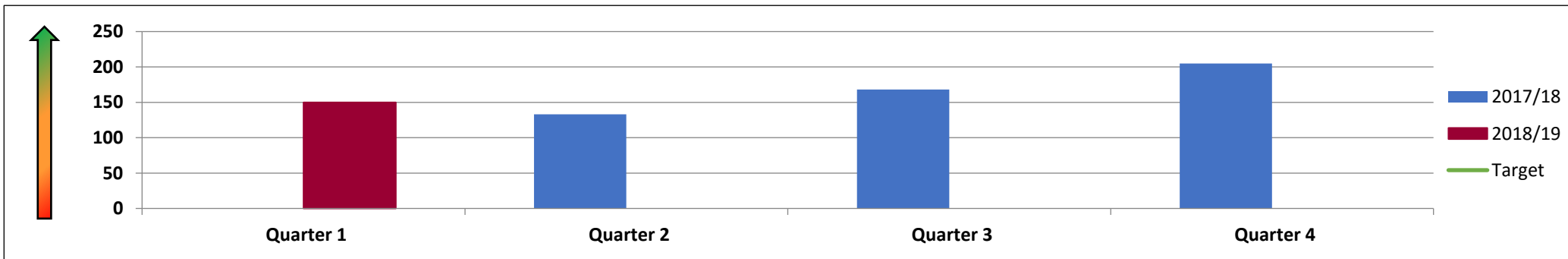
REGENERATION AND SOCIAL HOUSING

The percentage of council homes compliant with Decent Homes

Quarter 1 2018/19

Definition	The Decent Homes Standard is a minimum standard council and housing association homes should meet according to the government. Under the standard, council or housing association homes must: be free from any hazard that poses a serious threat to your health or safety.18 May 2018	How this indicator works	Dwellings which fail to meet this criterion are those which lack three or more of the following: <ul style="list-style-type: none"> • a reasonably modern kitchen (20 years old or less); • a kitchen with adequate space and layout; • a reasonably modern bathroom (30 years old or less); • an appropriately located bathroom and WC; • adequate insulation against external noise (where external noise is a problem); • adequate size and layout of common areas for blocks of flats. A home lacking two or less of the above is still classed as decent therefore it is not necessary to modernise kitchens and bathrooms if a home passes the remaining criteria.		
What good looks like	A continuous improvement of the stock with constant monitoring of the stock Investment/knowledge stock condition.		Why this indicator is important	This indicator is important as it aims at providing minimum safe housing for the community/landlord obligation clean safe and hazard. Decent/comfort	
History with this indicator	2010 the access database got decommissioned and the service was without a system for two years.	Any issues to consider	The percentage figure for this indicator is difficult to produce as it is a moving target. The total stock figure changes as some properties drop of the target or new stock gets added to the ratio		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19	150				n/a
Target	Target to be set				
2017/18	Not provided for the first quarter	130	168	205	

Target




RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	This is on target – it is a moving target . It might be difficult to get a green on this target as the total stock figure changes every month.	To improve performance there is a need for continuous investment. This is a KPI that the government was focusing on until 2019. It will need local support and planning to ensure that the focus is maintained to keep a good programme in for stock maintenance.
Benchmarking	Data not available.	

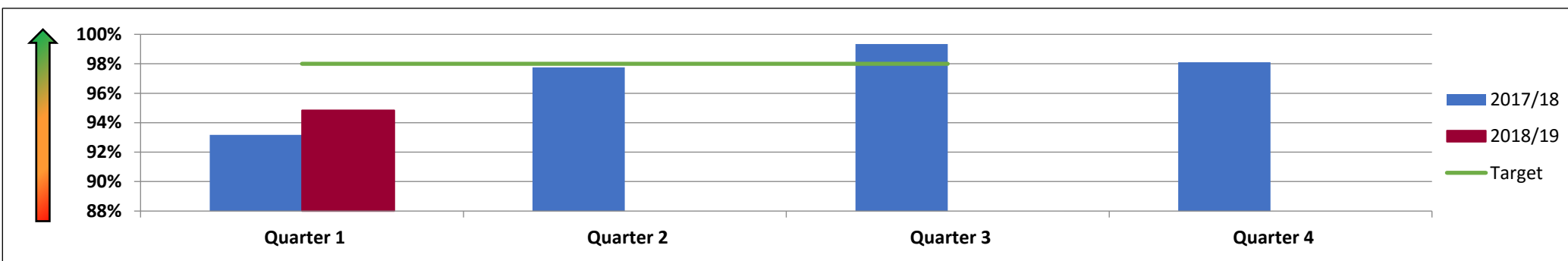
REGENERATION AND SOCIAL HOUSING

The percentage of residents satisfied with capital works

Quarter 1 2018/19

Definition	Monitored monthly to see how satisfied residents are with the quality of repairs		How this indicator works	Our residents provide feedback through a telephone interview they undertake with Elevate. These figures are then cumulated to give a monthly average across the contractors		
What good looks like	We aim for 98% customer satisfaction.		Why this indicator is important	This indicator is important as we are trying to provide more and more value for money service we need to ensure that we are still meeting the needs of our residents. Secondly, we are delivering through contractors and subcontractors and we need to ensure that our residents are getting a good service. We monitor the performance of our contractors through customer satisfaction.		
History with this indicator	This figure has been calculated for the past four years.		Any issues to consider	In LBBD there are a pool of contractors that cover the repairs side of the local stock of buildings when averaging the total customer satisfaction figures we tend to boost up the figures of some poor performing contractors. Figures for individual contractors are available and at a service they are reviewed with the contractors.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period	
2018/19	94.84%					
Target	98%	98%	98%	98%		
2017/18	93.17%	97.75%	99.34%	98.11%		

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RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The target was raised from 90% which was for 2017-2018 to 98% for 2018-2019. This was because the 90% was met easily through the year.	There are weaker contractors within the contractors who we are working with. Their figures get boosted whilst averaging. The service is aware of this and they look at the contractors individually.
Benchmarking	Data not available.	

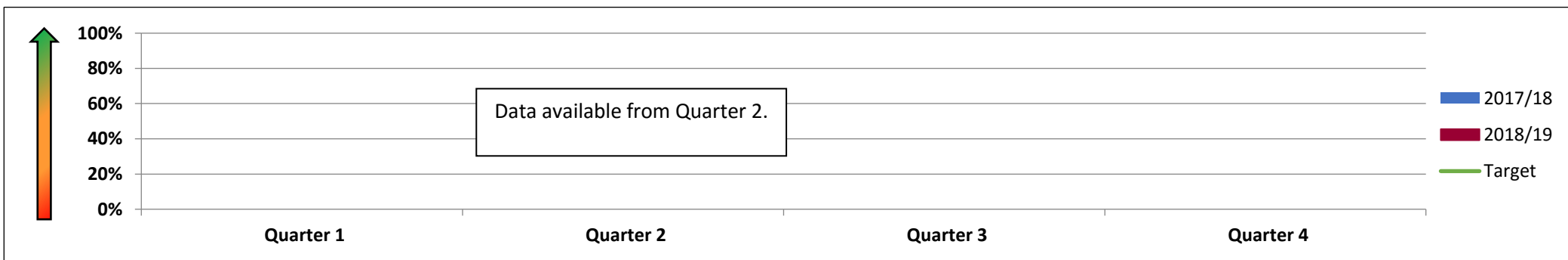
REGENERATION AND SOCIAL HOUSING

Capital spend within year being within 5% of planned budget

Quarter 1 2018/19


Definition	Capital expenditure , or CapEx , are funds used by a company to acquire, upgrade, and maintain physical assets such as property, industrial buildings, or equipment. CapEx is often used to undertake new projects or investments by the organisation. In accounting terms, the money spent will not run through the income statement directly but will appear on the cash flow statement.		How this indicator works	The organisation will set a budget to maintain, upgrade and purchase stock. This budget will be part of the whole capital spend. This indicator enables planning long term projects and forecasting the state of the capital stock. In some cases it is felt that a lot more is required than what the budget allows and in this case the organisation can look at other sources of funding to enable the long term plans of managing their stock.	
What good looks like	When Capital Expenditure stays within 5% of the planned budget. Not going over budget and similarly not underspending.	Why this indicator is important	This indicator is important as it keeps the organisation within planned works where stock can be maintained on a cyclical pattern. This in the long-term stops overspending when stocks decline and helps avoid overspending in repairs and maintenance.		
History with this indicator		Any issues to consider	This indicator can be looked at yearly to see if we have kept within budget. Currently it is not available on a quarterly format. Capital projects have a cycle where the initial planning and tendering takes place hence less spend and towards the middle and end of the year the money is spent. This makes it difficult to use the full capital spend figure on a quarterly or monthly basis.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19		Data Available from Quarter 2			n/a
Target					

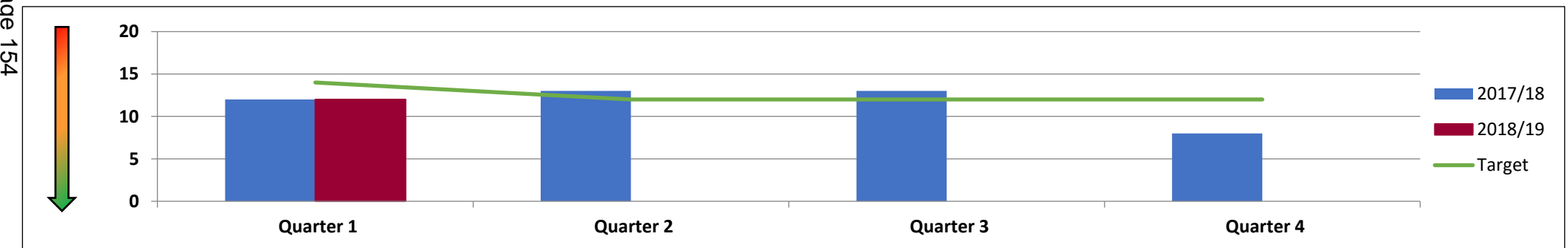
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Finance, Performance and Core Services – Key Performance Indicators 2018/19

FINANCE, PERFORMANCE AND CORE SERVICES The average number of days taken to process Housing Benefit / Council Tax Benefit Change Events Quarter 1 2018/19

Definition	The average time taken in calendar days to process all change events in Housing Benefit and Council Tax Benefit		How this indicator works	The indicator measures the speed of processing	
What good looks like	To reduce the number of days it takes to process HB/CT change events		Why this indicator is important	Residents will not be required to wait a long time before any changes in their finances	
History with this indicator	2017/18 End of year result – 8 days 2016/17 End of year result – 9 days 2015/16 End of year result – 14 days 2014/15 End of year result – 9 day		Any issues to consider	There are no seasonal variances, but however government changes relating to welfare reform, along with Department for Work and Pensions (DWP) automated communications pertaining to changes in household income impact heavily on volumes and therefore performance.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	12 days				
Target	14 days	12 days	12 days	12 days	
2017/18	12 days	13 days	13 days	8 days	




RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>Verify Earnings and Pensions remains fully implemented and utilised.</p> <p>Atlas automation fully utilised.</p> <p>Suspension Reports are being tightly controlled so all claims that hit month (as per legislation) are actioned immediately.</p> <p>Continual tray management and officer redeployment to priority work areas.</p>	Continuation of work structure & plans implemented in 2017/18
Benchmarking	No benchmarking data	

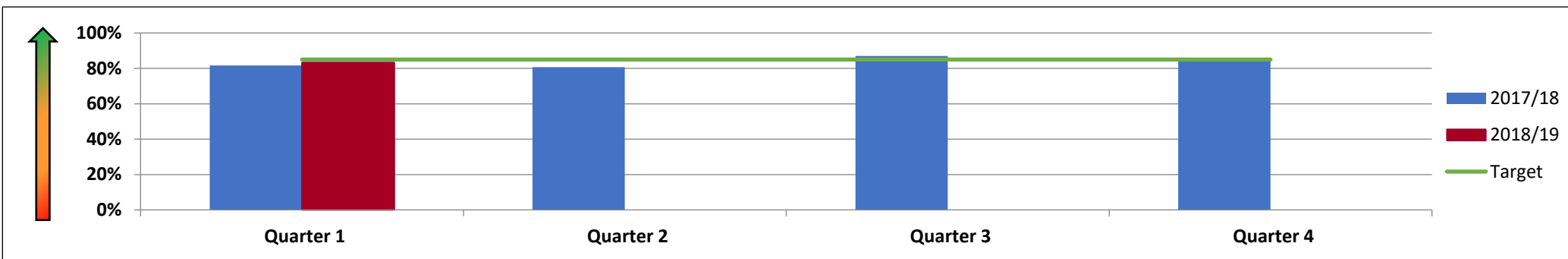
FINANCE, PERFORMANCE AND CORE SERVICES

The percentage of customers satisfied with the service they have received

Quarter 1 2018/19

Definition	The % of customers who say that they were satisfied with the service they received from the Contact Centre.	How this indicator works	A sample of calls to the Contact Centre is taken in which customers are asked to rate their experience.		
What good looks like	85%	Why this indicator is important	Ensuring that our customers are satisfied is a critical determinate in providing surety that we are providing a high standard of service. Having a high level of satisfaction also helps the Council manage demand and thereby keep costs down.		
History with this indicator	New target	Any issues to consider	None at this time.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	83.34%				
Target	85%	85%	85%	85%	
2017/18	81.6%	80.66%	87%	84%	


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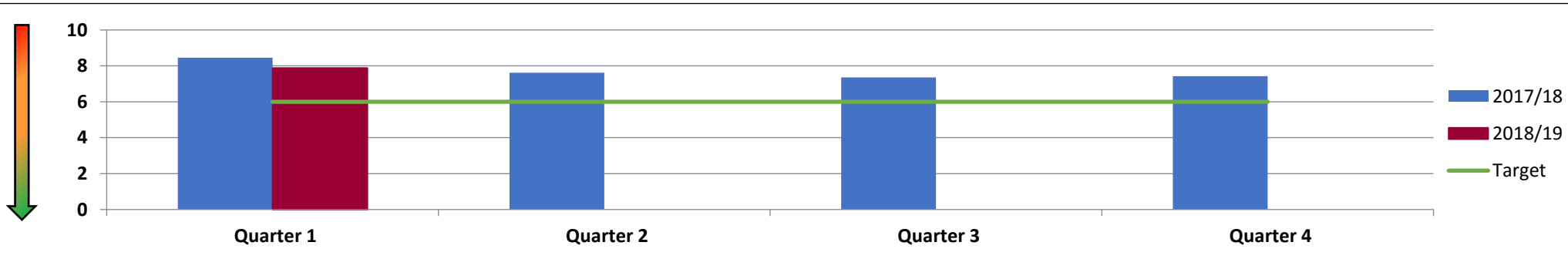
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	We believe that performance has been adversely affected by ongoing issues with waste collections.	We are further refining the method statement for collecting satisfaction feedback.
Benchmarking	LA neighbours Benchmark - OnSource is 80%	

The average number of days lost due to sickness absence

Definition	The average number of days sickness across the Council, (excluding staff employed directly by schools). This is calculated over a 12-month rolling year and includes leavers.	How this indicator works	Sickness absence data is monitored closely by the Workforce Board and by Directors. An HR Project Group meets weekly to review sickness absence data, trends, interventions and “hot spot” services have been identified. Managers have access to sickness absence dashboards.
What good looks like	Average for London Boroughs is 7.8 days.	Why this indicator is important	This indicator is important because of the cost to the Council, loss of productivity and the well-being and economic health of our employees. The focus is also on prevention and early intervention.
History with this indicator	2016/17 end of year result: 8.43 days 2015/16 end of year result: 9.75 days 2014/15 end of year result: 7.51 days	Any issues to consider	Sickness has increased marginally since the previous quarter. Monthly tracking though shows that there is a reduction in absence. We are still not achieving the revised target of 6 days. A breakdown of sickness absence in Public Realm is set out below.


	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	7.88				
Target	6.0	6.0	6.0	6.0	
2017/18	8.45	7.62	7.36	7.43	

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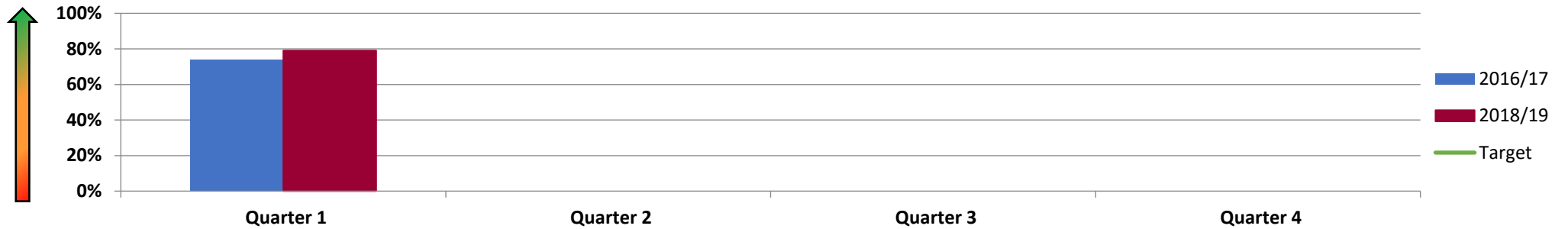


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The council’s sickness figures have improved since Q1 2017/2018 but have seen a marginal increase in Q4 of the previous year.	Targeted interventions are in place in areas where there continue to be high levels of absence and initial observations are that this is having a positive impact. Further detailed analysis of areas with high absence levels continues to be undertaken.
Benchmarking	London average – 7.8 days	

Employee Engagement Index Score


Definition	The employee engagement index calculated from the scoring of the employee engagement questions of the Temperature Check survey.	How this indicator works	The indicator uses the average score of all questions answered within the Temperature Check survey.		
What good looks like	The employee engagement index has increased by 5% since the last survey.	Why this indicator is important	This indicator helps to measure the engagement of the councils workforce and enables any underlying issues to be investigated and addressed.		
History with this indicator	Employee engagement Index Score 2016/17: 74%	Any issues to consider	None to be noted.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from 2016/17
2018/19	79%				
Target	Target to be set				
2016/17					

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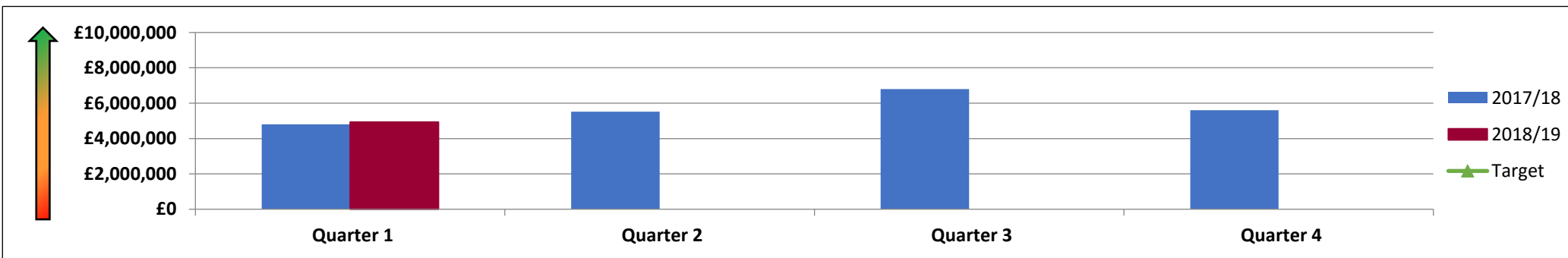


RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The increased engagement score since 2016/2017 is positive and demonstrates that the change programme the council has undergone in the past two years have not adversely affected employee's satisfaction and attitudes towards working for the Council.	In depth analysis of the full survey as a whole is ongoing and further work will be done on a service block basis to identify any local issues. This information will be reported to Directors and interventions devised as appropriate.
Benchmarking	No benchmarking data available – Local measure only.	

The current revenue budget account position (over or underspend)

Definition	The position the Council is in compared to the balanced budget it has set to run its services.	How this indicator works	Monitors the over or under spend of the revenue budget account.		
What good looks like	In line with projections, with no over spend.	Why this indicator is important	It is a legal requirement to set a balanced budget.		
History with this indicator	2017/18 end of year result: £5m overspend 2016/17 end of year result: £4.853m overspend 2015/16 end of year result: £2.9m overspend 2014/15 end of year result: £0.07m overspend	Any issues to consider	None at this time.		
	Quarter 1	August 2017	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	£4,924,000 forecast				
2017/18	£4,800,000 forecast	£5,517,000 forecast	£6,800,000 forecast	£5,000,000	

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RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	Although the actions taken in last year's MTFS and the impact of the transformation programme have brought many previously overspending services back into balance, issues still remain in Care and Support where high levels of demand and unachieved savings are resulting in potential overspends. This is partly offset by prudent use of central contingencies.	Overspending services are continuing to implement their agreed savings and developing additional management action plans. These will be monitored closely throughout the year as part of the new governance arrangements.
Benchmarking	No benchmarking data available – Local measure only	

CABINET**18 September 2018**

Title: Contract for Mental Health and Learning Disability Supported Living Services	
Report of the Cabinet Member for Social Care and Health Integration	
Open Report	For Decision
Wards Affected: None	Key Decision: No
Report Author: Clare Brutton, Senior Mental Health Commissioner	Contact Details: E-mail: clare.brutton@lbbd.gov.uk
Accountable Director: Mark Tyson, Director of Adult Commissioning	
Accountable Strategic Leadership Director: Elaine Allegretti, Director of People and Resilience	
<p>Summary:</p> <p>This plan focuses on setting out the Council's commissioning plan in respect of supported housing for Mental Health and Learning Disability client group.</p> <p>Supported living arrangements aim to increase individual's independence and skills by reducing dependency over a period of time. This should therefore increase the independence of the adult and reduce the amount of paid and unpaid support that they need. This enables people to try new things, allows the provision of care and support in their own homes and may support people to move-on to more independent forms of accommodation. The provision of tenancy-based accommodation enables mental health service users and those with a learning disability to rent their own home with security of tenure if they abide by the rules of their tenancy. This is in line with the Care Act (2014) and is in keeping with adults without disabilities and fits with the principles of living an ordinary life.</p> <p>The Council will invite responses from suitably qualified and experienced private and voluntary providers interested in joining a Framework Agreement to provide a range of supported living together with specialist floating support. Supported living is housing with up to 24hr care provision available for Mental Health and Learning Disability service users.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <p>(i) Agree that the Council proceeds with the procurement of a four-year framework contract, with an option for a further two years, for the provision of supported living provision and floating support for Learning Disability and Mental Health service users, in accordance with the strategy set out in the report; and</p> <p>(ii) Delegate authority to the Director of People and Resilience, in consultation with the</p>	

Cabinet Member for Social Care and Health Integration, the Chief Operating Officer and the Director of Law and Governance, to conduct the procurement and award and enter into the contract and access agreements.

Reason(s)

- a) To provide an appropriate, best-value service that delivers excellent outcomes for Learning Disability (LD) and Mental Health (MH) Service Users
- b) To standardise the quality of accommodation provided to LD and MH service users to ensure the Local Authority is compliant to all aspects of the Care Act
- c) To help relieve budget pressures by ensuring the best value for money options are available to the Nominated Officer when seeking to place a LD or MH service user

1 Introduction and Background

- 1.1 Supported living arrangements aim to increase individual's independence and skills by reducing dependency over a period of time. This should therefore increase the independence of the adult and reduce the amount of paid and unpaid support that they need. This enables people to try new things, allows the provision of care and support in their own homes and may support people to move-on to more independent forms of accommodation. The provision of tenancy-based accommodation enables mental health service users and those with a learning disability to rent their own home with security of tenure if they abide by the rules of their tenancy. This is in line with the Care Act (2014) and is in keeping with adults without disabilities and fits with the principles of living an ordinary life.
- 1.2 This plan focuses on setting out the Council's commissioning plan in respect of supported housing for Mental Health and Disability client group. Prior to the full tender a Prior Information Notice (PIN) was issued in April 2018, resulting in twenty-three providers registering their interest to participate in the full tender which, illustrating the high level of interest in delivering these services locally.
- 1.3 A market engagement event for the service was held on 25th June 2018 with 25 potential bidders in attendance
- 1.4 The Council will invite responses from suitably qualified and experienced private and voluntary providers interested in joining a Framework Agreement to provide a range of supported living together with specialist floating support. Supported living is housing with up to 24hr care provision available for Mental Health and Learning Disability service users.

Learning Disabilities

- 1.5 In total the Disability Service will oversee services to over 2000 children, young people and adults with disabilities. Of these there are currently:
 - 376 children with a disability
 - 1236 children with an EHC plan

 - 367 adults with a learning disability, of which:

- o 20% are in supported living
 - o 54% receive direct payments
 - o 22% have managed personal budgets and
 - o 15% have a residential or nursing placement
- 390 adults with a physical disability, aged under 65 years, of which:
 - o 90% have direct payments
 - o 12% have managed personal budgets
 - o 5% have a residential or nursing placement

Financial Envelope

- 1.6 The current spend within the service for adult Learning Disability service is detailed below.

Type of Placement	Budget	Projection
Home Care	93,000	236,021
Direct Payments	3,070,700	3,670,142
DS Day Care	200,200	341,120
Supported Living	2,452,080	2,186,205
External Res Placements	2,036,400	2,521,025
Nursing Care	0	246,916
Transports	237,770	237,770
Cumulative Total	8,090,150	9,439,199

Mental Health

- 1.7 Barking and Dagenham has a range of supported housing options that can be considered by social workers and their clients when considering a placement, of which are primarily spot purchased. As of April 2018, there are 254 service users open to the Mental Health Team – all with bespoke packages of care that meet assessed need. The current breakdown of accommodation and floating support is as follows:

Type of Accommodation	Detail	Current Nos
Supported Accommodation	Total No of people in supported residential care	100
	Placed in B&D	82
	Placed outside B&D	22
Temporary Accommodation	Including B&B	7
Private Accommodation	With Floating Support	147
Total spend		£2.2m

- 1.8 These services are primarily accommodation based, although some also can offer outreach or resettlement support to others within the community.
- 1.9 Currently, there are 22 Barking and Dagenham residents with mental health issues in residential / supported living placements outside of the Borough. Some are reasonably close, for example in Newham, others are further afield, for example in

Wales. A further 7 MH service users, with no recourse to public funds have been placed in B&B accommodation.

Projected need for Mental Health Services

- 1.10 The PANSI has modelled a projected rise in demand for MH social care service of 2% over the next 5 years. Commissioners are cautious of this projection, deeming it as conservative, and take this view in part due significant housing growth in the borough, the introduction of universal credit and the financial pressures that this has created, less affordable housing, rise in street homelessness, overcrowding which all takes a toll on a person's MH. Based on the Council doing nothing and with projected costs increasing at 2% and at 4% trajectory, the cost pressure would be between £200,000 – £500,000 per annum.

	Projected budget at 2% rise per annum £	Projected budget at 4% rise per annum £
2018/19	2.7m	Current forecast spend 2.7m
2019/20	2.75m	2.8m
2020/21	2.8m	2.9m
2021/22	2.85m	3m
2022/23	2.9m	3.1m
2023/24	2.97m	3.2m

2. Proposed Procurement Strategy

2.1 Outline specification of the works, goods or services being procured

- 2.1.1 A competitive open market tender will be undertaken to procure new service providers for Supported Living and Specialist Floating Support (Mental Health and Learning Disability) in the borough under a framework agreement.
- 2.1.2 The Framework agreement will be established after a competitive tender process and will set out the general terms under which call offs will be made for the duration of the agreement.
- 2.1.3 The framework will allow the social care team to 'call off' appropriately qualified providers, who will be able to offer bespoke packages of care to support service users in the community. There is no maximum number of participating providers that can be placed on the Framework Agreement. The framework will comprise of 2 categories as detailed below;

		Rationale
Category ONE (CQC and Non CGC)	<ul style="list-style-type: none"> ○ Supported Living (Learning Disability and Mental Health) ○ 24 hour on site care ○ 12 or less on-site care 	1. By moving away from block contracts, we allow care to be flexible to individual need i.e. packages of care can be flexed up or down according to

		<p>presentation</p> <ol style="list-style-type: none"> 2. To help relieve budget pressures by ensuring the best value for money options are available to the Nominated Officer when seeking to place a LD or MH service user 3. To ensure providers have been through quality assurance thresholds through the framework, ensuring placements with better quality of providers
<p>Category TWO</p>	<ul style="list-style-type: none"> ○ Generic Mental Health Support ○ Generic Learning Disability Support ○ Specialist Floating Support ○ those known to the criminal justice system ○ with behaviours that challenge ○ where drugs and/or alcohol are a feature ○ providers that have experience working with and supporting BME communities ○ with physical health needs ○ military veterans ○ LGBT Community ○ Refugee and Asylum Seekers ○ Older Adults (Dementia, Cognitive Impairment due memory issues and /or established MH diagnosis) ○ that have multiple vulnerabilities coupled with impaired cognitive functioning ○ floating support delivered in service users home (rather than residential / supported living) ○ tenancy sustainability support – particularly managing basic living skills, finances, managing relationships with neighbours 	<ol style="list-style-type: none"> 1. To provide floating support to people in general needs accommodation (their own homes), and accommodation such as street purchasing scheme 2. To support people, get ready for move on, intensifying floating support to get people ready for eventual independent living

2.1.4 **Examples** where we could 'call off' care without having to go out to a full tender.

20-year-old care leaver, with a significant MH history, will need a package of floating support that will support her to integrate back to the community after an episode in hospital, provide life skills training, support her in to meaningful activity and prompt medication compliance to prevent relapse.

60 year-old man with a Learning Disability who is transitioning to an older adults supported living accommodation, that can better meet his physical health needs. Social workers would be able to 'call off' the framework for a time limited package of care to support the transition, ensuring that he is able to develop networks that support the move.

35 year old man with MH issues requires a specialist floating support to help him sustain his tenancy after a second warning from the housing association for anti-social behaviour. Needs support to navigate social norms, medication compliance, ensuring the flat is habitable and introduction to meaningful social activity.

2.1.5 There are several accepted advantages to agreeing a contractual framework over spot-purchasing:

- Quality assurance monitoring can take place across the service both with regard to statistical returns, as well as regular meetings with providers;
- Good practice and training opportunities can be shared amongst providers through forums and bulletins;
- Good quality services lead to more consistent, needs-focused accommodation and support for our service users to assist them on their pathway to independent living;
- A pre-agreed pricing structure that commits the providers to maintain their prices across the term of the contract;
- Guaranteed pricing structure to enable LBBB in our financial planning and forecasting for budget setting and monitoring purposes.

2.1.6 The contractual method recommended to Cabinet, is a Framework Agreement. It would not oblige the local authority to purchase any volume from a provider, but it guarantees the rates we will be charged for at least the duration of the contract.

2.1.7 When the block contracts for Knights Close and Outlook Care comes to an end, commissioners will commission a package of care down from the framework that will continue to support individual service users.

2.2 **Estimated Contract Value, including the value of any uplift or extension period**

2.2.1 The contract will be a Framework Contract that will have no minimum value, nor will any commitment to expenditure by the Council be stipulated within the contract itself. Expenditure will only be incurred when referrals are made. The current expenditure for LB Barking and Dagenham is circa. £1.2m per annum for Mental Health and £4m per annum for Learning Disabilities (circa. £5.2m in total per annum).

2.2.2 The total value of the contract would, therefore, be circa. £31.2m for 4 years, with the option of a further two years extension on an annual basis at the sole discretion of the Council.

2.3 Recommended procurement procedure and reasons for the recommendation

2.3.1 There is a requirement for the tender to be advertised in the OJEU as it is subject to the Regulations. The Council's own Contract Rules require a formal tender process to be followed and the EU Treaty principles of transparency, non-discrimination and equality of treatment do apply. The route of a tender process has previously worked well: providers engaged with and had no issues with the way in which the procurement process was run. Interested parties will be invited to tender based on a compliant tender process.

2.3.2 All providers who express an interest in the tender will be issued with a tender pack which will give clear details on the price/quality criteria and weightings. The proposed weighting will be 70% quality and 30% price. This will be a single stage tender using the Open Process, this will offer the opportunity and support to less experienced providers to submit a tender for this framework contract.

2.3.3 The Council will use its standard framework terms and conditions for the provision of the service with a break and variation clauses. The contracts will be further tightened with service specification requirements and expected outcomes. Key performance indicators will be outlined in the service specification and agreed with the providers. Performance management will be carried out by the borough.

2.4 Outcomes, savings and efficiencies expected as a consequence of awarding the proposed contract

2.4.1 Standardising the specification and quality of accommodation and support will ensure that all relevant service users will be assured of the highest quality service and provision.

2.4.2 A test of the market to ensure that LBBDD are receiving the best value for money possible and where possible contribute to relieving pressures on budgets via a reduction in costs.

2.4.3 Enabling the sharing of best practice and learning amongst providers to ensure continual improvement of service provision.

2.4.4 Fixed prices for the first two years of the framework will assist LBBDD in financial planning and budget setting/monitoring. A decision will be made after the period to allow for price rises in line with the price retail index.

2.4.5 Simplifying and shortening the commissioning process will save time for LBBDD staff and reduce the cost of managing the service. The framework agreement will be funded from the General Fund and delivered in line with the recommended option below. Council standard terms will be used. A break clause will be included allowing notice to be given by the Council for

termination. This allows increased flexibility should a significant change in service provision be required.

2.5 Criteria against which the tenderers are to be selected and contract is to be awarded

2.5.1 The price quality ratio upon which contracts will be awarded will be 70% quality and 30% price. Providers will be ranked in each lot based on the quality % of their tender submission.

2.5.2 The proposed weightings are based on previous experience of the large amount of poor quality accommodation and support in this market. A higher focus on cost has resulted in multiple moves for service users. The weightings are expected to be as follows (this is an overview; tenderers will be made aware of any sub criteria in the tender documents):

- Quality 70% (covering seven areas each making up a % of the total quality score)
 - Continuous Improvement
 - Safeguarding
 - Health & Safety
 - Accommodation Standards
 - Service Delivery (improved outcomes towards independence)
 - Compliance with Care Act; personalisation, choice and control
 - Equalities
 - Property Inspections
- Pricing 30%
 - For accommodation and Support per person per week based on the requirements listed in each specification
 - For stand-alone outreach support on a per hour basis (without travelling expenses, which will not be paid by LBBB)

Note: If there are any revisions to the weightings during the tender exercise all providers who have requested a tender pack will be informed immediately

2.6 The contract delivery methodology to be adopted.

2.6.1 The contract delivery methodology and documentation to be adopted The framework agreement will be funded from the General Fund and delivered in line with the recommended option below. Council standard terms will be used. A break clause will be included allowing notice to be given by the Council for termination. This allows increased flexibility should a significant change in service provision be required.

3. Options Appraisal

3.1 Alternative options considered were as follows:

Option 1: Do Nothing

Current agreements with providers have varying quality standards and pricing which together with the administration of spot purchasing governance and documentation has resulted in an inefficient process that does not deliver proven value for money. If we do nothing this will continue to add pressure to service budgets and provide an inconsistent service to LD and MH service users. Rejected

Option 2: Join an existing framework

There are no suitable existing frameworks in place that will enable LBBB to specify the providers and standards of delivery we require across the geographical boundaries stipulated in our tender. Rejected

Option 3: Put in place an LBBB framework contract

This will enable LBBB to select providers based on our standards of quality and specification and ensure we have achieved maximum value for money and efficiency in delivering services to LD and MH service users. **Recommended**

4. Waiver

4.1 No waiver is required for this procurement.

5. Consultation

5.1 Consultation for this tender exercise has taken place through circulation of this Cabinet Report. The draft report after having been circulated to all required consultees as listed at the beginning of this report was then put forward and approved at the Corporate Procurement Board Meeting of 20 August 2018.

6. Corporate Procurement

Implications completed by: Adebimpe Winjobi, Senior Procurement and Contracts Manager

6.1 The service being procured falls within the description of services covered by the Light Touch Regime (LTR) under the Public Contracts Regulations 2015. However, the value of this contract, is estimated to be above the LTR threshold for such services (currently set as £615,278) and as such need to be advertised in the Official Journal of the European Union (OJEU) as required by the Regulations. The Council's Contract Rules also require contracts with a value of £50,000 or more to be advertised and opened up to competition.

6.2 In keeping with the EU procurement principles, it is imperative that the contract is tendered in a competitive way and that the process undertaken is transparent, non-discriminatory and ensures the equal treatment of bidders. The proposed procurement route to competitively tender this service will widen the competition, provide best competition to get best value for money for the Council and will be compliant with the Council's Contract Rules and EU Regulations.

- 6.3 The use of call offs under a framework agreement for this service will allow the Council more flexibility around the services in terms of volume and extend of use and also select from a number of suppliers for its requirements, helping to ensure that each purchase represents best value. Under the 2015 Public Contracts Regulations, the minimum number of suppliers for a multiple-provider framework is two.
- 6.4 It is imperative when setting up the framework agreement, the council should include in the contract documents as many of the terms as possible which will apply to the call-off contracts so that the suppliers are clear as to their risks in relation to the call-off terms
- 6.5 Corporate procurement will provide the required support to commissioners throughout the entire process.

7. Financial Implications

Implications completed by: Olufunke Adediran, Group Accountant

- 7.1 The proposed framework contract for the Council would cost c£5.2m per annum and would deliver services across Learning Disability & Mental Health. This are two high risk areas and require significant level of resources to fulfil the Councils statutory responsibility.
- 7.2 Through the introduction of floating support this will ensure service users within supported living are more independent, hence requiring reduced level of resources. The council will benefit from significant savings in the long run as care packages will be reduced thereby reducing the existing budget pressures against these social care package budgets.
- 7.3 The price in the first two years of the contract is fixed and when appointing providers costs need to be competitive. In the final two years prices will be adjusted in line with the Retail Price index. Dependent on what the RPI rate is at the time this could be a significant inflationary pressure to the Council.

8. Legal Implications

Implications completed by: Kayleigh Eaton, Contracts and Procurement Solicitor, Law & Governance

- 8.1 This report is seeking approval to tender a four-year framework for Mental Health and Learning Disability supported living and specialist floating support service.
- 8.2 The services being procured are subject to the Light Touch Regime under the Public Contracts Regulations 2015 (the Regulations). The threshold for application of this regime is currently £615,278. The value of the proposed contract is above this threshold meaning that it will need to be advertised in the Official Journal of the European Union (OJEU). There are no prescribed procurement processes under the light touch regime, therefore the Council may use its discretion as to how it conducts the procurement process provided that it discharges its duty to comply with the Treaty principles of equal treatment, non-discrimination and fair competition; conducts the procurement in conformance with the information that it

provides in the OJEU advert; and ensures that the time limits that it imposes on suppliers, such as for responding to adverts is reasonable and proportionate. Following the procurement, a contract award notice is required to be published in OJEU.

- 8.3 Clause 2.5 of this report states that the contract will be advertised in OJEU as well as on the Council's website and Contracts Finder using the Open procedure as set out in the Regulations. This appears to comply with the requirements of the Regulations and the Council's Contract Rules and therefore would appear to be following a compliant tender process.
- 8.4 Contract Rule 28.7 of the Council's Contract Rules requires that all procurements of contracts above £500,000 in value must be submitted to Cabinet for approval.
- 8.5 In line with Contract Rule 50.15, Cabinet can indicate whether it is content for the Chief Officer to award the contract following the procurement process with the approval of Corporate Finance.
- 8.6 The report author and responsible directorate are advised to keep the Law and Governance Team fully informed at every stage of the proposed tender exercise. The team will be on hand and available to assist and answer any questions that may arise.

9. Other Implications

- 9.1 **Risk and Risk Management** - The following is an assessment of the key risk issues relating to this procurement and their mitigation.

Risk	Likelihood	Impact	Risk Category	Mitigation
Delay to/ failed procurement process	Medium	Medium	Medium	Set and monitor a realistic timetable. Council to negotiate a new short-term contract with current provider in the case of a delayed or failed procurement
No tender received	Medium	High	High	High level of publicity and tender launch in various contract register platforms and via the Council for the Voluntary Sector. Hold market engagement event
Contract award decision challenged by unsuccessful provider(s)	Low	Low	Low	Procure contract in line with Council's contract rules and EU Public Contracts Regulations. Liaise with legal and corporate procurement departments at all stages and ensure documentation is kept.

Provider fail to meet contractual obligations	Low	High	Medium	Clear set of outcomes set out in service specification and agreed with provider. Robust and regular performance monitoring procedures, performance indicators and consequences of failure to meet them set out in service contract.
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9.2 **TUPE, other staffing and trade union implications** – Not applicable

9.3 **Corporate Policy and Equality Impact** - An Equality Impact Assessment has been undertaken as part of the procurement process. It is acknowledged that vulnerable client groups, such as those with mental health problems, substance misuse, learning disabilities and complex health needs often have poorer outcomes than the general population. The supported housing tender will seek to address the things that prevent good outcomes, such as ill health, unstable housing or debt problems. This tender will change the way that support may be provided, it is not anticipated that anyone currently receiving a service will have that materially altered.

Evidence of Unmet Needs - This proposal does not remove support for vulnerable groups but does change the way that support may be provided. It will also affect some parts of the support offer as we will seek to reduce our reliance on residential packages of care. Commissioners and the Head of MH Social Care will mitigate and monitor for any unmet needs.

The proposal will affect all monitored equality groups equally; there is no current evidence of any discriminatory effect on any one group. The impacts of the tender will need to be monitored throughout the process of implementation to guard against unintended consequences.

9.4 **Safeguarding Adults and Children** - The proposed procurement would ensure that service users of MH services and / or LD will be supported to live as independently with in Barking and Dagenham as they are able. This procurement will ensure that the Local Authority are complies to all aspects of the Care Act 2014.

All providers that are placed on to the framework will be complaint to the LA's safe guarding protocols, as well as being quality assured by the Quality Assurance Team (part of Adult Commissioning).

9.5 **Health Issues** – The proposed procurement will improve the clinical outcomes for people with LD and MH as they will enjoy continuity of care from their clinical teams rather than being placed out of borough and having to establish new relationships.

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

List of appendices: None

CABINET**18 September 2018**

Title: Term Contract for Mechanical Servicing and Maintenance within Public Buildings, Schools, Leisure Buildings and Communal Housing Properties	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: None	Key Decision: Yes
Report Author: Victoria Lawal Senior Contracts and Procurement Manager My Place	Contact Details: Tel: 0208 724 3482 E-mail: Victoria.lawal@lbbd.gov.uk
Accountable Director: Robert Overall – Director of My Place	
Accountable Strategic Director: Claire Symonds, Chief Operating Officer	
<p>Summary:</p> <p>This report seeks to request Cabinet approval to enter into a procurement exercise for the award of a new Term Contract for Building Maintenance in Non-domestic Properties over a three-year term covering the period with the possibility of two, one-year extensions subject to satisfactory performance of the appointed contractor. This contract is for day-to-day reactive repairs, cyclical maintenance, and minor works.</p> <p>This contract will be used to:</p> <ul style="list-style-type: none"> • Provide a reactive repairs and cyclical maintenance service to all non-domestic buildings as necessary. <p>Provide the facility of a minor works service to all non-domestic buildings. It is anticipated that the contract will be used:</p> <ul style="list-style-type: none"> • By Schools via a service level agreement (SLA); • By My Place for all Council public buildings and communal housing properties. • CUL (Coventry University London). <p>It is anticipated that the new contract will commence on 5th January 2019</p>	
Recommendation(s)	
The Cabinet is recommended to:	
(i) Approve the procurement of a new term contract for Building Maintenance within Public Buildings, Schools, CU London (Coventry University) and Communal	

Housing Properties, in accordance with the Council's Contract Rules and the strategy set out in the report; and

- (ii) Delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Performance and Core Services and the Director of Law and Governance, to conduct the procurement and enter into the contract and all other necessary or ancillary agreements, including contract extensions, with the successful bidder.

Reason(s)

The procurement exercise will lead to the award of a new Term Contract which will provide the Council with a responsible, safe and cost-effective maintenance, repair and minor works service to its buildings, thus helping to achieve the Council Priority of a "well run organisation".

1. Introduction and Background

- 1.1 The Council has a statutory responsibility to comply with the Health and Safety at Work Act 1974 and relevant Building Regulations requirements. The previous term contract for building maintenance and repairs which was awarded to Kirkman & Jourdain Ltd, has expired following the utilisation of the extension period allowed under the provision within the contract.
- 1.2 The previous contract let to Kirkman & Jourdain Ltd was a combination of reactive and small works with a maximum individual order value of £50,000. The contract provided a 24-hour building repair and maintenance service to schools, operational and public buildings and CU London added in August 2017, with a pre-priced schedule of rates, which enabled users of the contract to control budgets.
- 1.3 To enable officers to undertake a lengthy options appraisal including the intrinsic value of a Building Maintenance Term Contract (BMTc) itself and other potential methods of procurement the previous contract has been in continuance. The various options appraisals including the need for this contract in its current form have been investigated within this process and are detailed in section three of this report.
- 1.4 To ensure that a suitable contract is put in place it is considered advisable to re-tender through a new term contract. The use of a term contract will remove the need to tender for each job and reduce the administrative work involved in this process.
- 1.5 This tender does not include works to domestic (tenanted) properties but does include works to communal properties and some sheltered accommodation, which will be funded from the Housing Revenue Account (HRA). The Borough's leased out properties that have not agreed a full maintenance type contract with Property Services are not included.

2. Proposed Procurement Strategy

- 2.1 The recommended option is to procure a contractor via an open market two stage restricted tender process. This enables the Council's requirements to be specified and tendered via a process that allows the opportunity for local / regional suppliers to bid. Tenders will be sought through a full European Restricted Procedure following an advertisement in the Official Journal of the European Union (OJEU).
- 2.2 The contract will be awarded through a scoring matrix on the basis of 60% price and 40% quality.
- 2.3 It is proposed that this contract will be let as a Joint Contract Tribunal JCT Measured Term Contract (2016 edition), which is appropriate for use:
- By Employers who have a regular flow of maintenance and minor works, including improvements, to be carried out by a single contractor over a specified period of time and under a single contract;
 - Where the work is to be instructed from time to time and measured and valued on the basis of an agreed schedule of rates; and
 - Where a Contract Administrator and Quantity Surveyor are to administer the conditions. These roles are performed by Quality & Compliance Officers within the My Place Services Team.
- 2.4 It is anticipated that the new contract will commence on the 5th January 2019 for a period of three years with the possibility of two, one- year extensions at an estimated value of approximately £2,250,000 over the initial three-year period to £3,750,000 for the full five-year period (including the possible two, one-year extensions).
- 2.5 The estimated contract value comprises a combination of small works and major upgrades, up to a maximum single order value of £50,000, and planned service costs based on a priced schedule of rates. The precise contract value will depend upon the value of work that is placed with the successful contractor but is also dependent upon client budgets.
- 2.6 In order to achieve the Council Priority of a "well run organisation" it is essential for the council that all buildings are maintained and kept in a state of good repair. Failure to meet this requirement could result in unsafe assets and buildings, with the potential of causing ill health to the community, visitors, staff, and contractors, which could result in criminal prosecution of officers and councillors under Health and Safety legislation.
- 2.7 The contract will work on a "call off" basis for Council's schools, operational and public buildings, from a priced Schedule of Rates for the duration of the contract. The "call off" arrangements do not commit the Council to guaranteed payments to the contractor by way of any stand-by arrangements, but will ensure continued supply of important services during the contract term
- 2.8 It is expected that the contract will be used to meet all of the Council's day to day repairs, cyclical maintenance, minor works and will be based on priced schedules of rates items plus an element of unspecified work where estimates have been used for materials and hourly attendance rates. Industry agreed adjustments will be

applied to the priced schedule of rates annually where necessary. This will give the Council the benefits of economies of scale whilst improving maintenance efficiency and enabling the council to standardise equipment used. All cyclical and planned maintenance works will be carried out at regular pre-determined intervals in conjunction with regular service plans as generated by the Council.

- 2.9 The applicants will be assessed on their economic and financial standing, health and safety standards, technical capability, prices and references, as well as a qualitative assessment of performance targets and method statements on a range of criteria relevant to the contract.
 - 2.10 Applicants who have policies and methods in place to measure quality and performance and are able to provide this information to the Council will be considered as suitable tenderers.
 - 2.11 The successful contractor will be expected to maintain a full electronic audit trail of the work undertaken on behalf of the Council and this data must be accessible to LBBD officers, without additional data capture, utilising the Council's asset management database (K2) or via a web portal to an equivalent acceptable solution provided by the successful tenderer. The contractor will also be expected to work with the Council during the contract term to enhance the electronic data exchange to meet our ICT aspirations.
 - 2.12 The Children's Service Department has been advised that whilst schools are encouraged to use this contract (under best value principles), My Place cannot insist that they do. Should schools decide not to use this contract under traded services SLA's and make their own arrangements for Building Maintenance works they will be required legally to undertake the same Health & Safety assessment of potential contractors and to formally monitor their work once contracted, complying at all times with current legislation.
- 3. How the procurement will address and implement the Council's Social Value policies**
- 3.1 The contract will contribute to Social value by keeping Public, School and Housing Communal Properties across the borough open, functional and serviceable. Effective maintenance will reduce disruption and associated down time that can have adverse Social impacts such as periods of unavailability or reduced access to Council services and facilities.
 - 3.2 The procurement process allows all suppliers to submit a bid at selection stage allowing the opportunity for local/regional suppliers to apply, which may result in additional Social Value derived from employment opportunities
- 4. Estimated Contract Value, including the value of any uplift or extension period**
- 4.1 The combined contract value is estimated to be approximately £3,750,000 over the full five-year term (should the extension option be activated).

Projected contract expenditure							TOTAL
	Jan 2019- Mar 2019	Apr 2019- Mar 2020	Apr 2020- Mar 2021	Apr 2021- Mar 2022	Apr 2022- Mar 2023	April 2023- Jan 2024	Full Term
TOTAL	£187,500	£750,000	£750,000	£750,000	£750,000	£562,500	£3,750,000

- 4.2 The precise contracts values will depend upon the value of work that is placed with the successful contractors and is also dependent upon client budgets.
5. **The contract delivery methodology and documentation to be adopted.**
- 5.1 This contract will be delivered under Joint Contract Tribunal JCT Measured Term Contract (2016 edition) and Technical Specifications and monitored by Compliance Officers.
- 5.2 The contract will be delivered via a call off tender system, ie. as and when each client requires it. Requests for reactive repairs will be via a Facilities Helpdesk and monitored by Quality and Compliance Officers.
- 5.3 Expressions of interest and qualification stage will commence in October 2018 with the invitation to tender issued in November 2018 to facilitate a contract commencement in early January 2019
6. **Outcomes, savings and efficiencies expected as a consequence of awarding the proposed contract**
- 6.1 The original aims and objectives are to provide a safe and cost effective minor works service to all Public Buildings, Schools and Communal Housing Properties.
- 6.2 Savings and efficiencies will be afforded by economies of scale and providing a one stop shop for all Building services to the above-mentioned clients. Each client will be able to utilise this contract as well as being secure in the knowledge that any Building compliance obligations will be met.
7. **Criteria against which the tenderers are to be selected and contract is to be awarded**
- 7.1 The number of tenderers will be reduced to the best 6 by applying selection criteria that include, legal and financial capacities, technical and professional ability, prior contractual performance and experience to perform the contract.
- 7.2 The contract will be awarded against criteria that represent the most economically advantageous to the Council the overarching weighting being 40% quality 60% cost. This weighting will ensure the requisite quality standards while ensure the Council receives and awards and achieves value for money.
8. **Options Appraisal**
- 8.1 **Option 1 - Tender for a three-year term contract with the possibility of two, one-year extensions** – This is the preferred option as it gives the benefits listed in Section 2 of this report.

- 8.2 **Option 2 - To undertake tenders/quotations for each individual project** – this option is not considered as disaggregation of spend is not compliant, cost effective, both in terms of procedural costs of tendering and by offering no long-term commitment to a specific contractor. This would also create delays and additional costs where emergency action is required and would not be appropriate for reactive maintenance works.
- 8.3 **Option 3 - To buy into an existing framework contract** – Again this option was thoroughly investigated but proved fruitless due to the various combination packages that were available not being satisfactory to suit the requirements of the authority. All other solutions investigated appeared to compromise the Borough's service level provision in some way or another hence the decision to recommend option 1 as documented.
- 8.4 **Option 4 - Do nothing** – This option was considered but due to an immense amount of orders that were required on a daily basis and a diminishing lack of resources a return to a contract format will prove less onerous to manage going forward. The Council's insurance policy will be potentially compromised if we do not undertake the work. The Council also has a statutory duty to comply with the Health and Safety at Work Act 1974 and relevant Building Regulations requirements, removing the 'do nothing' approach as an option.

9. Waiver

- 9.1 This is not applicable to this procurement.

10 Equalities and other Customer Impact

- 10.1 The contract will be fully compliant with Health and Safety and other legislative requirements.

11. Other Considerations and Implications

- 11.1 **Risk and Risk Management** - Compliance officers will administer the contract to pre-arranged service level agreements, strictly monitoring the performance levels of each contractor. The contract will also be carried out in accordance with the Health and Safety at Work Act 1974.
- 11.2 **Safeguarding Children** - The contractors shall take all reasonable precautions to prevent injury to children by implementation of measures set out in Guidance note H.S.G 151 issued by the HSE. All operatives and contractual staff working in schools, nurseries, children's centres and sheltered accommodations will have been DBS checked where applicable working with vulnerable adults and children which will be on file and must be produced on request.
- 11.3 **Property / Asset Issues** - Good and regular cyclical maintenance will prolong the life of the building fabric by a significant period.

12. Consultation

- 12.1 The proposals within this report were considered and endorsed by the Corporate Procurement Board on 20 August 2018.

13. Corporate Procurement

Implications completed by: Richard Barrett, Category Manager

- 13.1 The suggested use of the restricted procedure to appoint a contractor is in line with the council's contract standing orders and onward requirements of the public-sector procurement regulation. The weighting of 60 % on cost would appear to be a little low but for this type of contract it is acknowledged that the quality aspect needs to be high to ensure quality of service to minimise associated risks. An extremely thorough specification may present the opportunity to retain quality while tweaking the price weighting higher to provide a stronger focus on cost while retaining assurance around quality and standards required to minimise associated risks. The Elevate procurement team are positioned to support the procurement process including development of the tender documentation if required.

14. Financial Implications

Implications completed by: Katherine Heffernan, Group Manager- Services Finance

- 14.1 The costs incurred for this contract will be fully recovered from the General Fund, HRA, Schools, Leisure Services and Coventry University through SLA's. The SLA charge will also raise fee income for the Quality and Compliance Manager to cover related staffing costs.
- 14.2 Cost of call-offs on this contract will be from individual service budgets and should be managed as part of service financial monitoring activities.

15. Legal Implications

Implications completed by: Ian Chisnell, Solicitor – Contracts and Procurement, Law and Governance

- 15.1 This report is seeking approval to tender a contract for the provision of Mechanical Servicing and Repairs in Corporate Buildings, Schools and Communal Housing Properties throughout the borough. The proposed procurement being considered is estimated to have a total value above the EU threshold Works contracts (currently set at approximately £4,551,413). This means that there is a no legal requirement to competitively tender the contract via the Official Journal of the European Union (OJEU). However, the Council can choose to do so, but if it does it must follow the process set out in the Regulations.
- 15.2 The Council's power to enter into these arrangements is contained in Section 1 of the Localism Act 2011 (the general power of competence).
- 15.3 Contract Rule 28.7 of the Council's Contract Rules requires that all procurements of contracts above £500,000 in value must be submitted to Cabinet for approval. Furthermore, In line with Contract Rule 50.15, Cabinet can indicate whether it is content for the Chief Officer to award the contract following the procurement process with the approval of Corporate Finance.

- 15.4 It is noted that the proposed procurement route is to be conducted in accordance with the Regulations using the Restricted procedure. This would appear to be following a compliant tender exercise and Legal Services will be available to assist and advise upon further instruction.
- 15.5 The report author and responsible directorate have been advised to keep the Legal Service fully informed at every stage of the proposed tender exercise.

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

List of appendices: None

CABINET**18 September 2018**

Title: Procurement of Electricity and Gas Supply Contract	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision: Yes
Wards Affected: None	Key Decision: No
Report Author: Leeann Kenny, Energy Officer, My Place	Contact Details: Tel: 020 8227 2017 E-mail: leeann.kenny@lbbd.gov.uk
Accountable Director: Robert Overall – Director of My Place	
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
Summary:	
<p>This report seeks approval to appoint a specialist energy procurement broker to provide expert, independent advice to help the Council procure gas and electricity on terms that are the most economically advantageous and support the Council's renewable energy opportunities.</p> <p>The Council currently purchases its gas and electricity through LASER (a company owned by Kent County Council, which procures energy on behalf of local authorities). LASER has negotiated a new energy supply contract which will come into effect on 1st October 2020. Existing customers of LASER are required to confirm their intention to renew their contract before 30th September 2018, as the current agreement with LASER requires 24 months' notice of termination.</p>	
Recommendation(s)	
<p>The Cabinet is recommended to:</p> <p>(i) Approve the appointment of LASER as the Council's broker to procure gas and electricity supplies in accordance with the procurement strategy set out in the report; and</p> <p>(ii) Authorise the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Performance and Core Services and the Director of Law and Governance, to finalise any specific terms of the contract, choose the appropriate framework with LASER, enter into the call-off contract under the framework agreement, and do all things necessary to facilitate the execution, implementation and operation of the contract, including any extension agreement to comply with the Authority's agreed procurement and management.</p>	

Reason(s)

To assist the Council in achieving its corporate priorities by securing cost effective energy supplies on terms that will support the Council's economic development and renewable energy generation objectives.

1. Introduction and Background

- 1.1 Gas and electricity market prices are highly volatile. Market price movements of more than 10% in a week are not unprecedented. Purchasing all energy requirements on a single day therefore carries the risk of buying when energy market prices are high, with a potentially significant associated budget risk. To spread market price risk and to avoid buying during periods of peak market pricing, the Pan Government Energy Project recommended that "all public-sector organisations adopt aggregated, flexible and risk-managed energy procurement" as provided by LASER.
- 1.2 To maintain an effective risk-management approach, LASER recommend a minimum of a two-year window to complete future flexible energy purchases.
- 1.3 Currently the contract for the supply of electricity and gas (including associated services) is with LASER (a company wholly owned by Kent County Council that procures energy on behalf of local authorities). The current annual value of this contract is £6.8m. Unless renewed by the Council the contract will expire on 30th September 2020.
- 1.4 LASER have procured a new gas and electricity supply Framework under which they will supply energy to customers for the period 1st October 2020 to 30th September 2024. LASER require existing customers to confirm their intention to renew their contract by 30th September 2018. This will allow LASER to purchase energy supplies from October 2018 (potentially locking in relatively low energy costs) in advance of supplying energy to customers from October 2020.
- 1.5 Under this contract, the Council's gas and electricity is bought through a Purchase within Advance mechanism for defined service periods. This means that LASER procures all of the Council's gas and electricity requirements before the service period, potentially enabling cost savings to be made.

2. Proposed Procurement Strategy

- 2.1 **Outline specification of the works, goods or services being procured**
The preferred solution is to appointment LASER as the Council's energy broker. Such an appointment will provide the Council with expertise required to procure the Council's energy supplies on the most economically advantageous terms.
- 2.2 **Estimated Contract Value, including the value of any uplift or extension period**
The annual value of the overall contact is approximately £6,800,000 (based on 2017-18 October prices).

Initial term (2 years) - £13,600,000
Initial term + 1-year extension period - £20,400,000
Full term 2 years + 2-year extension period - £27,200,000

2.3 Duration of the contract, including any options for extension

The initial term is for a period of two years with the potential to extend by a further two years in a 12-month period. The maximum contract term would be four years.

2.4 Recommended procurement procedure and reasons for the recommendation

The recommendation is that we procure the LASER Fully Managed Purchase in Advance option. This offering has consistently performed well during our current contact and provides the lowest risk option for the Council.

2.5 The contract delivery methodology and documentation to be adopted.

Appointment of LASER as the Council's energy broker and utilise their purchasing frameworks procure energy at the most commercially advantageous price.

2.6 Outcomes, savings and efficiencies expected as a consequence of awarding the proposed contract

The main objectives of the procurement process are to ensure that the Council obtains:

- Market leading expertise: The Council has access to expertise to support the procurement and purchase of energy on competitive terms;
- External energy purchase processes: are supported by robust Contract and Customer management tools and processes to ensure the service is provided and maintained to the standards required by the Council;
- Utilities savings: proposals are supported by clear energy cost price mitigation strategy making full use of the mechanisms available within energy markets.

2.7 Criteria against which the tenderers are to be selected and contract is to be awarded

An options appraisal has been undertaken and the most cost-effective and lowest risk option to the Council is to procure the LASER Fully Managed Purchase in Advance contract. This will be procured through the LASER Framework.

2.8 How the procurement will address and implement the Council's Social Value policies

The procurement proposals in this report are intended to secure the procurement and purchase of electricity and gas supplies on terms that will help support long-term financial sustainability and economic development.

If the procurement objectives are achieved, then LASER will supply the Council with energy on cost effective terms, they will also help support development of the Council's energy efficiency and renewable energy opportunities for the economic benefit of the area.

3. Options Appraisal

3.1 The table below summarises the options that have been considered to achieve the objectives set out above. The preferred option is indicated.

Option	Description	Assessment
LASER – Fully Managed <i>(continue existing contract arrangements)</i> <u>This is the Preferred Option</u>	<ul style="list-style-type: none"> • EU Compliant • Reduces time spent on procurement process • Pre-agreed terms and conditions 	<ul style="list-style-type: none"> • No onboarding time as they are fully conversant with the Councils energy requirements and portfolio • Current framework has delivered savings by purchasing energy at well below the market average
LASER Procurement only (POSO)	<ul style="list-style-type: none"> • EU Compliant • Reduces time spent on procurement process • Pre-agreed terms and conditions 	<ul style="list-style-type: none"> • Procurement only service would mean we would need to recruit more staff internally to deliver the service
Crown Commercial Services POSO only <i>(tender to the Government framework)</i>	<ul style="list-style-type: none"> • EU Compliant • Single Supplier for Gas • Single Supplier for Electricity • Reduces time spent on procurement process • Pre-agreed terms and conditions 	<ul style="list-style-type: none"> • Lower management fees than LASER • No managed service provision so more staff would need to be recruited internally
Direct to Big 6 POSO only <i>(tender to main UK energy suppliers)</i>	<ul style="list-style-type: none"> • Single Supplier for Gas • Single Supplier for Electricity • Non-Compliant with EU Legislation • Restrictive Market that may not yield the required financial benefits 	<ul style="list-style-type: none"> • As above
Collaborate with another organisation or authority (not LASER or CCS)	<ul style="list-style-type: none"> • Increased procurement time • Multiple Suppliers available • Need to agree terms and conditions 	<ul style="list-style-type: none"> • All other London Authorities purchase through existing frameworks • In-house skills gap is a high-risk element
Open Tender Process to appoint a Broker	<ul style="list-style-type: none"> • EU Compliant • Varying and Multiple risk profiles available • Broker procures on behalf of the Council 	<ul style="list-style-type: none"> • In-house skills gap is a high-risk element

4. Waiver

4.1 Not applicable.

5 Equalities and other Customer Impact

5.1 Successful re-procurement of the Council's energy supplies will help to protect services by constraining energy cost price increases.

- 5.2 Due the complexities of buying energy on the open market the Council has been unable to complete a Section 20 consultation which is required as part of the Landlord and Tenant Act 1985.
- 5.3 To mitigate this risk, it has been agreed that the Landlord Customer Services team will bear the cost for any leaseholders that breach the £100.00 threshold for a period of two years. During this period Council would seek to obtain a dispensation and would then look to enter into a new contract. The Council will seek to recover the appropriate uncapped proportion of the cost from leaseholders for their utilities from thereon in.
- 5.4 The consultation process with schools has already begun.

6. Other Considerations and Implications

6.1 Risk and Risk Management

Do Nothing

- 6.1.1 In the event that the Council was to do nothing and let the service contract expire, from 1st October 2020 the Council would transfer from contracted market rates to out of contract rates. This would have a significant financial impact on the Council due to the out of contract rates being heavily inflated when compared to the contracted market rates.
- 6.1.2 To mitigate this risk, it is proposed that the Council will contract with LASER for the provision of the service in line with the recommendations as set out in this paper.

Not to agree or award the recommended route to market until expiry.

- 6.1.3 In the event that the Council does not award or agree the route to market until, or until close to the expiry of the existing service period, the risk to the Council is that the market rates at which gas and electricity would have to be purchased may be higher than those available if an early decision had been made. The wholesale market price has risen steadily since 2012 and the forecast is that the costs will further increase. Energy prices are dependent on any disruptions in the supply chain such as adverse weather or conflict.

7. Consultation

- 7.1 All relevant officers have been consulted and authorisation obtained. The proposals within this report were also endorsed by the Procurement Board at its meeting on 20 August 2018.

8. Corporate Procurement

Implications completed by: Euan Beales, Head of Procurement

- 8.1 The report recommends using a framework as the route to market, under EU Legislation this would be a compliant route as the main process would have been compliantly procured.

- 8.2 The second part of the process would be to mini compete the Councils requirements with the suppliers who have been awarded onto the framework, at the time of this report it is not known if this will be directly with KCC LASER or the London Energy Project, both parties would conduct this process on the Councils behalf, again this mitigates the risk to the Council in terms of non-compliance with process.
- 8.3 The recommendations made offer the Council value in terms of achieving below average market costs and ensures the staffing levels required by the Council comply to the structures.

9. Financial Implications

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

- 9.1 The Council consumes significant amounts of energy. The costs of gas and electricity are predicted to continue to rise significantly above the level of general inflation.
- 9.2 It is important that the Council adopts a robust energy procurement strategy as set out in this report. This should provide the Council with the mechanisms and expertise to secure energy on acceptable terms by adopting an appropriate balance between forward purchasing (to achieve price certainty) and the potential to take advantage of short-term energy price movements where this is in the Council's financial interest. To achieve this the Council will need to be supported by expert external advice, purchasing expertise and skills transfer
- 9.3 It is considered that the preferred recommendation in this report meets these objectives and is consistent with decisions around energy procurement strategy taken over the past decade.
- 9.4 It is worth noting that the total annual value of the recommended LASER Fully Managed Service contact is expected to cost the Council approximately £6.80m (compared to £6.48m in 2015) or £27.2m over the 4-year contract period. These are paid for from premises budgets across the Council's departments and are currently fully funded.
- 9.5 The procurement only options are only estimated to cost the Council £60k-£80k per annum less, meaning the additional staff costs to support this would make the whole energy strategy more expensive. Furthermore, this would be a departure from LBBB's current commissioning strategy.

10. Legal Implications

Implications completed by: Ian Chisnell, Lawyer

- 10.1 The Power to enter into these arrangements is contained in s1 of the Localism Act 2011 (the general power of competence).
- 10.2 As the services to be procured are valued at over £6m the Council is required to comply with the Public Contracts Regulations 2015 and procure through a tender

advertised in OJEU or procure from an OJEU compliant framework, which is what is proposed in the report.

- 10.3 The value of the contract means that under the Council's constitution this is a Key Decision.
- 10.4 In respect of leaseholders of the Council there is a requirement to consult them where the Council enters into a long-term qualifying agreement for the provision of services under the provisions of s20 of the Landlord and Tenant Act 1985 and the Service Charges (Consultation Requirements) (England) Regulations 2003. This agreement will qualify as it is intended to award a contract with a potential duration of more than 12 months. If the Council does not consult it cannot recover more than £100 per leaseholder for the provision of the service. The Council can apply to the First Tier Tribunal to waive these requirements under the legislation and it is proposed to do so for the next procurement. The current timeframes do not permit the Council to make the application to the First Tier Tribunal and get a decision.

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

List of appendices: None

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CABINET**18 September 2018**

Title: Debt Management Performance and Write-Offs 2018/19 (Quarter 1)	
Report of the: Cabinet Member for Finance, Growth, and Investment	
Open Report	For Information
Wards Affected: None	Key Decision: No
Report Author: Gill Hills – Head of Revenues	Contact Details: Tel: 0208 724 8615 E-mail: gill.hills@elevateeastlondon.co.uk
Accountable Director: Claire Symonds, Deputy Chief Executive and Chief Operating Officer	
Summary	
<p>This report sets out the performance of the Council's partner, Elevate East London, in carrying out the contractual debt management function on behalf of the Council. This report covers the first quarter of the financial year 2018/19. The report also includes summaries of debt written off in accordance with the write off policy that was approved by Cabinet on 18 October 2011. The report demonstrates that performance is stable and continuing to improve year on year in terms of overall collection, though continuing to be impacted by welfare reform measures.</p>	
Recommendation(s)	
<p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Note the contents of the report as it relates to the performance of the debt management function carried out by the Revenues and Benefits service operated by Elevate East London, including the performance of enforcement agents; and (ii) Note the debt write-offs for the first quarter of 2018/19. 	
Reason	
<p>Assisting in the Council's Policy aim of ensuring an efficient organisation delivering its statutory duties in the most practical and cost-effective way. This ensures good financial practice and adherence to the Council's Financial Rules on the reporting of debt management performance and the total amounts of debt written-off each financial quarter.</p>	

1. Introduction and Background

- 1.1 The Council's Revenues, Benefits, General Income and Rents Service is operated by the Council's joint venture company, Elevate East London LLP (Elevate). The service is responsible for the management of the Council's debt falling due by way of statutory levies and chargeable services. It also collects rent on behalf of Barking and Dagenham Reside. Council debts not collected by Elevate are not included in this report, for example parking and road traffic debt prior to warrants being granted and hostel and private sector leasing debt.
- 1.2 This report sets out performance for the first quarter of the 2018/19 municipal and financial year and covers the overall progress of each element of the service since April 2018. In addition, it summarises debts that have been agreed for write off in accordance with the Council's Financial Rules. All write offs are processed in accordance with the Council's debt management policy agreed on 18th October 2011.
- 1.3 The target for Council Tax current year collection remains the same as 2017/18 at 96%. The Council Tax arrears target has increased by £180,300 to £2,302,300. The General Income target has increased by 0.2% to 96.2% which approximately equates to an additional £200k.

2. Proposal and Issues

- 2.1 Set out in Table 1 below is the performance for quarter one of 2018/19 achieved for the main areas of debt managed by Elevate.

Table 1: Collection Rate Performance – Quarter one 2018/19

Type of Debt	Year end target	Quarter 1 target	Quarter 1 Performance	Variance	Actual collected
Council Tax	96.00%	30.20%	29.80%	-0.40%	£22.672m
Council Tax Arrears	£2.302m	£0.845m	£0.917m	+£0.071m	£0.917m
NNDR	98.30%	30.70%	30.40%	-0.30%	£19.485m
Rent	96.75%	23.60%	23.64%	+0.04%	£23.788m
Leaseholders	98.30%	30.17%	30.20%	+0.03%	£1.305m
General Income	96.20%	77.80%	84.20%	+6.40%	£14.571m

Council Tax Collection Performance

- 2.2 Council Tax collection for Quarter 1 is 0.4% below the target.
- 2.3 The amount of Council Tax charged in 2018/19 has increased by £5.3m compared with 2017/18.
- 2.4 Alongside this increase in Council Tax charged, Council Tax Support has decreased month on month since the start of 2018/19. By the end of Quarter 1 of 2018/19 CTS

payments had dropped by £159k compared with an increase of £132k of the same period in 2017/18.

- 2.5 The CTS caseload continues to drop month on month. At the end of quarter 1 2017/18 CTS made up 15.8% of the total Council Tax charged, this has now decreased to 14.9% in 2018/19.
- 2.6 This reduction is the equivalent of £820k. This is the additional Council Tax that will be charged to Council Tax payers.
- 2.7 Council Tax Support will be carefully monitored over the coming months to determine whether this trend is likely to continue and its resulting impact on collection rates.

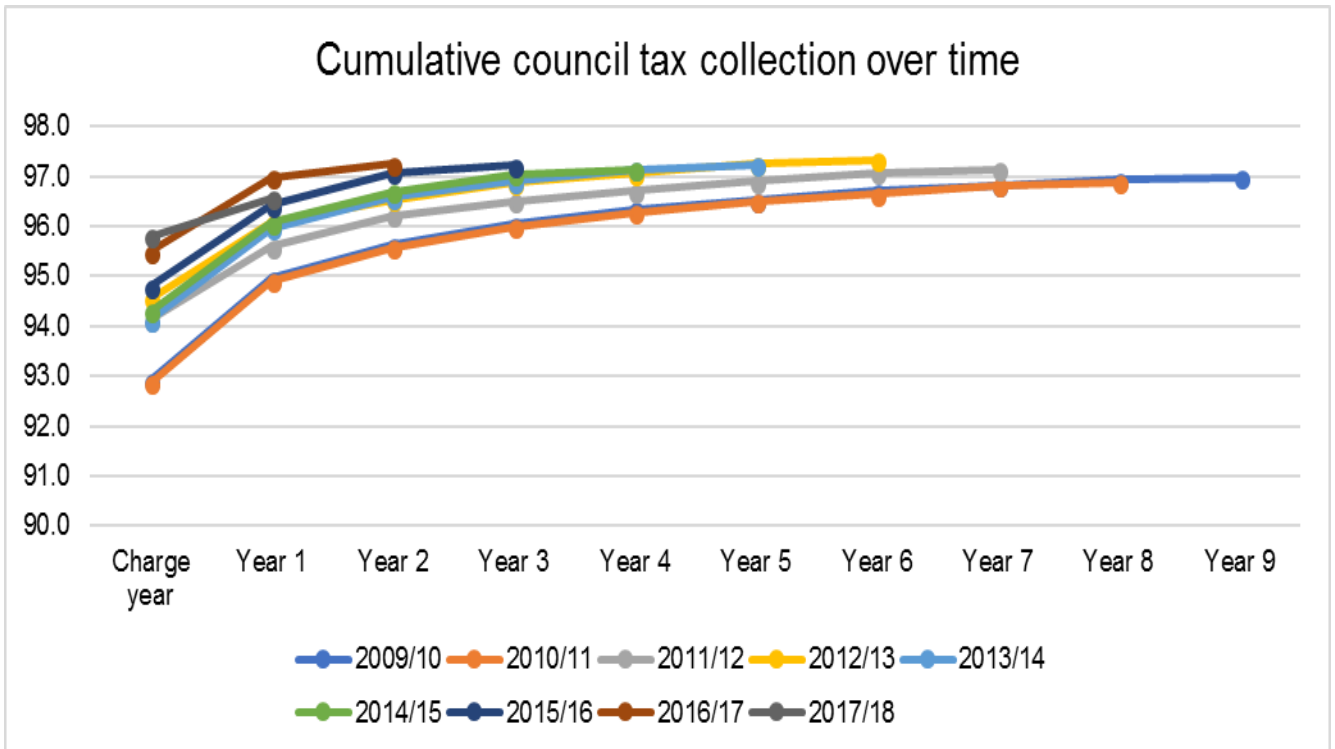
Council Tax Arrears

- 2.8 In quarter 1 arrears collection was £71k above the target.
- 2.9 The Council Tax Collection Team continues to face numerous challenges around Council Tax collection. These include the Council Tax Support scheme, the increasing number of properties within the borough increases in the Council Tax charge and the introduction of Universal Credit. The table below shows how Council Tax collection continues long after the initial charge year:

Table 2:

Quarter 1 18-19										
Year	Charge year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
2009/10	92.9	94.9	95.6	96.0	96.3	96.5	96.7	96.8	96.9	97.0
2010/11	92.9	94.9	95.6	96.0	96.3	96.5	96.6	96.8	96.9	
2011/12	94.1	95.6	96.2	96.5	96.7	96.9	97.1	97.1		
2012/13	94.6	96.1	96.5	96.9	97.1	97.3	97.3			
2013/14	94.1	96.0	96.6	96.9	97.1	97.2				
2014/15	94.3	96.1	96.7	97.1	97.1					
2015/16	94.8	96.4	97.1	97.2						
2016/17	95.5	97.0	97.2							
2017/18	95.8	96.6								

- 2.10 The graph below shows the improved performance in each year, except for 2013/14 when welfare reform had a marked effect on collection rates. Each line shows performance within that year, the bottom line (blue) shows collection for the charge year (the year in which the tax was first raised), the next (orange) shows performance in year 1 (the first year after the charge year) and so on. As can be seen overall collection of Council Tax continues year on year and has steadily improved since 2010/11.



Business Rates (NNDR) Collection Performance

- 2.11 The NNDR collection rate for quarter 1 was 0.3% behind target. LBBB have leased some of its property to other parties.
- 2.12 Business Rates was paid in full at the start of the year by LBBB for these properties and they will now be paid over 12 months. Therefore, collection is phased over a longer period. However, these payments will be received, and collection remains buoyant.

Rent Collection Performance

- 2.13 Rent collection for quarter 1 is 0.04% above target
- 2.14 Close working with My Place continues and referrals to the Homes and Money Hub for those tenants in most need of assistance started in Quarter 1.

Reside Collection Performance

- 2.15 In addition to collecting rent owed on Council tenancies, Elevate also collects the rent for the Barking & Dagenham Reside portfolio. Quarter 1 collection is 99.76% which is 0.26% above target.

Leaseholders' Debt Collection Performance

- 2.16 Leaseholder collection for quarter 1 is 0.03% above target.

General Income Collection Performance

- 2.17 General Income collection for quarter 1 is 6.4% above target. Fluctuations in invoicing can result in higher or lower percentages of collection. However, collection remains strong in this area.

Adult Social Care – Collection of Social Care Charges (home and residential)

- 2.18 Homecare collection for quarter 1 is 2.21% above target.
- 2.19 Residential collection for quarter 1 is 5.3%.
- 2.20 The debt recovery process for these debts is similar to that of other debts, but with extra recognition given to particular circumstances. To ensure that the action taken is appropriate and to maximise payments, each case is considered on its own merits at each stage of the recovery process and wherever possible payment arrangements are agreed. In addition, a further financial reassessment of a client's contribution is undertaken where there is extraordinary expenditure associated with the care of the service user. The relevant procedures have been updated to take account of the Care Act.

Penalty Charge Notices (PCN) – Road Traffic Enforcement

- 2.21 Road Traffic Enforcement collection for quarter 1 is 1.9% behind target.
- 2.22 This recovery work only includes debts due to Penalty Charge Notices (PCNs) for parking, bus lane and box junction infringements once a warrant has been obtained by Environmental and Enforcement Services (Parking Services) from the Traffic Enforcement Centre (TEC). Given the various legal stages required to be exhausted before a warrant can be obtained, this debt is regularly more than six months old before it is released to Elevate for enforcement. Elevate enforce these warrants through Enforcement Agents acting on behalf of the Council and closely monitor the performance of these companies. Overall collection rates on PCNs would be reported by Parking Services
- 2.23 In June 2017 Parking passed 2,306 warrants to Elevate to issue to Enforcement Agents. Collection rates are measured 12 months after they are passed to Elevate. Out of those warrants 97% were already over 12 months old and 74% had more than two PCNs. The age of the warrants has a significant impact upon the Enforcement Agents ability to collect the penalty. Where there are multiple PCNs, again the Agents ability to collect the penalty in full is reduced.

Housing Benefit Overpayments

- 2.24 Housing Benefit overpayment collection for 4.4% above the target.
- 2.25 Creation of Housing Benefit Overpayments (HBO) has begun to decrease in comparison with last year due to the conclusion of Real Time Information (RTI). This coupled with continued recovery action has shown an increase in collection rates. HBO may increase when Verify Earnings and Pensions Service (VEP) is introduced which will replace RTI.

Enforcement Agent (Bailiff) Performance

- 2.26 Enforcement Agent action is a key tool for the Council to recover overdue debts but is only one area of collection work and is always the action of last resort. The introduction of the CTS scheme in 2013/14 meant around 13,000 additional households became liable to pay a proportion of Council Tax. This number increased again in April 2015 with the revised CTS scheme meaning that there has been additional debt recovery action. The affected group of residents are working age but their circumstances vary as they move in and out of work. The ability to collect all sums due to the Council continues to be made progressively more challenging as welfare reforms continue to take effect. This is alongside the cumulative yearly effect of CTS on arrears which is increasing overall indebtedness.
- 2.27 Information on the performance of the Enforcement Agents is set out in the table below by type of debt for the first quarter of 2018/19.

Table 3: Enforcement Agent Collection Rates – 2018/19

Service	Value sent to enforcement agents £	Total collected by enforcement agents £	2018/19 Collection rate %
Council Tax	£2,566,723	£46,080	1.80%
NNDR	£1,178,227	£67,049	5.69%
Commercial rent	£0	£0	0%
General Income	£0	£3,268	21.73%

Debt Write-Offs: Quarter 1 2018/19

- 2.28 All debt deemed suitable for write off has been through all the recovery processes and is recommended for write off in accordance with the Council's policy. The authority to "write off" debt remains with the Council. The value of debt recommended to the Chief operating Officer and subsequently approved for write off during the first quarter of 2018/19 totalled £140,573. The value and number of cases written off in first quarter is provided in Appendix A.
- 2.29 76 debts were written off in quarter 1 for which the reasons are set out below. The percentage relates to the proportion of write offs by value, or by number:

Table 4: Write off numbers – 2018/19 Quarter 1

Absconded/not traced	Uneconomic to pursue	Debtor Insolvent	Deceased	Other reasons
£128	£11,050	£0	£17,526	£11,070
0.3%	28%	0%	44%	28%
1	6	0	61	8
1.3%	28%	0%	80%	11%

“Other reasons” include the following categories:

- Insolvency
- Remitted by court
- Debtor outside UK
- Prison sentence served in respect of debt
- Benefit overpayment – unrecoverable in accordance with Housing Benefit General regulations 1987
- The court refuses to make an order in respect of the debt
- Statute barred due to age of debt
- Small balance
- Negotiated settlement of part of debt
- Vulnerable
- In prison

2.30 The figures in Appendix B show the total write-offs for 2011/12, 2012/13, 2013/14, 2014/15, 2016/17 and 2017/18

3. Options Appraisal

3.1 Not relevant to this report as its purpose is to provide information on debt management performance and write-offs.

4. Consultation

4.1 This report has been prepared by Elevate and finalised with the agreement of the Deputy Chief Executive and Chief Operating Officer

5. Financial Implications

Implications completed by: Lance Porteous, Finance Business Partner

5.1 Collecting all sums due is critical to the Council’s ability to function. In view of this, monitoring performance is a key part of the monthly meetings with Elevate.

5.2 The monthly meetings between Elevate and the Council mainly focus on the areas where the targets are not being achieved to discuss ways to improve collection.

5.3 At the end of quarter 1, performance has not achieved its targets in some key collection areas: Council Tax and Business Rates.

5.4 Performance on Council Tax is currently below the target by 0.4%, which is equivalent to a cash shortfall of £91k. NNDR is currently below the target by 0.3%, which is equivalent to a cash shortfall of £59k.

5.5 If debts are not promptly collected, this has an adverse impact on the Council’s overall financial position. Increases required to the Council’s bad debt position are charged to the Council’s revenue accounts and this reduces the funding available for other expenditure.

5.6 The level of write offs at the end of quarter 1 total £140,573. It is important that bad debts are written off promptly so that the Council can maintain the appropriate bad debt provision.

6. Legal Implications

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

6.1 Monies owed to the Council in the form of debts are a form of asset that is the prospect of a payment sometime in the future. The decision not to pursue a debt carries a cost and so a decision not to pursue a debt is not taken lightly.

6.2 The Council holds a fiduciary duty to the ratepayers and the government to make sure money is spent wisely and to recover debts owed to it. If requests for payment are not complied with then the Council seeks to recover money owed to it by way of court action once all other options are exhausted. While a consistent message that the Council is not a soft touch is sent out with Court actions there can come a time where a pragmatic approach should be taken with debts as on occasion they are uneconomical to recover in terms of the cost of process and the means of the debtor to pay. The maxim *no good throwing good money after bad* applies. In the case of rent arrears, the court proceedings will be for a possession and money judgement for arrears. However, a possession order and subsequent eviction order is a discretionary remedy and the courts will more often than not suspend the possession order on condition the tenant makes a contribution to their arrears.

6.3 Whilst the use of Introductory Tenancies as a form of trial tenancy may have some impact in terms promoting prompt payment of rent as only those tenants with a satisfactory rent payment history can expect to be offered a secure tenancy, people can fall behind and get into debt. The best approach to resolve their predicament is to maintain a dialogue with those in debt to the Council, to offer early advice and help in making repayments if they need it and to highlight the importance of payment of rent and Council tax. These payments ought to be considered as priority debts rather than other debts such as credit loans as without a roof over their heads it will be very difficult to access support and employment and escape from a downward spiral of debt.

6.4 The decision to write off debts has been delegated to Chief Officers who must have regard to the Financial Rules.

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

List of appendices:

- **Appendix A** – Debt Write Off Table for Quarter 1 2018/19
- **Appendix B** – Total debts written off in 2011/12, 2012/13, 2013/14, 2014/15, 2015/16, 2016/17 and 2017/18

Table 1: Debts Written Off during Quarter 1 2018/19

Write-offs		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
Apr-18	Under 2k	£0	£0	£0	£0	£14,058	£0	£14,058
	Over 2k	£0	£0	£0	£0	£0	£0	£0
	Over 10k	£0	£0	£0	£0	£0	£0	£0
	Total	£0	£0	£0	£0	£14,058	£0	£14,058
May-18	Under 2k	£0	£681	£0	£1,307	£0	£0	£41,017
	Over 2k	£0	£5,412	£0	£6,719	£0	£0	£27,620
	Over 10k	£0	£0	£0	0	£0	£0	£14,708
	Total	£0	£6,093	£0	£0	£0	£0	£83,346
Jun-18	Under 2k	£5,956	£2,734	£128	£0	£2,777	£0	£57,227
	Over 2k	£0	£0	0	0	£0	£0	£0
	Over 10k	£0	£0	0	0	£0	£0	£0
	Total	£5,956	£2,734	£128	£0	£2,777	£0	£56,959
Quarter 1 Totals		£5,956	£8,827	£128	£8,027	£16,835	£0	£140,573

Count for Quarter 1 2018/19

Write-offs		Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
Apr-18	Under 2k	0	0	0	0	40	0	40
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	Total	0	0	0	0	40	0	40
May-18	Under 2k	0	3	0	1	0	0	4
	Over 2k	0	2	0	1	0	0	3
	Over 10k	0	0	0	0	0	0	0
	Total	0	5	0	2	0	0	7
Jun-18	Under 2k	4	4	1	0	20	0	29
	Over 2k	0	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0	0
	Total	4	4	1	0	20	0	29
Quarter 1 Totals		4	9	1	2	60	0	76

Table 1: Debts written off during 2011/12

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2011/12 Totals	£260,487	£145,284	£987,383	£2,808	£205,789	£772,683	£2,374,434

Table 2: Debts written off during 2012/13

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2012/13 Totals	£110,876	£141,896	£886,890	£23,360	£1,015,408	£569,842	£2,748,272

Table 3: Debts written off during 2013/14

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2013/14 Totals	£141,147	£256,804	£806,989	£8,681	£80,755	£221,380	£1,515,756

Table 4: Debts written off during 2014/15

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2014/15 Totals	£291,469	£88,675	£1,163,134	£3,166	£205,007	£517,201	£2,268,652

Table 5: Debts written off during 2015/16

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
2015-16 Totals	£211,930	£141,411	£693,017	£6,075	£549,051	£741,557	£2,343,041

Table6: Debts written off during 2016/17

Write Offs	Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
2016-17 Totals	£180,049	£72,808	£38,973	£28,183	£0	£132,875	£452,888

Table7: Debts written off during 2017/18

Write Offs	Housing Benefits	General Income	FTA	Rents	Council Tax	NNDR	TOTAL
2017-18 Totals	£199,548	£23,145	£392,273	£0	£90,148	£3,246	£708,359

CABINET**18 September 2018**

Title: Vicarage Field - New Lease Arrangements	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report with Exempt Appendix 1 (relevant legislation: paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972 as amended)	For Decision
Wards Affected: Abbey	Key Decision: Yes
Report Authors: David Harley, Head of Regeneration, Be First	Contact Details: Tel: 020 82276 5316 E-mail: david.harley@befirst.london
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
<p>Summary</p> <p>The Council owns the freehold of the Vicarage Field Shopping centre with Lagmar (Barking) Ltd holding a leasehold interest.</p> <p>By minute 16 (17 July 2018), Cabinet approved the use of compulsory purchase order (CPO) powers to facilitate the redevelopment of the Vicarage Field shopping centre and adjacent land. This was conditional on Cabinet approval for the revised terms for the Council lease arrangements with Lagmar (Barking) Ltd being approved. The current lease length would not enable the development to happen. The July Cabinet report highlighted that the principles of the regear would be that the Council would retain its freehold ownership but grant a new lease of no more than 250 years based on ongoing turnover rent as well as a premium for any marriage value.</p> <p>The Heads of Terms have been agreed with Lagmar (Barking) Ltd (an entity of Benson Elliot Capital Management LLP) and are summarised in this report. External advice from CBRE has been sought. Entering into a conditional development agreement and lease will enable the development to progress to the next stage whilst ensuring a long term rental stream for the Council together with a proportion of any marriage value. Delegated approval is sought to enter into new lease arrangements based on the heads of terms.</p>	
<p>Recommendations</p> <p>The Cabinet is recommended to authorise the Chief Operating Officer, in consultation with the Director of Law and Governance, the Director of Inclusive Growth and the Cabinet Member for Finance, Performance and Core Services, to enter into all necessary agreements with Lagmar (Barking) Ltd for a conditional development agreement / lease for the Vicarage Field site under terms set out in the report.</p>	

Reason(s)

The initiative will contribute significantly to the Council Priority of 'Growing the Borough.' The project would have a major impact on changing perceptions of the Borough and ensuring Dagenham is focussed on new employment opportunities which raise aspirations of local residents and help deliver the 'No-one left behind' objective of the Growth Commission and the vision of the Borough Manifesto.

1. Introduction and Background

- 1.1. The proposed redevelopment of Vicarage Field shopping centre is a significant mixed-use regeneration proposal for Barking Town Centre. The scheme would contribute towards the Council's vision for growth and positive change. This is in line with the Growth Commission's recommendations including that Barking Town Centre should continue its direction towards becoming a more urban centre, with an active, interesting street life, a broad range of retail and restaurants and places of employment. The Growth Commission recommended that Barking Town Centre should be the initial priority for growth and investment and that it should be used as an exemplar for the Council's new approach to its urban areas. The delivery of the Vicarage Field scheme has the potential to be an exemplar scheme in delivering these recommendations. The developer (Benson Elliott) achieved outline planning consent which included additional land outside of its ownership.
- 1.2. In July Cabinet approved use of compulsory purchase order (CPO) powers to ensure the assembly of the additional land required to deliver the scheme. The Council is the freehold owner of the Vicarage Field site and approval was conditional on Cabinet agreeing terms for a new lease with Lagmar (Barking) Ltd (an entity of Benson Elliot Capital Management LLP).
- 1.3. Three elements - the development agreement/lease (the subject of this report), the senior debt (approved at Cabinet 23 January 2018) and the CPO/Indemnity agreement (approved at Cabinet 20 March and 17 July 2018) are all interdependent and documentation will be co-ordinated over the autumn.

2. Proposal and Issues

- 2.1 Over a number of months, Be First (with support from CBRE) has been negotiating with Benson Elliott and their advisors GVA on the heads of terms for the agreement for lease. The Heads of Terms summarised in Appendix 1 are presented as the best result for the Council in terms of enabling development and generating income from the Council's assets.
- 2.2 The Heads of terms propose a surrender of the existing head lease and the grant of a new institutionally acceptable head lease to enable the facilitation of the scheme which has secured planning approval. The new head lease will be for a term of 250 years. The surrender of the head lease would take place on the satisfaction of a number of pre-conditions of the development agreement. The pre-conditions are set out in paragraph 2.4. Like the existing lease, the Council would gain a percentage of the commercial rent generated so benefitting from the scheme's success (and indeed the broader regeneration of the Borough helping drive footfall

to the centre). To address the lack of rent during the extensive construction period a fixed annual rent until Practical Completion has been agreed at the current income the Council has been receiving.

- 2.3 In addition the Heads of terms set out a calculation for the Council to secure a proportion of any marriage value generated. The calculation and the percentage splits are in appendix 1 along with the percentage of ground rent proposed for the residential units.
- 2.4 The Development agreement is to be negotiated in greater detail with lawyers and will include preconditions which Lagmar (Barking) Ltd will need to address including:
- 1) Necessary Statutory agreements in place (eg S106 agreement, Stopping Up orders etc)
 - 2) Any use of appropriation/ section 237 Town and Country Planning Act 1990 areas in relation to third party rights.
 - 3) Necessary consents/approval – securing all other necessary consents if required and appropriate
 - 4) Satisfactory due diligence including site investigations and other appropriate surveys
 - 5) Grant of any necessary oversailing rights
 - 6) Viability assessment to determine overage
 - 7) Proof of funds
- 2.5 Most terms in the new lease will mirror the existing lease terms other those set out in this report. Both parties all agree the need to ensure the lease arrangements are ‘institutionally acceptable’ so do not prevent funding issues now or in the future.

3. Risk Assessment

- 3.1 There is a detailed risk assessment in relation to the broader Vicarage Field development. Specifically in relation to the lease the key risk concerns continuing to have a turnover rent rather than a fixed rent as it does generate uncertainty. Should the scheme not proceed or if it does and it is not successful there will be reduced income implications for the Council. However a turnover rent ensures the Council can benefit financially from the redevelopment and its success – having a stake in the scheme’s success.
- 3.2 It is clear the retail sector as a whole is going through a challenging period – the turnover rent risk for the redevelopment is reduced by the fact the scheme is a mix of commercial rents including food and beverage, leisure and office space and not just retail - the scheme design gives long term flexibility to adjust to changing market conditions. Barking’s population is growing and the centre is not seeking to compete with Stratford Westfield but offer a range of facilities to serve the growing local catchment. On Be First’s behalf, consultancy CBRE carried out a Barking Retail Catchment Analysis looking at future retail patterns and providing a recommended mix of commercial facilities to inform understanding of Barking’s.
- 3.3 There are reputational issues if the new lease is not entered into as development would not be able to progress and previous approvals for use of CPO power etc could not progress.

4. Options Appraisal

Option	Advantages	Disadvantages
Do not enter into new agreement – hold out for better terms	Scope for better terms	Negotiations have been going on for a number of months and the proposed terms are seen as the best achievable. Not entering into the agreement would prevent the VF redevelopment occurring.
Enter into agreement on terms set out in report	This is seen as the optimal solution in terms of balancing supporting the redevelopment of the site whilst also achieving income for the Council from its asset	Turnover rent rather than a fixed rent generates potential uncertainties over income.
Seek fixed rent rather than turnover rent	Reduced uncertainty. Fixed income.	No opportunity to benefit from the scheme's success and likely higher income.
Not enter into new lease instead seek to purchase leasehold and redevelop centre	Complete rental income/development returns to the Council	Would need to buy out Lagmar and fund development costs - Conflicts with approach previously agreed by Cabinet.

5. Consultation

- 5.1 There has been extensive consultation regarding the proposed redevelopment – please refer to July Cabinet report. This report has been discussed at Capital and Assets Board.
- 5.2 The proposals in this report were considered by Be First's September Board.

6. Financial Implications

Implications completed by: Katherine Hefferman, Group Manager - Service Finance

- 6.1 The financial implications are set out in Appendix 1, which is in the exempt section of the agenda as it contains the commercially confidential terms of the proposed arrangements (relevant legislation - paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended)) and the public interest in maintaining the exemption outweighs the public interest in disclosing the information

7. Legal Implications

Implications completed by: Erol Islek (Senior Property Solicitor), Law & Governance,

- 7.1 Section 1 of the Localism Act 2011 provides a general power of competence enabling the Council to do anything individuals generally may do, therefore allowing

the Council to undertake a wide range of activities. Furthermore Section 111 of the Local Government Act 1972 enables the Council to do anything which is calculated to facilitate, or is conducive to or incidental to, the discharge of any of its functions, whether or not involving expenditure, borrowing or lending money, or the acquisition or disposal of any rights or property.

- 7.2 Under section 123 of the Local Government Act 1972 the Council has the power to dispose of land in any manner that they wish which includes the surrender of the existing lease and re-grant of a new 250 year lease. One constraint is that the disposal must be for the best consideration reasonably obtainable unless there is ministerial consent or the transfer is to further local well being. Independent advice by CBRE has been provided to ensure the new lease will yield market rent for the Council.
- 7.3 The Council's Constitution, Part 4, Chapter 4 sets out the Land Acquisition and Disposal Rules. In accordance with paragraph 2.1, all strategic decisions about the use, acquisition and disposal of land and property assets are usually within the remit of the Cabinet. Formulation of strategic decisions is overseen by the Property Advisory Group (PAG) and the Cabinet. Generally, the recommendations and a grant of a new lease at the current value, which renders this decision a key decision, require the disposal decision to be taken by Cabinet in accordance with the Council's Constitution and its Land Acquisition and Disposal Rules.
- 7.4 The reporting officer has procured independent (arm's length) advice from CBRE which supports the proposed disposal and transaction.
- 7.5 In respect of third party rights, there is potential risk that the Council will not be able to acquire, by agreement, all the interests that are required for the proposed new lease. Cabinet has given conditional approval to exercise its Compulsory Purchase Powers.

8. Other Implications

- 8.1 **Risk Management** – There is a detailed risk assessment for the wider Vicarage Field project.
- 8.2 **Contractual Issues** – There will be significant further legal work on drafting the full documentation following agreement to the principles set out in this report.
- 8.3 **Staffing Issues** – This is a major project for Be First and is likely to take up significant staff time.
- 8.4 **Corporate Policy and Equality Impact** - There are no equality and diversity issues directly related to the lease. A full EQIA has been produced in relation to the Vicarage Field redevelopment proposals and implications of the CPO.
- 8.5 **Safeguarding Adults and Children** – Any safeguarding issues would be addressed as part of detailed design proposals for the site.
- 8.6 **Health Issues** – Any health issues would be addressed as part of detailed design proposals for the site.

- 8.7 **Crime and Disorder Issues** – Any crime and disorder issues would be addressed as part of detailed design proposals for the site.
- 8.8 **Property / Asset Issues** - The proposal involves new lease arrangements for an existing Council freehold facilitating the Council's desired redevelopment but also addressing the Council's fiduciary interests.

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

List of appendices:

- **Appendix 1** – Heads of Terms summary and Financial Implications (exempt document)

CABINET

18 September 2018

Title: Development of Site at London Road / North Street, Barking	
Report of the Cabinet Member for Regeneration and Social Housing	
Open Report with Exempt Appendix 2 (relevant legislation: paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972 as amended)	For Decision
Wards Affected: Abbey	Key Decision: Yes
Report Author: David Harley, Head of Regeneration, Be First	Contact Details: Tel: 020 227 5316 E-mail: david.harley@befirst.london
Accountable Director: Ed Skeates, Development Director, Be First	
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
<p>Summary</p> <p>The former White Horse public house on the junction of London Road and North Street in Barking Town Centre has lain empty for a number of years and is a clear example of a development opportunity site. It lies adjacent to Council owned land currently being used by Transport for London as a bus layover facility. An opportunity has arisen to work with the landowner of the former public house site (Robyna Ltd) on bringing both sites forward for a comprehensive scheme unlocking development of new homes and jobs as well as delivering income for the Council.</p> <p>It is proposed that, in conjunction with the Council, Robyna Ltd will redevelop the combined site for a 164 unit residential-led build-to-rent scheme with commercial use on the ground floor.</p> <p>It is proposed that the Council will take ownership of the Robyna land and grant the developer a 250-year head lease across the combined sites, subject to the payment of an annual head rent. The Council would provide development finance of up to 80% of the build cost gaining a return on this funding. This report sets out the details of the development, the parties, loan funding and deal structure.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <p>(i) Agree to enter into necessary agreements with Robyna Ltd to enable them to develop a residential-led development on land owned by both the Council and Robyna Ltd, upon satisfaction of various conditions precedent; whereby the Council would acquire the freehold ownership of the Robyna Ltd site and grant Robyna Ltd a head lease on the combined sites for 250 (+3 for construction) years subject to the payment of a head rent and all subject to appropriate due diligence;</p>	

<ul style="list-style-type: none"> (ii) Approve a loan of up to £35m to Robyna Ltd based on the terms set out in Appendix 2 to the report, with the borrowing to be funded through the General Fund from the Public Works Loan Board; (iii) Delegate authority to the Chief Operating Officer, in consultation with Director of Law and Governance and the Cabinet Member for Regeneration and Social Housing, to agree the final terms of the loan and the contract documents to fully implement and effect the proposals set out in the report; and (iv) Authorise the Director of Law and Governance, or an authorised delegate on her behalf, in consultation with the Chief Operating Officer, to execute all the legal agreements, contracts and other documents on behalf of the Council.
<p>Reason(s)</p> <p>The initiative will contribute significantly to the Council’s priority of ‘Growing the Borough’. The project will have a significant impact at a gateway entrance to Barking town centre and provide additional homes within the borough.</p>

1. Introduction and Background

- 1.1 The western entrance to Barking town centre is focused on the junction of North Street and London Road. The site on the south east corner has already been redeveloped to include a 100-unit build-to-rent scheme by Grainger (the ‘Abbeville Apartments’) above a new Asda store and car park. On the northern eastern side is the subject site formed of (i) a cleared, hoarded, plot which was once the site of the White Horse Public House but has now been vacant for some years, and (ii) an area of hardstanding currently used by TfL as a bus lay-over facility. See Site Plan at Appendix 1.
- 1.2 The White Horse site is owned by Robyna Ltd, a British Virgin Island (“BVI”) registered company and the developer of the site, who are represented in the UK by Yara Capital (an asset manager).
- 1.3 The bus lay-over is owned by the Council but leased to TfL (who are holding over under a contractually expired lease paying no rent). The site is used for a combination of bus services including: the terminus for the No.169 bus route (final stop for passengers is London Road), rail-replacement bus provision and service resilience generally. A report setting out alternative arrangements for bus provision in the town centre has been produced and Be First have secured initial approval from TfL. The public do not access the lay-over facility. It is proposed as part of the arrangement, the bus lay-over facility will be relocated to a combination of three other nearby locations depending on service requirements.
- 1.4 Be First have been in discussion with Robyna Ltd / Yara Capital for some time over a comprehensive, residential led, redevelopment scheme across the combined sites. This will create 164 built-to-rent units, 35% of which will be affordable (discounted market rent), with some commercial space on the ground floor. The scheme would also include communal space for residents. The discussions with Robyna Ltd have been predicated on the Council acquiring their site to ensure

ownership of the totality of the land and granting them a head lease on the whole in return for a long-term income stream based upon the Council's value in the development.

- 1.5 The Council will also be the principle provider of construction finance to the Robyna Ltd, generating an additional source of income from the development. Robyna could secure alternative finance on at least comparable terms however this option generates greater control for the Council as well as returns.
- 1.6 The site currently is a classic example of a development plot awaiting construction. It has been considered an 'eyesore site' for some time and early regeneration is considered desirable. After many months of discussion, terms have now been agreed to bring the site forward for development which should see work commence within 12 months, subject to planning consent being granted and other conditions precedent being satisfied.

2. Proposal and Issues

- 2.1 Subject to appropriate due diligence by the Council, it is proposed to enter into agreement with Robyna Ltd to proceed with a comprehensive development across the combined sites upon satisfaction of various conditions precedent; these include: planning consent, valuation advice and relocation of the TfL facility. The Council will acquire the freehold ownership of the Robyna site and grant Robyna Ltd a 250-year head lease (plus 3 years for the development period) subject to the payment of an agreed head rent (set out in Appendix 2). The lease will be terminable by the Council in the event the development fails to complete or default by the developer.
- 2.2 Robyna Ltd is proposing a 10-storey block across the combined site with a 16-storey tower at the intersection of London Road and North Street. There will be commercial units on the ground floor. Initial pre-application meetings have been held with the planners.
- 2.3 The Council will contribute half of the costs of securing planning consent up to a maximum of £250k, which is to be jointly made by the developer and the Council as landowner. This contribution will be payable upon the grant of the head lease.
- 2.4 The 164 units will be run as PRS homes for a minimum of 15 years (an expected S106 condition) with at least 35% discount-to-market units (57 units) being provided. The block would be managed as a single development. The number of affordable units will also be secured by way of a contractual lease obligation for the duration of the term alongside any planning obligation.
- 2.5 Robyna Ltd have made initial planning enquiries and the principles for redevelopment have been agreed. There would be no impact on the London Road multi-storey car park. Further, the proposed development does not prejudice the opportunity to bring forward the adjacent site on London Road (Nos 14-34) for regeneration in the future.
- 2.6 Robyna Ltd is seeking to exchange agreements during October/November 2018 and submit a joint planning application immediately thereafter. Construction should commence in 2019 with completion in 2021/2022.

3. Options Appraisal

The following options have been assessed:

- 3.1 **Option 1 – Do Nothing** - Approximately one half of the site is outside the control of the Council. Should the decision be taken to 'do nothing', it is possible that Robyna Ltd will seek to bring forward a smaller scheme in isolation on their own land. It is unlikely that such a scheme would deliver the full planning potential of this key, landmark site and will not release any marriage value to be shared with the Council from the merging of the two parcels of land in a comprehensive, larger, scheme. There would be a lower rate of new homes bonus, Council Tax and business rates. This principle also relates in isolation to the Council's own portion of the site.

If agreement cannot be reached to work together with the Council, Robyna Ltd may delay or even abandon plans for redevelopment. This would fail to realise the regeneration potential of the site and will result in the continuation of the 'eyesore', with the on-going potential for antisocial use.

The Council could continue to lease their own site to TfL as a bus lay-over yard but seek to negotiate a rent – although this may be challenging given the shared objective of supporting bus service provision.

- 3.2 **Option 2 – Develop in isolation** - The Council could develop its portion of the site in isolation but, as noted above, it will fail to benefit from a larger, more efficient and ambitious scheme with the associated regeneration benefits.

The Council could try to acquire Robyna Ltd's land through compulsory purchase however this is unlikely to be successful given their desire to deliver development.

- 3.3 **Option 3 (Favoured Option) – Enter into agreement with Robyna Ltd to acquire, fund the development (up to 80%) and hold long term** - Through the proposed approach, whilst the Council will not be leading on the delivery of the scheme, control will be retained via the head lease arrangement under which an annual head rent will be paid. The scheme also compliments and is integral to the overall regeneration vision of the wider Town Centre. The leasehold arrangement with the developer also allows the Council to benefit from the regular income generated from the site although it exposes the Council to risk if the site is not developed or the Council has to step in.

To bring this key site forward for regeneration and maximise the site through an enlarged scheme across the two ownerships, the Council should engage and treat with the adjoining landowner, Robyna Ltd. Enhanced due diligence has not raised issues with Robyna Ltd but the Council will take steps to ensure that full measures are put in place to take early control of the land including contractual step in rights in the event of default. Robyna Ltd would fund the remaining 20% of costs from their own equity (ie no other lender). Development finance payments will be staged on periodic independently certified construction work to reduce risk, however it is acknowledged that stepping in may result in additional costs and delays to enable the building to be completed.

- 3.4 **Option 4 – As Option 3 but without providing development funding** - The ability for the Council to fund the scheme, whether up to the agreed proportion in Option 3 or a lesser amount (Option 5), provides a further degree of control over the scheme being brought forward. In the event of developer default, the Council would have direct rights to step in and complete the development. Third party funders would typically require their own preferential step in rights to sell the scheme, potentially leading to significant 'stand still' periods on site. Lenders will also wish to have control over the land during construction by way of a first legal charge over the remainder. This would introduce issues of priority in the event of joint Council/lender funding situation.

The opportunity to generate a further income stream for the Council during construction would also be lost.

- 3.5 **Option 5 – As Option 3 but with Council just providing 50% of Development finance** - A lower percentage of development finance would reduce the amount of Council borrowing required, however it would also result in lower returns and less control as set out for Option 4. This particular option would introduce issues of priority over the debt in the event of the Council and another lender both funding the scheme. Another funder would typically seek to rank first and such negotiations would delay progress alongside however the control risks set out for option 4.

- 3.6 **Option 6 – Sell Council land to Robyna Ltd or another party** - The Council could sell its landholding to Robyna Ltd who would then be likely to progress the development proposal independently of the Council. A one-off capital receipt would be generated however it would fail to give the Council the ability to secure a long-term rental income stream, the return from the development finance and a role in ensuring the development comes forward, together with the quality and content of the scheme. Selling the site to another party would similarly result in potential for the site to lie empty and not deliver the additional homes delivered by a combined scheme.

4. Consultation

- 4.1 Consultation on the development proposals is undertaken through the statutory consultation process which precedes the planning process.
- 4.2 Officer consultation has occurred through the Investment Panel assessing the due diligence information and reports from external advisors.
- 4.3 The Be First Board approved the proposal at their September meeting.

5. Financial Implications

Implications completed by: David Dickinson, Investment Fund Manager

- 5.1 The report in part seeks to gain approval for a loan to Robyna Ltd for a proportion of the construction costs. The loan terms and due diligence were reviewed by the Investment Panel and fuller details are shown in Appendix 2, which is in the exempt section of the agenda as it contains the commercially confidential terms of the proposed arrangements (relevant legislation - paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended)) and the public interest in

maintaining the exemption outweighs the public interest in disclosing the information.

5.2 The development is not one of the 44 schemes agreed as part of the Investment and Acquisitions Strategy (IAS) and the proposal for on-lending is not an asset class within the IAS.

5.3 **Financial Implications on the On-lending Proposal**

5.3.1 Lending to commercial entities can generate revenue from interest payments and arrangement fees and can progress previously stalled projects. Councils have the following power to lend:

- i. A council has a specific power to invest under Section 12 of the Local Government Act 2003.
- ii. A council has a specific power to make a loan under Section 24 of the Local Government Act 1988 (housing loans only).
- iii. A council has a general power to borrow under Section 1 of the Local Government Act 2003.
- iv. A council also has a general power to borrow and to make loans under the General Power of Competence in Section 1 of the Localism Act 2011. This power is not to be relied upon as a specific power to lend or invest but rather to supplement Section 12 of the Local Government Act 2003 or Section 24 of the Local Government Act 1988 when investing or lending.

5.3.2 The Council can make the proposed loan to Robyna Ltd and does not need to seek approval from the Financial Conduct Authority (FCA).

5.3.3 State Aid

If a council provides a loan on market terms, it should not be State Aid because the council is acting in line with the Market Economy Investor Principle (the "MEIP"). When making such loans, councils will need to carry out prior due diligence to demonstrate that the loan is a prudent use of the council's resources and such that any other lender (i.e. banks) would have provided a loan on those terms.

Be First have obtained confirmation from their legal and financial advisors that the loan terms are in line with the MEIP requirements.

5.3.4 Due Diligence

Be First has carried out due diligence on Robyna Ltd and its parties that are associated with them. The Due Diligence completed to date has not raised any issues. Further information on due diligence is contained in Appendix 2 in the exempt section of the agenda.

5.3.5 Security

The proposal is for the Council to lend up to 80% of the Loan to Cost and to receive unfettered freehold title of the White Horse land.

The Council will have legal charge over the loan asset and full step in rights will be provided to the Council in the event of borrower default to enable the lender to complete the scheme. Direct joint appointments or warranties will be provided with the principle consultants and contractor.

It must be highlighted that the Council will contribute up to £250,000 towards pre-budgeted planning promotion expenses. Payment of this contribution will be made upon either (i) the grant of the head lease to Robyna Ltd or (ii) the Council unilaterally deciding to withdraw from negotiations.

The HOTs allow for the loan to run on for 6 months post completion to facilitate refinancing, but the overall term is capped at 3 years. Post completion, the security and step in arrangements will still exist.

Be First have advised that it is Robyna Ltd's intention to hold the investment but should they opt to sell, the detailed drafting of the loan documents will ensure the loan has to be cleared first and will need to be subject to further due diligence checks.

5.4 Income Stream

- 5.4.1 After the site is developed, the Council will be entitled to an annual rental income stream from the lease as set out in appendix 2.

6. Legal Implications

Implications completed by: Suzan Yildiz, Deputy Head of Legal Services (Commercial) Law and Governance and Dr. Paul Feild, Senior Governance Lawyer

- 6.1 During this project the Council has received advice from external legal advisors Gowlings WLG. A summary of the key legal implications is set out below.
- 6.2 Council Powers - The Council's power to participate in the transaction as set out in this report is the general power of competence under section 1 of the Localism Act 2011. This provides the Council with the power to do anything that individuals generally may do. Section 1(5) of the Localism Act provides that the general power of competence under section 1 is not limited by the existence of any other power of the authority which (to any extent) overlaps with the general power of competence. The use of the power in section 1 of the Localism Act 2011 is, akin to the use of any other powers, subject to Wednesbury reasonableness constraints and must be used for a proper purpose.
- 6.3 Whilst the general power of competence in section 1 of the Localism Act 2011 provides sufficient power for the Council to participate in the transaction and enter into the relevant project documents further support is available under Section 111 of the Local Government Act 1972 which enables the Council to do anything which is calculated to facilitate, or is conducive to or incidental to, the discharge of any of its functions, whether or not involving expenditure, borrowing or lending money, or the acquisition or disposal of any rights or property.

- 6.4 In exercising the power of general competence and in making any investment decisions, the Council must also have regard to the following, each of which is considered in turn: -
- i. Compliance with the Statutory Guidance on Local Government Investments;
 - ii. Fulfilling its fiduciary duty to tax payers;
 - iii. Obtaining best consideration for any disposal;
 - iv. Compliance with Section 24 of the Local Government Act 1988 in relation to giving financial assistance to any person (which either benefits from a general consent or requires express consent by the Secretary of State);
 - v. Compliance with any other relevant considerations such as state aid and procurement;
- 6.5 Section 15 of the Local Government Act 2003, which requires that the Council have regard to statutory guidance in relation to exercising its borrowing and investment powers. The relevant Statutory Guidance on Local Government Investments (3rd Edition, issued on 1 April 2018). In accordance with the Guidance (paragraphs 33 and 34), A local authority may choose to make loans to local enterprises, local charities, wholly owned companies and joint ventures as part of a wider strategy for local economic growth even though those loans may not all be seen as prudent if adopting a narrow definition of prioritising security and liquidity provided that the overall Investment Strategy demonstrates that:
- (i). The total financial exposure to such loans is proportionate;
 - (ii). An expected 'credit loss model' has been adopted to measure the credit risk of the overall loan portfolio;
 - (iii). Appropriate credit controls are in place to recover overdue re-payments; and
 - (iv). The Council has formally agreed the total level of loans by type and the total loan book is within self-assessed limits.
- 6.6 The Council has the power to acquire Robyna Ltd 's interest and grant the long lease in reliance on sections 120 and 123 (respectively) of the Local Government Act 1972. In doing so the Council must secure the best consideration reasonably obtainable for its land where it is disposed of under s123. GVA has been retained to advise the Council that this requirement has been satisfied so that the consent of the Secretary of State is not required.
- 6.7 As local government is an emanation of the state the Council must comply with European law regarding State Aid. This means that local authorities cannot subsidise commercial transactions such as for example low cost finance. In this transaction, State Aid law is relevant in the context of the funding being provided and the price at which the Council's land interest is disposed of. For the loan not to amount to State Aid, it must be made on 'market terms' in order to satisfy the "Market Economy Investor Principle". GVA has been retained to advise the arrangements are on a commercial footing. The external legal advisor Gowlings WLG will confirm the position once the legal terms are settled.
- 6.8 As part of the transaction Robyna Ltd will commit to develop out the combined land interest. This could amount to a contract for works that ordinarily would require a competitive procurement exercise in accordance with the Public Contracts

Regulations 2015. The Council will undertake a negotiated procedure but without competition as Robyna Ltd owns a substantial proportion of the site.

7. Other Implications:

7.1 Risk Management

- **Construction Risk** - Robyna Ltd will hold the construction risk during the development programme, thereby limiting the Council's exposure. Security arrangements for the performance of Robyna Ltd and, in turn, the contractor is set out in the Heads of Terms.
- **Market Risk** – Robyna Ltd will be obliged to pay the rent irrespective of the leasing or sale of the residential units being delivered.
- **Funding risk** - The Council will take ownership of the land at the point of entering into the development and funding agreements. Appropriate safeguards are to be built into the documentation.
- **Ground contamination** – Full ground investigations will be undertaken as part of the due diligence process.

7.2 **Contractual Issues** - Contractual implications are as described and covered within the Legal Implications section of this report.

7.3 **Staffing Issues** – The project will be managed on behalf of the Council by Be First, with the main element of resource being required to get the scheme in to contract. Surveyors will be appointed to monitor construction and expenditure during the construction phase of the project.

7.4 **Corporate Policy and Equality Impact** - These issues will be considered as part of the assessment of the planning application for the scheme. In terms of existing use, the bus terminus is not used by the public anyway however the alternative provision has considered equalities implications.

7.5 **Safeguarding Adults and Children** – Design development undertaken on all new projects by Be First will take into account the needs of local communities including children, with a focus on creating high-quality, accessible spaces that allow for freedom of movement and social cohesion. Be First will work with the developer to ensure that the development process will explore opportunities to introduce new or improve existing play facilities.

7.6 **Health Issues** – There is considerable evidence that improvements to housing and the local environment can improve health and well-being outcomes for local people. Health issue will be taken into consideration during the development process, where applicable, with a view to improving health and well-being for new and existing residents.

7.7 **Crime and Disorder Issues** – Section 17 of the Crime and Disorder Act 1998 places a responsibility on councils to consider the crime and disorder implications of any proposals. The proposals set out in this report will help make the areas safer by improving the quality of the environment, creating safer more natural surveillance for public areas and pedestrian routes. The development makes use of a currently vacant, brownfield site, which is currently at risk of illegal occupation or fly tipping.

The development proposals will therefore have a positive impact on the local community.

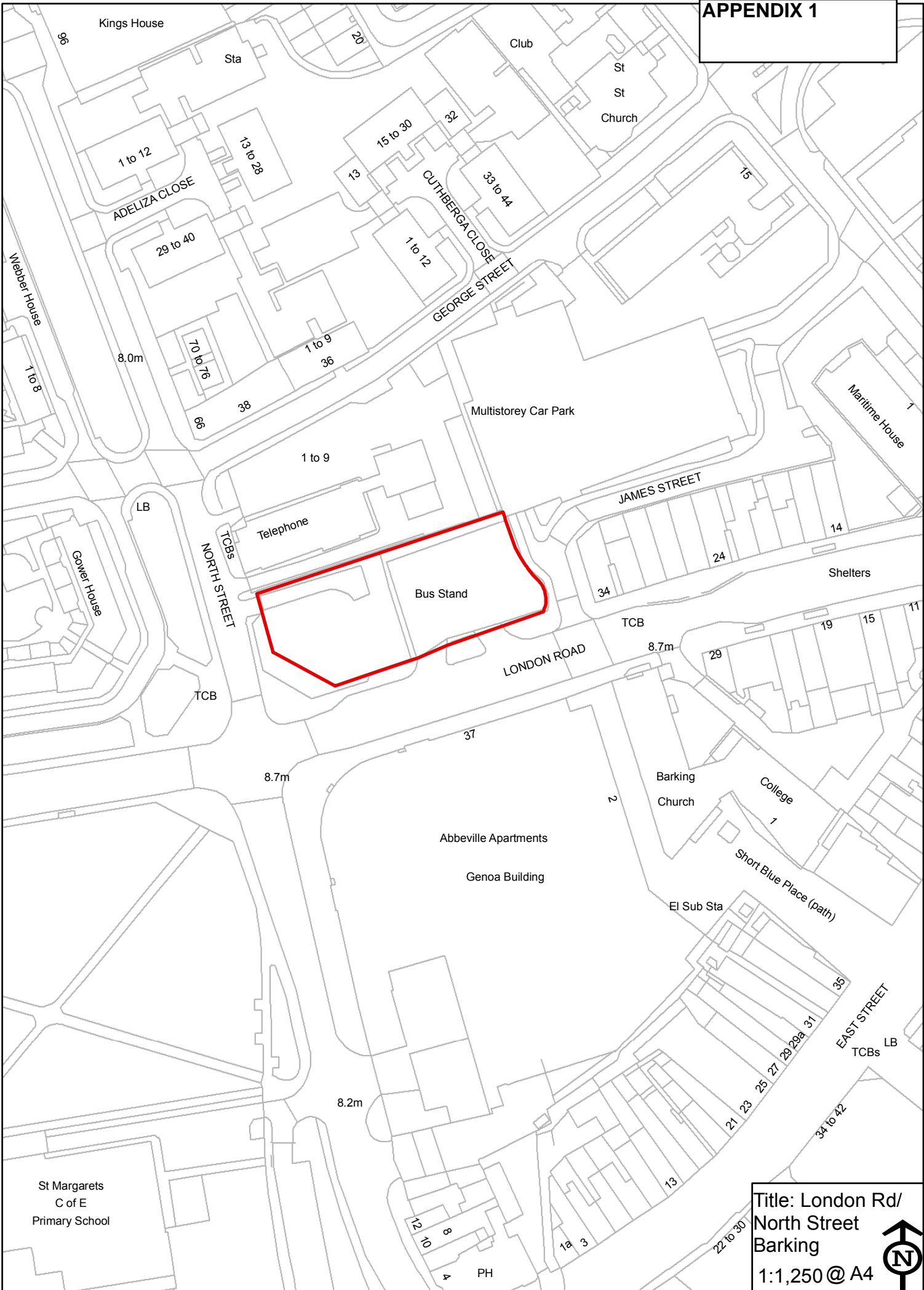
- 7.8 **Property / Asset Issues** - The transaction will see the Council taking ownership of additional freehold land within the borough, albeit that the site will be leased for 250 years subject to a long-term income stream.

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

List of appendices:

Appendix 1 - Site plan

Appendix 2 - Financial and Due Diligence Details (exempt document)



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CABINET

18 September 2018

Title: Sale of Council-Owned Land	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report with Exempt Appendices 3 and 4 (relevant legislation: paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972 as amended)	For Decision
Wards Affected: Heath & Valence	Key Decision: No
Report Author: Andrew Sodje, Head of Landlord, Customer & Commercial Services, My Place	Contact Details: Tel: 07976 967 586 E-mail: Andrew.Sodje@lbbd.gov.uk
Accountable Director: Robert Overall, Director of My Place	
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
<p>Summary:</p> <p>The report provides background information on two Council owned plots of amenity green sites recommended for disposal, which has been triggered by public enquiries and changes in service delivery.</p> <p>Following consideration as part of the Property Review including consultation with Services, no future Council operational or strategic requirements have been identified for either site. It is therefore recommended that the disposal should proceed given the need to achieve capital receipts to sustain the Capital Programme. This will also result in a small revenue saving in the Grounds Maintenance budget.</p>	
<p>Recommendation(s):</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Approve the disposal of the Council's freehold interest in the land adjacent to 1 Calverley Crescent, Dagenham, as shown edged red on the plan at Appendix 1 to the report, to the adjoining land owner on the terms set out in Appendix 3 to the report; and (ii) Approve the disposal of the Council's freehold interest in the land adjacent to 10 Valence Wood Road, Dagenham, as shown edged red on the plan at Appendix 2 to the report, to the adjacent land owner on the terms set out in Appendix 4 to the report. 	

Reason(s)

To assist the Council in achieving its corporate policies of “encouraging civic pride” and “growing the borough” by disposing of surplus Council owned land to facilitate development.

1. Background

- 1.1 The Council owns the freehold interest in (1) the land fronting and adjoining 1 Calverley Crescent Dagenham and (2) the land adjoining 10 Valence Wood Road. Both sites are held in the Housing Revenue Account.
- 1.2 The land adjoining 1 Calverley Crescent is grassed and unfenced and used for unauthorised parking of cars and fly-tipping while that adjoining 10 Valence Wood Road is also grassed but enclosed with steel palisade fencing and is not accessible by the public. Neither site constitutes public open space under the Town and Country Planning Act 1990.
- 1.3 The owners of 1 Calverley Crescent and 10 Valence Wood Road, Dagenham approached the Council about acquiring the Council owned parcels adjoining their respective properties with the sole purpose of combining the required area of Council land with their respective side/rear plots to develop single dwelling houses.
- 1.4 Neither of the Council owned sites have any development potential in isolation of the adjoining properties side/rear plots. However, when combined with the adjoining properties side/rear plots, they are of sufficient size to accommodate single dwelling houses subject to obtaining the necessary statutory consents.

2. Proposal and Issues

- 2.1 It is proposed that the freehold of the area of Council owned land shown edged red in Appendices 1 and 2 is sold to the owners of the adjoining properties at 1 Calverley Crescent and 10 Valence Wood Road. These owners are special purchasers on the appended terms.
- 2.2 The disposal of these sites would produce capital receipts that would support the Council’s Capital Programme to support service delivery and relinquish/reduce the Council’s on-going responsibility for the maintenance and upkeep of the sites.
- 2.3 The agreed terms set out in Appendices 3 and 4 constitute best consideration and have been agreed for the adjoining land owners. This information is in the exempt section of the agenda as it is commercially sensitive and the public interest in maintaining the exemption outweighs the public interest in disclosing the information – relevant legislation: paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

3. Options Appraisal

- 3.1 The table below summarises the standard options appraisal assessment framework that has been used to assess each site.

- 3.2 Option 3 is preferred because this option is considered to offer the only available opportunity to reduce the Council’s maintenance costs while raising capital receipts for the Council at the same time.

Option	Description	Conclusion
Option 1	Do nothing	This option is not recommended as it will not produce a capital receipt. In addition, the Council will continue to incur costs for maintaining the individual plots of land and for keeping these plots clean and tidy.
Option 2	Redevelopment by the Council	This option is not available as neither of the Council owned plot is capable of being developed in isolation of the adjoining properties rear/side plots, with the sale of the Council land being the key to unlocking the development potential of the combined site.
Option 3 - Recommended option	Sell to the respective adjoining land owners	By implementing this policy, the Council is able to both rationalise its property holdings and generate capital receipts to support the capital programme.

4. Consultation

- 4.1 Ward Members and other Members and Senior Officers have been consulted on the proposed disposal.
- 4.2 The proposal has been approved by the Asset and Capital Board.

5. Financial Implications

Implications completed by: Rodney Simons – Principal Accountant Capital

- 5.1 The property is no longer of use to the Council’s General Fund on an operational basis and is proposed for disposal.
- 5.2 Disposal of the property will create a capital receipt towards the current capital programme and remove/reduce the current revenue costs associated with the maintenance of the sites. Additional capital receipts will enable the Council to reduce its level of borrowing and related charges i.e. interest on borrowing.
- 5.3 Disposal costs will be borne by the prospective purchasers of the land, on the understanding that the money paid would not be refunded if the Council did decide not to sell the land to them.

6. Legal Implications

Implications completed by: Sayida Hafeez, Property Solicitor

- 6.1 The Council owns the freehold land (i) fronting and adjoining 1 Calverley Crescent, Dagenham and (ii) adjoining 10 Valance Wood Road, Dagenham and is required to obtain best consideration in the disposal of its assets. The Council has the power to enter into contracts for the disposal of property but must do so in compliance with law and the Council's acquisition and land disposal rules.
- 6.2 The Council's Constitution, Part 4, Chapter 4 sets out the Land Acquisition and Disposal Rules. In accordance with paragraphs 2.1 to 2.2, all strategic decisions about the use, acquisition and disposal of land and property assets is within the remit of the Cabinet and must be approved by it.
- 6.3 The Council's disposal powers are contained in section 123 of the Local Government Act 1972 (LGA 1972), and Section 1 of the Localism Act 2011 also provides local authorities with a general power of competence.
- 6.4 Under Section 123 LGA 1972, the Council has the power to dispose of land in any manner that it wishes to which includes the sale of freehold land. One constraint is that the disposal must be for the best consideration reasonably obtainable unless there is ministerial consent, or the transfer is to further local well-being. The Council has instructed GRE Property Services Ltd (Surveyors) and valuations have been obtained. The Heads of Terms that have been approved and the respective purchase prices have been negotiated and agreed. As part of the negotiations, the buyers have agreed to pay the Council's legal fees up to a maximum of £1,500 and other professional fees of £2,500. The Heads of Terms reflect the best consideration. Therefore, this condition is fulfilled, and the Council is at liberty to proceed with the proposed disposal. The Legal Practice should be consulted in connection with the preparation and completion of any further necessary legal documentation.

7. Other Implications

- 7.1 **Risk Management** – Amenity greens are vulnerable to illegal occupation and rubbish being dumped on them. In addition to this, the Council incurs costs for maintaining these sites. Sale of the two sites will help reduce this risk and transfer liability for the site to another owner.
- 7.2 **Contractual Issues** – The proposed transactions are a sale of the Council's freehold interest in two plots of land. Legal Services will be instructed to prepare the contract for sale.
- 7.3 **Health Issues** – The land being sold can be overgrown and could become a haven for vermin and fly tipping thus posing health risks to residents living in the area if left as it is.
- 7.4 **Crime and Disorder Issues** - The sites are vulnerable to illegal occupation.
- 7.5 **Property / Asset Issues** – Retaining ownership of these sites encumbers the Council with ongoing costs of maintenance.

7.6 **Town Planning** – Any development of the land will be made in accordance with the Council’s Planning policies.

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

List of appendices:

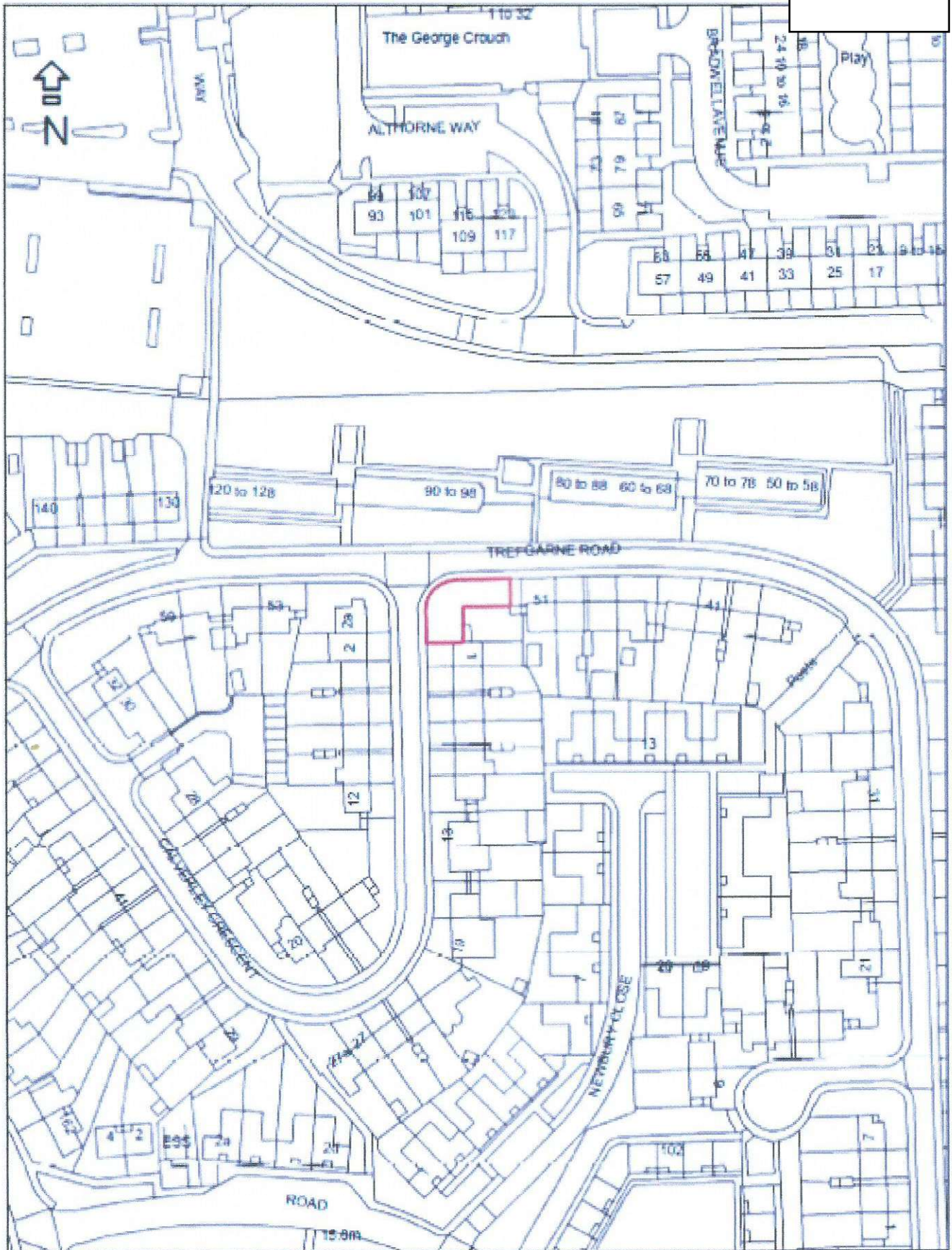
Appendix 1 – Site plan of land adjoining 1 Calverley Crescent, Dagenham

Appendix 2 – Site plan of land adjoining 10 Valence Wood Road, Dagenham

Appendix 3 – Proposed Heads of Terms for sale of land adjoining 1 Calverley Crescent, Dagenham (Exempt document)

Appendix 4 – Proposed Heads of Terms for sale of land adjoining 10 Valence Wood Road, Dagenham (Exempt document)

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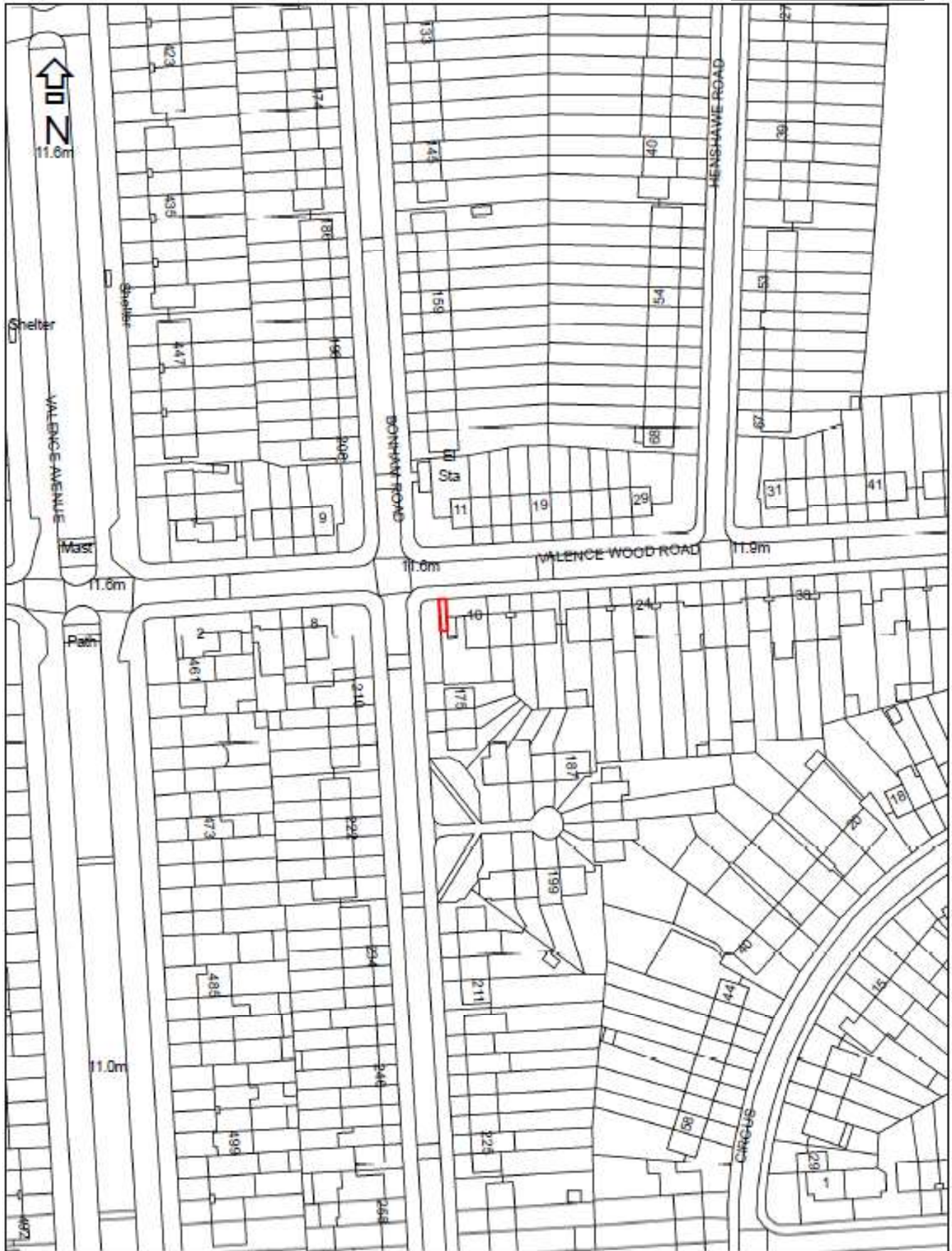
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LAND FRONTING AND ADJOINING 1 CALVERLEY CRESCENT
 DAGENHAM



Civic Centre, Dagenham Scale:- 1:1,250
 Dagenham, RM10 7BN Produced By:- JRoach
 Tel: - 020 8215 3000 Date - 02.03.2018

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LAND ADJACENT TO 10 VALENCE WOOD ROAD
DAGENHAM



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of the Local Government Act 1972.

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