

Notice of Meeting

CABINET

Tuesday, 13 November 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: 5 November 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 16 October 2018 (Pages 3 - 9)

4. Budget Monitoring 2018/19 - April to September (Month 6) (Pages 11 - 23)

5. Budget Strategy 2019/20 to 2020/21 (Pages 25 - 34)

6. **Draft Education and Participation Strategy 2018-22 and Schools' Annual Performance Review 2017-18 (Pages 35 - 91)**
7. **North East London Commissioning Partnership - Residential Placements for Looked After Children (Pages 93 - 109)**
8. **Income Generation through Advertising Strategy (Pages 111 - 118)**
9. **Contracts for Provision of Bespoke Packages for Children's Care Services (Pages 119 - 126)**
10. **Fees and Charges 2019 (Pages 127 - 153)**
11. **Treasury Management 2018/19 Mid-Year Review (Pages 155 - 175)**
12. **Development of former Abbey Sports Centre Site, Axe Street, Barking (Pages 177 - 187)**

Appendix 2 to the report is in the private section of the agenda at Item 16.
13. **London-east UK Ltd - Proposed Asset Purchase (Pages 189 - 199)**

Appendix 2 to the report is in the private section of the agenda at Item 17.
14. **Any other public items which the Chair decides are urgent**
15. **To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

Private Business

The public and press have a legal right to attend Council meetings such as the 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.

16. **Appendix 2: Development of former Abbey Sports Centre Site, Axe Street, Barking (Pages 201 - 209)**
17. **Appendix 2: London-east UK Ltd - Proposed Asset Purchase (Pages 211 - 212)**

18. 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; NO-ONE LEFT BEHIND

Our Priorities

A New Kind of Council

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

Empowering People

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

Inclusive Growth

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

Citizenship and Participation

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

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MINUTES OF CABINET

Tuesday, 16 October 2018
(7:00 - 8:11 pm)

Present: Cllr Darren Rodwell (Chair), Cllr Saima Ashraf (Deputy Chair), Cllr Dominic Twomey (Deputy Chair), Cllr Sade Bright, Cllr Syed Ghani, Cllr Lynda Rice and Cllr Maureen Worby

Apologies: Cllr Evelyn Carpenter, Cllr Cameron Geddes and Cllr Margaret Mullane

36. Declaration of Members' Interests

There were no declarations of interest.

37. Minutes (18 September 2018)

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

38. Budget Monitoring 2018/19 - April to August (Month 5)

The Cabinet Member for Finance, Performance and Core Services presented a report on the Council's revenue and capital budget monitoring position for the 2018/19 financial year as at 31 August 2018 (Month 5).

The General Fund showed a similar position to that at the end of July 2018, with a projected year-end overspend of £4.945m against the budget of £145.368m. The Capital Programme showed a projected year-end spend of £157.489m against the original budget of £133.216m, with the increase attributable to a range of factors including new grant funding, the carry forward of unspent allocations from 2017/18 and the acceleration of later years' projects in the current year.

Cabinet Members commented on the impact that the Government's continued underfunding of public services was having on the Council's ability to deliver a balanced budget each year, particularly in the areas of Adult and Children's Social Care. Concerns were also expressed regarding the Government's Universal Credit project and the potential that local Council budgets would be cut further to meet the extra £2bn being called for to implement Universal Credit.

The Cabinet **resolved** 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 to the report;
- (ii) Approve the proposed revisions to the 2018/19 Capital Programme as detailed in section 4 and Appendix B to the report;
- (iii) Approve the reprofiled five-year Capital Programme as set out in Appendix

C to the report; and

- (iv) Note the in-year Capital Programme monitoring position as set out in Appendix D to the report.

39. Investment and Acquisition Strategy Update

Further to Minute 37 (19 September 2017), the Cabinet Member for Finance, Performance and Core Services presented an update on the delivery of the Council's Investment and Acquisition Strategy (IAS) targets, together with the proposed inclusion of a new asset class of commercial lending.

The Cabinet Member explained that in order to respond to the unprecedented challenges stemming from Government cuts to public sector spending, the Council had to continually look at innovative ways to invest in Barking and Dagenham's future, to support growth and generate a long-term financial return to fund Council activities. A number of regeneration projects recently approved by Cabinet had included loan arrangements to the development partners and while the Cabinet Member acknowledged the risks associated with commercial lending, the potential benefits had been assessed as warranting an allocation of £200m for that new asset class within the IAS.

The Cabinet Member also referred to the intention for future major works to residential properties held via B&D Reside to be funded by borrowing or use of future surpluses.

The Cabinet **resolved** to:

- (i) Note the progress being made to meet the IAS income target;
- (ii) Approve, in principle, the revised asset class of commercial lending to enable regeneration, up to an allocated value of £200 million, and the expected returns matrix contained in Appendix 1 to the report, subject to:
 - a) Commercial due diligence and underwriting advice being procured as to commercial, legal, accounting, due diligence, risk management, information and state aid requirements, and appropriate protocols being put in place;
 - b) Any necessary revisions to the Annual Investment Strategy in-year being approved by the Assembly as part of the Treasury Management Strategy Statement;
 - c) Any commercial lending decisions until the protocols are in place pursuant to recommendation (ii)(b) above being made on a case by case analysis and due diligence;
 - d) Regular review and monitoring of the asset class and Investment Strategy;
- (iii) Agree the revised IAS at Appendix 2 to the report, subject to final approval of the Strategy by the Assembly as part of the Treasury Management Strategy Statement;
- (iv) Approve, in principle, the policy to fund future major works on residential

schemes held by B&D Reside either from future borrowing or from future rental surpluses; and

- (v) Authorise the Chief Operating Officer, in consultation with the Director of Law and Governance (or an authorised delegate), to agree and execute all the legal agreements, contracts and other documents on behalf of the Council required to implement any aspect of the investment programme identified in the report.

40. Central Park Masterplan Implementation

Further to Minute 28 (11 July 2017), the Cabinet Member for Community Leadership and Engagement presented a report on the findings of a feasibility study into the implementation of the masterplan for Central Park, Dagenham.

The total cost of implementing the masterplan had been estimated at £2.3m, which would include landscaping with new and improved leisure and sport facilities. The Cabinet Member advised that approximately half of the total cost could be funded from income via the importation of inert material from developments in the London and South East area to create the new landscape, subject to the outcome of public consultation and the necessary planning approvals. In respect of the delivery of the works, the Cabinet Member referred to the procurement proposals and the projected timelines leading to completion of the project during 2021.

Cabinet Members spoke in support of the Council's Parks and Open Spaces Strategy and the specific implementation plans for Central Park. In response to a question regarding the total funding of the masterplan proposals, the Commissioning Director for Culture and Recreation referred to potential grant funding opportunities and also confirmed that the design proposals would have a strong focus on minimising ongoing revenue costs to the Council.

Arising from the discussions, reference was also made to the expansion of the Park Ranger service, the potential for the Council's in-house services to participate in the delivery of the project and the opportunities for the Council to promote healthier lifestyles by encouraging the planting of fruit trees and bushes as part of the natural landscape.

The Cabinet **resolved** to:

- (i) Approve the procurement of a design and build contract for landscaping and sports facilities at Central Park using the OJEU compliant UK Leisure Framework, to enable the direct appointment of a development partner for scoping, design, refurbishment, construction and the development of recreation and sports facilities for the public sector;
- (ii) Approve the commitment of up to £1.1 million in the Council's Capital Programme in the period 2018 – 2020 to support the implementation of key elements of the Central Park masterplan;
- (iii) Note that the proposed scope of works would realise a payment to the Council of c£1.1 million from the importation of soil and inert material, for use in the creation of the new park landscape; and

- (iv) Delegate authority to the Commissioning Director for Culture and Recreation, in consultation with the Cabinet Member for Community Leadership and Engagement, the Chief Operating Officer and the Director of Law and Governance, to conduct the procurement and enter into the contract and all other necessary or ancillary agreements with the successful bidder(s) in accordance with the strategy set out in the report.

41. Neighbourhood Community Infrastructure Levy Policy

Further to Minute 71 (12 December 2017), the Cabinet Member for Community Leadership and Engagement introduced proposals relating to the allocation of Neighbourhood Community Infrastructure Levy (NCIL) funding.

The Cabinet Member advised that the Council already had established models for supporting local community groups through projects such as Civil Society, the Local Giving model and the B&D Lottery, and the NCIL represented a further, significant means of providing financial support within that wider model. The proposals for NCIL funding would commence from March 2019 and include the establishment of a Residents' Panel to evaluate eligible bids. It was also planned to create a NCIL endowment fund, aimed at providing an ongoing source of funding for local projects and initiatives in support of the Council's 'No One Left Behind' principles.

Cabinet Members welcomed the proposals and commented on the wide range of initiatives being progressed by the Council for the benefit of the local community.

The Cabinet **resolved** to:

- (i) Agree the establishment of a grants programme for the distribution of the NCIL and the draft NCIL scoring criteria;
- (ii) Agree the establishment of a Residents' Panel to input into decisions on the allocation of NCIL;
- (iii) Delegate authority to the Director of Policy and Participation, in consultation with the Director of Inclusive Growth, the Cabinet Member for Community Leadership and Engagement, the Cabinet Member for Regeneration and Social Housing and the Cabinet Member Finance, Performance and Core Services, to approve NCIL bids of up to £200,000 in any one bid submission period and to take the necessary steps to adjust the process, as appropriate, as NCIL embedded in the Borough;
- (iv) Agree to use NCIL to create an endowment, which would fund community projects long term; and
- (v) Note that the NCIL decisions being sought were relevant to the emerging resident and community-led Local Giving model.

42. Draft Third Local Implementation Plan Submission

The Leader of the Council introduced a report on the Council's draft third Local

Implementation Plan (LIP3) submission to Transport for London (TfL) in respect of the Council's long-term, overarching objectives for improving the transport network and services in the Borough.

It was noted that the Council's first and second LIPs helped to deliver an extensive programme of transport and public realm improvements and meet a range of environmental and safety targets. Through its LIP3 submission, the Council aimed to build on that by implementing a number of measures and interventions that would help connect people and places, promote healthy and sustainable travel, improve safety and security and create better streets and places, all of which were key pledges in the Borough Manifesto.

The Leader referred to some of the specific projects that would be funded from the expected £4.5m allocation from TfL for the next three years, aimed at developing a more joined-up, sustainable transport network in the Borough. The LIP3 also included details of other significant infrastructure schemes that the Council would want to see progressed in order to achieve its key aims and those within the Mayor of London's Transport Strategy objectives, such as the tunnelling of a 1.3km stretch of the A13 to improve traffic flows and air quality around the Barking Riverside and surrounding areas.

The Leader advised that improvements to the Council's cycle network had recently been discussed with the Deputy Mayor for London and officers had been asked to look into the practicalities of the central grassed areas in a number of the Borough's roads being opened up for use by cyclists. The Cabinet Member for Public Realm also referred to his involvement on London Councils' Transport and Environment Committee and his wish for the London cycle hire scheme to be extended to the Borough.

The Cabinet **resolved** to:

- (i) Approve the draft LIP3, as set out at Appendix 1 to the report, for submission to TfL and for officers to undertake a five-week period of public consultation on the draft plan;
- (ii) Approve the Annual Spending Submission (ASS) for 2019/20, as set out at Appendix 2 to the report, for submission to TfL; and
- (iii) Agree that further work be undertaken to determine the priority of, and to establish, a lobbying / funding strategy for the major transport schemes listed in the draft LIP3.

43. Contract for the Provision of Accommodation for Homeless Families

The Cabinet Member for Finance, Performance and Core Services presented a report on proposals that would assist the Council to meet its statutory responsibilities to the homeless, under Part VII of the Housing Act 1996 (as amended), through the provision of temporary accommodation via either Private Sector Licensed (PSL) or Assured Shorthold Tenancy (AST) arrangements.

The Cabinet Member advised that the Council was on course to achieve its target reduction in the number of homeless households in temporary accommodation to

1,750 within the current financial year. However, the Government's ongoing welfare reforms, including the introduction of Universal Credit, were expected to result in unprecedented demand for assistance with re-housing as a consequence of homelessness and the proposals were, therefore, aimed at addressing both existing and future demand.

The proposals within the report included the extension of arrangements with the 19 existing PSL contractors while the new, four-year contract was procured. The Cabinet Member commented that the new arrangements would form part of the package of measures put in place to support individuals and families through the trauma of becoming homeless and back into permanent accommodation.

The Cabinet **resolved** to:

- (i) Approve the proposals to procure a new contract for the provision of private sector properties for use as either temporary accommodation (Private Sector Licensed) or Assured Shorthold Tenancy for homeless households or those imminently threatened with homelessness, in accordance with the strategy set out in the report;
- (ii) Waive the necessary requirements, in accordance with the Council's Contract Rules, in order to extend the current contracts for the provision of Private Sector Licensed properties with the 19 contractors up to a maximum of five months or the commencement of a new contract, whichever was the sooner; and
- (iii) Delegate authority to the Director of Community Solutions, in consultation with the Cabinet Member for Regeneration and Social Housing, the Chief Operating Officer and the Director of Law and Governance, to conduct the procurement and enter into the contract and all other necessary or ancillary agreements with the successful bidder(s) in accordance with the strategy set out in the report.

44. Contract for the Provision of Removal Services

The Cabinet Member for Finance, Performance and Core Services introduced a report regarding the proposed retendering of the contract for the provision of removal services for both corporate and residential properties, to commence from January 2019.

The Cabinet Member referred to the current arrangements and historic spend and advised that the new contract would achieve improved value for money.

The Cabinet **resolved** to:

- (i) Approve the procurement of a new term contract for removal services for both corporate and residential 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.

45. Corporate Plan 2018 - 2022

The Cabinet Member for Community Leadership and Engagement presented the draft Corporate Plan for 2018-2022 which set out the Council's vision and priorities for the next four years.

The draft Plan reflected the evolving role of the Council as an enabler and facilitator and the Cabinet Member alluded to the key accountabilities and performance indicators that underpinned the updated priorities, which would help to bring to fruition the community's aspirations as set out within the Borough Manifesto.

Cabinet Members welcomed the new approach to the Plan, which they felt was very informative and user friendly for such a concise document, and also discussed the particular need to challenge and 'design out' domestic violence behaviours which were a considerable issue within in the Borough.

The Cabinet **resolved to recommend the Assembly** to approve the Council's Corporate Plan 2018-2022 as set out at Appendix 1 to the report.

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CABINET

13 November 2018

Title: Budget Monitoring 2018/19 - April to September (Month 6)	
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 Director: Helen Seechurn, Interim Finance Director	
Accountable Strategic Leadership Director: Claire Symonds – Chief Operating Officer	
<p>Summary</p> <p>This report shows the updated forecast based on financial performance in the first six months of the year. The underlying position is approximately in line with last month's forecast, but the overall position has been reduced to a net overspend of £3.8m largely as a result of the development of People and Resilience Action plan which forecasts a reduction of £2.5m is to be achieved.</p> <p>Before the impact of the action plan there is an overspend of £11.395m across People and Resilience which in itself shows a small reduction of £0.211m reflecting the emerging impact of stronger management action to contain spend. Staffing and running costs forecasts across the service have been reviewed and action taken to reduce them as far as possible.</p> <p>In addition to this overspend there are small overspend variances in Culture and Heritage, Community Solutions and Public Realm being offset by other services, central expenses and contingency. This means that the overall variance is £3.789m.</p> <p>This report also some additional updates to the Capital Programme for 2018/19.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (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 to the report; (ii) Approve the proposed budget virement as set out in section 4 and Appendix B to the report; and (iii) Approve the proposed revisions to the 2018/19 Capital Programme as detailed in section 5 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 revenue budget and a number of updates to the Capital Programme for 2018/19.

2 Overall Revenue Position

- 2.1 The overall position is currently forecast to total net expenditure of £149.158m which would result in an overspend against the expenditure budget of £3.789m. If this is the year-end position, it would require a further drawdown from the Council's budget support reserve.
- 2.2 There are potential overspends across Care and Support, offset by an action plan within People and Resilience Commissioning and, at Council level, by underspends in Central Services and the use of risk contingencies written into the budget as part of the planning process. 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 on a monthly basis.

3. More Information on the Main Variances

Children's Care and Support – potential overspend of £6.028m

- 3.1 The Children's Forecast has decreased this month by £0.16m. The decrease results from management action across a range of areas and the largest element relates to placements. Finance together with Brokerage/Commissioning have been carrying out a data cleansing exercise including clearing old purchase orders. This has reduced the forecast in this area by £0.2m. Other management action includes reviews of car and travel allowances and general running costs. The staffing forecast has also stabilised.
- 3.2 As previously reported the top three elements of the overspend are staffing, (£2.75m), placements (£2.3m), and the costs associated with legal proceedings (£0.4m including costs of Counsel, expert witnesses and court mandated assessments and investigations – shown within Supplies and Services.)

Subjective	2018/19 Annual Budget	Forecast (September)	Variance against Budget	Previous Month Variance	Movement	Reason for Variance
Income	(2,228,000)	(2,499,646)	(271,646)	(288,909)	17,263	Variance due to trend of HB income to date
Employees	11,773,950	14,522,541	2,748,591	2,760,619	(12,028)	Revised staff forecasts
Premises	78,300	372,689	294,389	72,570	221,819	Rents payable for YP in street purchased properties
Transport	261,400	281,813	20,413	74,274	(53,861)	Review of car allowance, client transport and other staff transport costs
Supplies & Services	1,015,840	1,903,894	888,054	963,821	(75,767)	Review of general office expenses based on current trend
Third Party Payments	19,422,980	21,746,977	2,323,997	2,525,253	(201,257)	Historic purchase orders cleared resulting in credit to the service
Transfer Payments	71,000	126,933	55,933	79,526	(23,593)	Reduction to S17/S20 cost projections
Support Costs	1,216,300	1,184,792	(31,508)	0	(31,508)	YOS internal salary recharge
Grand Total	31,611,770	37,639,992	6,028,222	6,187,154	(158,932)	

3.3 There is a small reduction of **£0.012m** in the salary forecasts for September. This is the net movement across the team on staff salaries & other staffing related expenses. The overspend on salaries is due to several factors which include, an inherent base budget pressure of **£0.255m**, unbudgeted 17 FTE posts- **£1.178m**, agency staff premium **-£1.098m** and the inclusion of an estimate of **£0.217m** for recruitment & retention.

3.4 The projected cost of placing children in care across the various provisions is **£19.805m** with an additional sum of **£0.307m** spent on S17/S20 cases. There has been a data clearing exercise this month that has reduced the forecast in Secure and Family Assessment units. A similar exercise will be carried out for residential care next month.

3.5 The Legal budget is forecast to spend **£0.658m** against a budget of **£0.482m**, this budget pays for the services of Counsel. The cost of court applications is forecast to spend **£0.464m** against a budget of **£0.250m**. The actual expenditure on court related costs to end of month 6 is **£0.253m** so there is a risk that the current forecast may be exceeded.

Disabilities Care and Support – forecast overspend of £3.65m,

3.6 The All Age Disability Service is forecasting a budget pressure of **£3.65m** as at Month 6. This is a small decrease of £57k following management action on staffing and discretionary expenditure. The breakdown of spend is shown below:

	Budget 2018/19	Period 6 Projection	Variance from Budget
Disabilities Care & Support	£000	£000	£000
Adults Care Packages (inc Equipment)	8,194	9,450	1,256
Childrens Care Package Costs	1,174	1,956	782
SEND transport	1,919	2,626	707
Centres and Care Provision	1,917	1,987	70
Other	2,738	3,574	836
Directorate Total	15,942	19,593	3,650

- 3.7 **Learning Disabilities** – The projected overspend on Learning Disability Packages at the half way point in the financial year is **£1.947m**. This has been reduced by the various contributions namely: Adults Social Care grant (**£0.571m**), iBCF (**£0.120m**). The net forecast after taking the contributions into account is an overspend of **£1.256m**, an increase of £0.01m from previous month's forecast
- 3.8 **Children with Disabilities SEND Transport** – Following the start of the new school year the forecast has been updated. The number of children using transport has increased and a number of new rounds have been added.
- 3.9 **Children with Disabilities Social care provision** – There has been no change to the forecast for this service area. The cost of packages in place to support to children with disabilities remains **£1.955m** which is **£0.782m** above budget. There are currently **260** direct payment clients, resulting in an overspend of **£0.414m** against the budget. **£0.141m** of the budget pressure is attributable to the projected spend on legal cases and associated court costs. The remaining overspend of **£0.227m** is due to the cost of providing respite care to the clients. The employee related budget **£5.166m** is currently projected to overspend by **£0.170m**. This is a reduction of **£0.041m** from the position reported in August.
- 3.10 There are **135.25** established FTE posts within Disability Service, and **21.21** FTE vacant posts, majority of them within the centres. There are currently 5.00 FTE agency staff covering vacancies and another **2** DFG funded staff working with the Enabling Independence team. There are still £0.454m of unallocated savings held centrally.

Adults Care and Support – Overspend of £1.793m,

- 3.11 There has been a small improvement in the Adults forecast of just over £0.112m mostly related to improvements in the salary forecasts at George Crouch and Kallar Lodge.
- 3.12 There are longstanding pressures in the service arising from demographic growth, care costs increase and the non-delivery of savings. 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 are expected to bring the overall pressure in 2018/19 to around £0.8m.
- 3.13 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. To date Adults have a reasonably good track record of successful in year mitigation of risk; on the other hand, 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.
- 3.14 However there are a number of pressures that should be noted as shown in the table below.

Division	Full year Budget 2018/19	Period 6 Projection	Variance from Budget	
			£000	%
Adults Care & Support	£000	£000	£000	%
Adult packages	10,423	11,885	1,462	
Adult teams	3,605	3,713	108	
Adult homes and centres	1,844	1,939	95	
Mental Health	4,100	4,100	0	
Adults Other (Support services)	(2,798)	(2,670)	128	
Directorate Total	17,174	18,967	1,793	11%

- 3.15 The activity data produced reflected the number of people in Home Care reducing, but it showed an increase in the Crisis hours and the actual spend going through the ledger is not showing a reduction in costs to date. It may be that the forecast could start to reduce in the coming months. There is some indication that it may have plateaued and could come down in future months.
- 3.16 Pressures in the staffing budget result from the underfunding of the establishment (as a result of the corporate decision not to pass through funding for pay increases) and the cost of some agency posts. This had previously been offset by vacancies in the JAD, but it has been agreed to fill those vacancies so there will only be a part year benefit.
- 3.17 Kallar Lodge is currently forecasting a large overspend for the year £0.278m. This is however a reduction from last month's forecast following management review. The additional capacity is now on stream – the financial impact of this should become clearer in the next months.

People and Resilience Commissioning and Action Plan

- 3.18 There is a net underspend across People and Resilience Commissioning of £0.076m mostly relating to staffing vacancies.
- 3.19 Additional in year funding for Adult Social Care was announced in early October. Full details have not yet been published but the allocation for Barking and Dagenham is expected to be in the region of £0.9m. This funding has not been taken into account in the forecasts. We are awaiting further information from the Department of Health concerning the expectations and conditions of the grant and also discussions with our local health partners.
- 3.20 In addition the People and Resilience Management team have committed to meeting these targets set by the Council's strategic management team as follows:
- To reduce the Adults Operations pressure from £1.9m to £0.9m
 - To contain all future growth in Children's and Disability and ensure that the variance in those areas do not increase further from the end of August position
 - To find £2.5m of in year reductions from across all budgets including Public Health Grant, Children's and Adults Commissioning and Education, Youth and Childcare.

- 3.21 A management action plan is being developed and finalised. This is based on the Transformation plans previously presented but with a stronger focus on short term delivery and is currently estimated to provide an in year reduction in spend of approximately £2.5m. Actions being taken include:
- Review of Direct Payments balances and clawback of unspent monies
 - Commissioning and Procurement savings on Supported Living and Accommodation for Care Leavers
 - Stronger life planning and more community focused care for working aged Disabled People
 - More effective utilisation of crisis intervention services.
 - In year savings within the Education budget.

Enforcement – reduced forecast – underspend of £0.085m

- 3.22 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. The net forecast for the Parking budget is now an overspend of £0.187m. Within this there is a staffing overspend that will be offset against increased income. The reduction in forecast is due to improved levels of income being collected. This is offset by other underspends across the Enforcement directorate.

Trading Entities – Reprofiling resulting in in year gap of £0.9m

- 3.23 The MTFs includes expected dividends from the Home Services/We Fix division of the Barking and Dagenham Trading Partnership and development activity income from Be First. 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. The latest information from the companies shows a reduced dividend from BDTP reflecting the final shape and structure and date of formation of the company.
- 3.24 It should be noted that the latest information from Be First shows an improved trading position for the company which will require a smaller working capital loan and a rephrased profile of development activity income. These two factors together create a potential gap of £0.9m against the MTFs although this position may improve.

Elevate Contract and Customer Services

- 3.25 There has previously been a pressure in this area related to the recovery of court costs. This was rebased in the MTFs and is not expected to recur. However, 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.
- 3.26 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 IaaS. This has now been included in the forecast.

My Place and Public Realm

- 3.27 My Place is currently forecasting an underspend of £0.270m arising from 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. This underspend is being used to offset the £0.25m savings shortfall on Street Lighting.
- 3.28 There is an overspend in Public Realm on the Transport division mostly relating to a prior year saving that has never been achieved. The restructure to deliver the new operating model did not include the Fleet services and the Passenger transport service. The service had a £400k saving applied in 2016/17 with the expected reduction in service demands from Adults services. However, the changes in the level of demand have not resulted in the anticipated reduction in costs. The service finished 2017/18 with an overspend of £422k. The service is currently reporting a £300k pressure.
- 3.29 The Service is in ongoing discussions commissioning colleagues in Adults' and Children's services with a view to remodel the service to deliver an adequate service to both key customers at a reduced cost that is agreed with all parties and fully recharged proportionately to the Adults and Children's services. It is anticipated that remodelling of the service and changes to fleet arrangements will deliver cost reductions to help stem this pressure. Any residual pressure will be managed within the Transport and Fleet umbrella.
- 3.30 The service remodelling of the Waste Service Fleet was based on a refresh and replacement of a significant number of the existing fleet as most were nearing the end of the leases and/or useful life. A strategy paper was presented to Cabinet and approved in July 2018. It is however, the long lead time for build and delivery of the waste Service's Refuse Collection Vehicles (RCV) means any new RCVs will not be available until the new financial year. In the meantime, the service continues to suffer frequent breakdowns and resulting repair costs and additional costs for spot hire to cover downtime and additional demands. A detailed review of the implications of this is ongoing. It is expected that this will result in additional pressure in the service. The value of the pressure and any potential mitigation will be determined as part of the review. There is currently no forecast pressure from this, but it remains a risk.

Community Solutions – net variance of £0.07m

- 3.31 Community Solutions has been formed by bringing together a range of budgets including some budgets that have faced pressures in recent years including Homelessness and MASH/NRPF from Children's services. The Temporary Accommodation pressure has been mitigated by additional MTFs growth funding and the service has also been very successful in working more effectively with families to avoid the need for accommodation. However, there are voids in some of the homeless hostels which is creating an income pressure.

3.32 In addition the service has inherited high levels of agency staffing in some areas (especially ex Children's.) This is being managed down by the service management but does remain a risk.

3.33 The service is able to mitigate these pressures through use of one-off income including a brought forward grant resulting in a small net variance this year.

Other Operational Services

3.34 In addition there are a range of small variances in other services including £0.02m in Democratic Services (impact of the pay award) and £0.06m in Culture and Heritage.

3.35 The Elevate Client Unit has a pressure due to an expected fall in the Nationality Checking Service demand due to government asking private firms to tender for this service rather than provide it via Local Authorities from October 2018.

Central Expenses

3.36 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.

3.37 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

3.38 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. However, for now they are shown as offsetting underspends.

4. Budget Virement

4.1 Cabinet are asked to approved a £4.062m budget adjustment within the Adult Social Care budgets, for the allocation of c£3.8m of the Improved Better care fund grant (iBCF) across the different workstreams as agreed in the Better Care fund plan 2018-19 and to approve the realignment of c£0.233m of MTFs savings to the correct cost codes within the Adult Social Care budget. The virement is set out in Appendix B to this report.

5. Capital Programme

5.1 The Capital programme was approved by Assembly in February as a total of £133.216m. As is usual practice an in-year review was carried out and the reprofiling was approved by the Cabinet.

- 5.2 There are two new requests for approval this month. An additional £40k for the BMX track. The original capital allocation was £226k for this project but now that all the necessary site surveys have been undertaken and the works tendered it has been identified that we need an additional £40k on top of the original allocation of funding to deliver the necessary works. Several options have been pursued to value engineer downwards the cost of the scheme, but no further reduction will be possible without compromising the scheme. Capital approval is requested for this additional funding which will ultimately be funded by borrowing.
- 5.3 As outlined above there are issues in Waste services resulting from the poor condition of the vehicles. The service management are therefore requesting to bring forward £0.305k from their future years capital allocation to replace two vehicles in year.

6. Financial Implications

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

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

7. Legal Implications

Implications completed by: Dr Paul Feild, Senior Governance Lawyer

- 7.1 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: None

List of Appendices

- **Appendix A** – General Fund Revenue budgets and forecasts.
- **Appendix B** – Revenue virement for approval.

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APPENDIX A

GENERAL FUND REVENUE BUDGETS AND FORECASTS

SERVICE AREA	REVISED BUDGET	ACTUALS P1-6	FORECAST	VARIANCE	CHANGE
BE FIRST	-	376	-		-
CARE & SUPPORT					
ADULT'S CARE & SUPPORT	17,157	13,545	18,950	1,793	-112
CHILDREN'S CARE & SUPPORT	31,612	17,724	37,640	6,028	- 159
DISABILITIES	15,943	10,917	19,593	3,650	- 57
CENTRAL	9,652	12,161	3,426	- 6,226	-
COMMUNITY SOLUTIONS	11,379	9,289	11,449	70	70
CONTRACTED SERVICES	6,393	20,570	6,393	-	140
CORE					
ELEVATE CLIENT TEAM	5,675	925	5,675	-	40
FINANCE	6,065	3,407	6,065	-	-
INNOVATION AND INVESTMENT	- 1,801	295	- 1,801	-	-
STRATEGIC LEADERSHIP	-	66	-	-	-
TRANSFORMATION	367	- 1,267	367	-	-
EDUCATION, YOUTH & CHILDCARE	14,350	7,411	14,350	-	-
INCLUSIVE GROWTH	- 46	- 137	- 92	- 46	- 46
ENFORCEMENT	- 1,790	501	- 1,875	- 85	- 75
LAW, GOVERNANCE & HR	455	-614	455	-	-26
MY PLACE	-	-	-	-	-
MY PLACE	9,125	3,275	9,105	- 20	312
PUBLIC REALM	8,585	9,056	8,785	200	-
POLICY & PARTICIPATION					
CULTURE & RECREATION	2,337	1,831	2,396	59	-
STRATEGY & PROGRAMMES	665	- 844	665	-	-
SCHOOL IMPROVEMENT PARTNERSHIP	-	- 81	-	-	-
SDI COMMISSIONING	-	-	-	-	-
ADULTS COMMISSIONING	5,482	3,504	5,578	96	119
CHILDREN'S COMMISSIONING	4,173	2,116	4,001	- 172	2
HEALTHY LIFESTYLES & PHYSICAL					
ACTIVITIES	- 2	2,239	-2	-	-
LEISURE	293	- 75	293	-	-
PUBLIC HEALTH	- 700	- 3,448	- 700	-	-
P&R ACTION PLAN	-	-	- 2,500	- 2,500	- 1,000
TRADING ENTITIES	-	-	942	942	-
GF TOTAL	145,368	112,740	149,158	3,789	- 1,156

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APPENDIX B - BUDGET VIREMENT

CODE	DESCRIPTION	Debit	Credit
		£	£
F13580	Allocation of the iBCF grant based on the BCF plan 2018-19		3,828,718
F10620	Protection of Existing Services	1,372,118	
F10900	Housing Benefit for Sheltered Schemes	140,000	
F11700	Allocation of the iBCF grant £500k for Mental Health new service	500,000	
F11140	Allocation of the iBCF grant additional care navigators.	80,000	
F11220	Allocation of the Additional finance support to mitigate pressures in the Disability Service.	70,000	
F11460	Allocation of the iBCF grant additional adaptations spend	120,000	
F23070	Allocation of the iBCF grant additional adaptations spend	80,000	
F10380	Allocation for uplifts - Residential Care	350,000	
F10380	Allocation for uplifts - Homecare	300,000	
F10380	Allocation for uplifts - Direct Payments	250,000	
F10380	Allocation for NHS-generated demand	375,000	
F10140	Allocation for Principal Social Worker PO8 + Service development Mgr PO6	150,000	
F12020	Allocation for DOLs funding shortfall	125,000	
F11220	Allocation for LD employment + NEETs	150,000	
F10380	Digital and Assistive Tech Savings		80,000
F10380	Health Integration Saving		100,000
F11580	Supported Living Mental Health Saving		53,400
	Total	4,062,118	4,062,118

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CABINET**13 November 2018**

Title: Budget Strategy 2019/20 to 2020/21	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Claire Symonds, Chief Operating Officer	Contact Details: Tel: 020 8 227 3497 E-mail: Claire.symonds@lbbd.gov.uk
Accountable Strategic Director: Claire Symonds, Chief Operating Officer	
Summary	
<p>This report sets out the Council's budget strategy from 2019/20 to 2020/21 and the approach to preparing the next Medium Term Financial Strategy for the period after the end of the Revenue Support Grant.</p> <p>The Council is now half way through its current four-year Financial Strategy 2017/18 to 2020/21. This strategy was developed in order to support the Council meet unprecedented financial challenges resulting from deep cuts to its funding from central government. This was at a time of high population growth and increasing demand for services. The strategy was based on the principles of investing in the borough to generate growth and prosperity, while redesigning and transforming council services to better meet the needs of our citizens at a lower cost.</p> <p>The strategy included an initial £48m of savings and transformation proposals which were supplemented by a further £9.6m of savings proposed in July and October 2017 and finalised in the February 2018 Budget Setting report to Cabinet and Assembly. At that point there was a residual £13m gap in 2019/20 and £15m in 2020/21. These figures were revised down in the July 2018 Medium Term Financial Strategy Update report to £4.6m and £8.6m based on a strategy of consolidating the organisational changes made alongside significant service demand management.</p> <p>It is in this context that this report updates Cabinet on changes to the Council's medium term financial position since July 2017 as further information, particularly about funding, has become available and as the current savings proposals have been discussed, further tested and refined. It sets out how the remaining 2019/20 gap can be resolved and the implications for services and council tax payers in the borough. It should be noted that this report was written in advance of full details of the Chancellor's Autumn budget and the Local Government Settlement being available.</p> <p>To meet the increasing challenge of setting a balanced budget, the Council is continuing its strategy of a balance sheet led investment approach which generates income in order to protect front line services.</p>	

Recommendation(s)

The Cabinet is recommended to:

- (i) Note that no new savings proposals are being brought forward for 2019/20 but the Council remains committed to delivering the savings proposed in the MTFs reports approved by Assembly in February 2017 and 2018;
- (ii) Support the drawdown of £0.570m from Collection Fund surpluses in order for the Council to set a balanced budget for 2019/20, which shall be reflected in the Council's statutory budget setting report in February 2018;
- (iii) Agree the proposed consultation process for the 2019/20 budget proposals, as set out in section 6 of the report.
- (iv) Agree to consult on the levying of a local 1% "Social Care Precept" to support the Borough's most vulnerable residents; and
- (v) Note the proposals for the development of a new MTFs for the period 2020/21 to 2023/24.

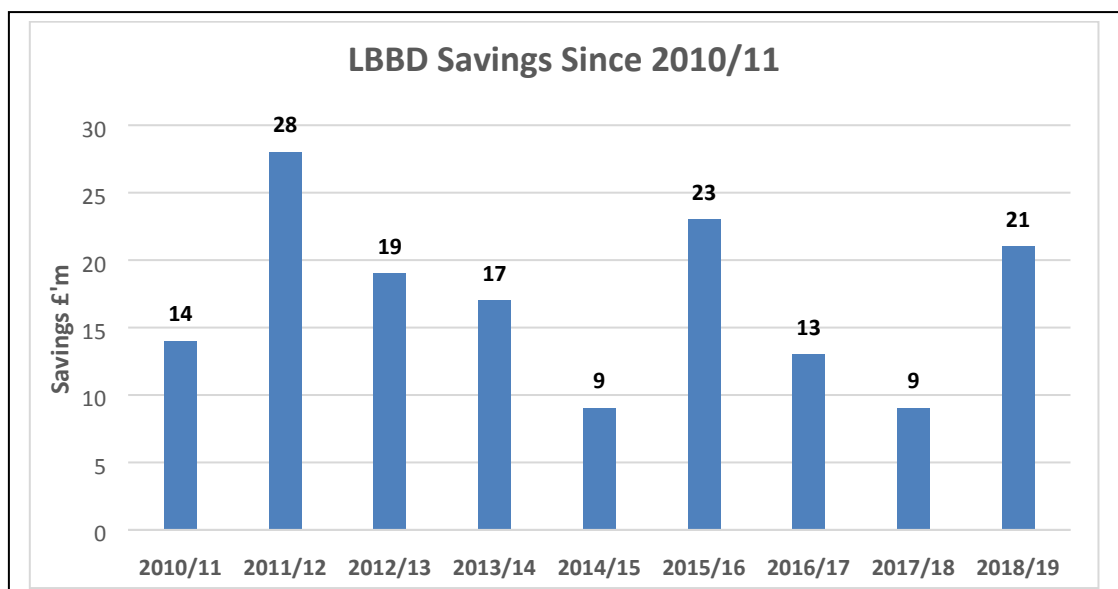
Reason

Financial planning is key in supporting the Council to deliver its vision of "One borough; one community; London's growth opportunity."

1. Introduction and Background

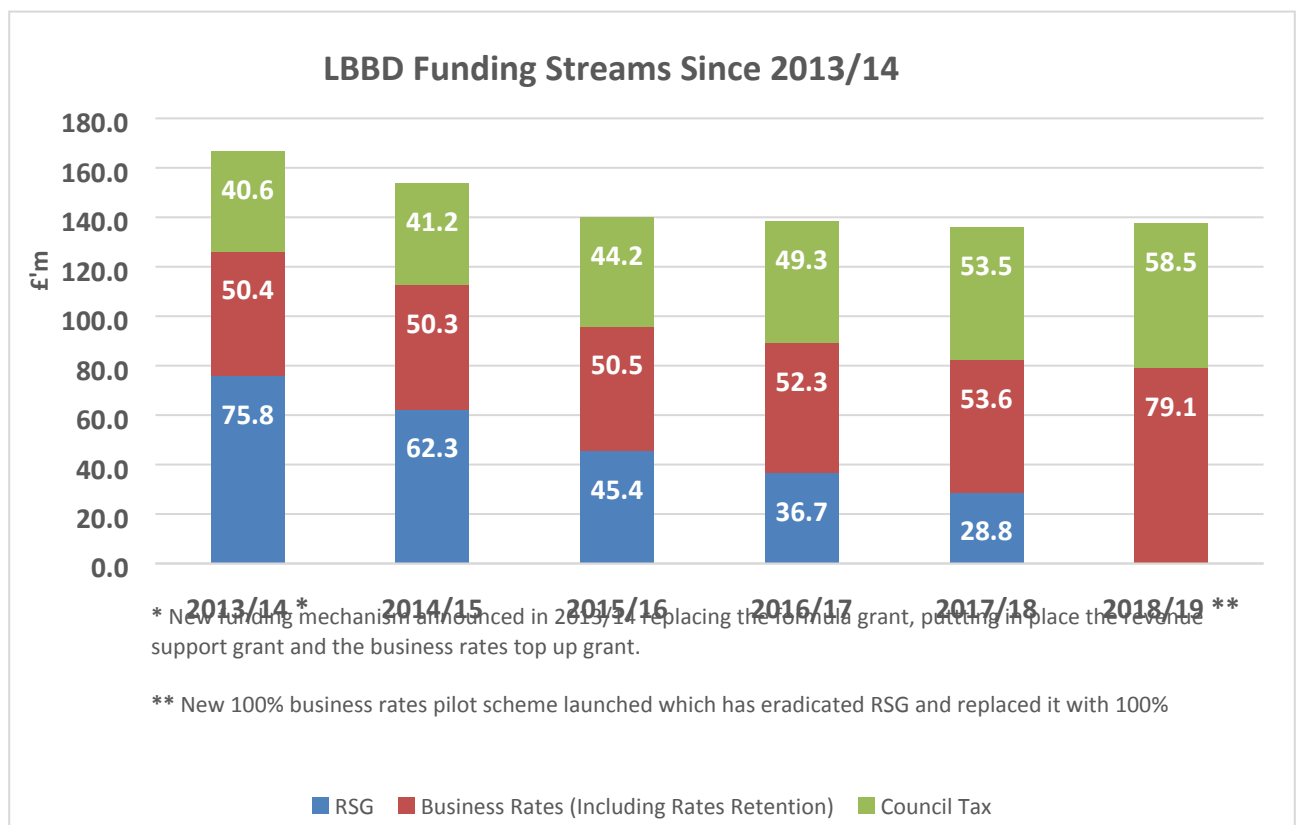
- 1.1 The Council continues to face significant challenges of cuts to revenue support grant, and increasing demographic and demand led pressures. This report is written at the point when the Council has already made over £122m of savings since 2010 and has identified further savings of £58m between 2017/18 and 2020/21 through its transformation programme.

Chart One: Barking and Dagenham Savings Made Since 2010/11



- 1.2 The total funding (finance settlement) for LBBB reduced by £49.8m between 2010/11 and 2017/18. The Council no longer receives Central Government funding in 2018/19 following the decision to enter into the London Business Rates pool – however its “tariff” share of business rates will further reduce by £8.5m between 2018/19 and 2020/21 as the Central Government share of Business Rates increases. (This mechanism effectively replaces the reductions in the Revenue Support Grant.) The Government has declared its intention to remove Central Government funding of Local Authorities altogether by 2021, while allowing the sector to retain the full amount of business rates. However, it is clear that there will be still an element of redistribution between regions and also that there will be no immediate financial benefit to authorities as the Government intends to remove other elements of funding such as the Public Health Grant.
- 1.3 The other component of the Government’s intentional shift from Central redistribution to local funding of Councils is an increased reliance on Council tax. Although Councils were encouraged to freeze this tax between 2011 and 2016, from 2016/17 onwards the Government has assumed that they will raise the maximum possible allowed under the capping rules ie 1.99%. In the Government’s Autumn budget of 2017 this was raised for two years to 2.99%. Barking and Dagenham froze Council tax for seven years from 2009/10 until the impact of central funding reductions made this unsustainable.
- 1.4 The relative share of Local Government funding for LBBB between the three main contributing funding streams has changed as shown below.

Chart Two: Barking and Dagenham Funding Streams Since 2013/14



1.5 These sustained reductions in Central Government funding have been taking place at a time when Barking and Dagenham has been facing and will continue to face severe demand pressures because of rapid population growth, demographic changes and high levels of deprivation. In addition, Local Authorities are subject to inflation and other cost increases, so the cash impact of funding reductions actually understates the real terms impact. In particular after a long period of pay freeze, public servants have now been awarded pay increases (1% in previous years and 2% + depending on grade in 2018/19 and 2019/20).

2. The Barking and Dagenham MTFs 2017/18 to 2020/21

2.1 In February 2018, Assembly agreed to set a balanced budget of £145m for 2018/19, which incorporated a transfer from general fund balances of £2.8m. At that point, the Council's overall budget gap was £13.7m for 19/20 and £15.6m for 2020/21. A large proportion of this gap - £10m was the result of growth and demand pressures within the Council while £6m was the result of changes to the Council's external funding. Effectively the Council had already identified sufficient savings to meet the loss of funding, but demand pressures were creating a gap.

2.2 There was a high risk that the identification of new savings at this point would serve to weaken the focus on the implementation of the Council's existing ambitious savings programme and the creation of the New kind of Council. There was also a risk that it could amount to a return to short term "salami slicing" which the council has explicitly rejected, rather than the strategic transformation envisaged that would enable us to meet the needs of our residents better in the medium term.

2.3 A further report was presented to Cabinet in July 2018, updating the position reported in February which included a number of adjustments to the Medium Term Financial Strategy. The revised budget gap for 19/20 was amended to £4.6m, however, this incorporated the removal of a number of items of growth such as budgeted increases for staff awards, the provision for legislative changes, demand pressures and other adjustments amounting to £6.7m. It was concluded that these items could be removed for 2019/20 with the accepted risk that any pressures emerging in these areas would need to be contained during the year as part of the monitoring process.

2.4 The Council has set in place a number of arrangements to ensure that these risks can be managed. The Council will be implementing the pay award negotiated successfully with the unions at a national level. This awards a minimum of 2% in 2019/20 with higher increases for lower graded staff. This could possibly result in some changes to our pay and grading structures which will be outlined in the Council's annual pay policy report.

2.5 It should be noted however that the Council's directly employed workforce has reduced over recent years with some groups of staff being transferred to the Council's subsidiaries and partners. These new entities will have commercial freedoms to manage the impact of the pay award through their own processes.

2.6 For the Council's own services and departments, there is a strong framework of control now in place to help managers manage their salary budgets. The Council maintains a Workforce Board to oversee cross cutting issues and develop strategies for effective management and organisational development. In addition,

the Workforce Governance Group scrutinises individual recruitments and small scale changes and challenges managers to review and reduce their staffing costs.

- 2.7 The Council also has a Procurement Board that oversees the Council's purchasing and contracting arrangements and helps managers ensure that they are obtaining value of money.
- 2.8 On the strength of these arrangements it has been agreed that the budgets for pay and contractual inflation can be removed with no adverse impact on service delivery. However, a small contingency of £0.5m has been retained for those exceptional circumstances where this cannot be managed.
- 2.9 The Council's transformation programme is strongly based on developing prevention services and working effectively with our residents to help them to help themselves. This is expected to result in more effective demand management and allows us to remove growth funding for demographic and demand pressures.
- 2.10 Funding for legislative changes has also been removed as there are no new statutory commitments expected to be introduced in the next financial year.
- 2.11 The removal of these items has reduced the growth requirement in the budget to £3.33m which for unavoidable financial commitments such as waste and flood prevention levies, pension fund payments, minimum revenue provision and interest on capital borrowing. However, these last items have been slightly reduced by a reduced capital programme in 2018/19 and 2019/20.
- 2.12 In addition, there is a requirement to remove £4.4m of one-off savings and income from the 2018/19 budget. The Council is committed to making £10.7m of savings in 2019/20 and £14.01m in 2020/21.
- 2.13 The revised reduction in funding is now estimated to be £3m. The reduction in the guaranteed tariff income from the business rates pool is offset by the expected benefit from retained NNDR growth which is estimated to be worth £2.4m additional income in 2019/20. This is included for one year only as the pool is a pilot which will come to an end at 31st March 2020. In addition, there is a revised estimate of the Council tax base reflecting the growth in the number of households paying council tax.
- 2.14 The net impact of the above changes reduces the gap between service budget requirements and funding to £1.758m in 2019/20 and £12.663m in 2020/21.
- 2.15 The Council's agreed MTFs has an assumed 1.99% Council tax increase in each year. If this is confirmed for 2019/20 then the gap will reduce to £0.57m. It is proposed that this be funded by use of collection fund surpluses resulting in an in year balanced budget.
- 2.16 However, it should be noted that although this is a balanced budget it does not address the pressures within Care and Support. We know from our own borough but also from evidence gathered by the Directors of Adults Services and Directors of Children's Services that demand for Care and Support services continues to grow. Many factors contribute to this including rising life expectancy, improving medical care that means that individuals are able to survive severe illness and

accidents albeit with significant disability and for our borough high levels of deprivation that is exacerbated by the impact of austerity and welfare reform.

- 2.17 The table below shows the current MTFS proposals including revised growth figures and the approved savings proposals.

Table 1: The Revised MTFS 2018-21

	Budget 2018/19	MTFS 2019/20	MTFS 2020/21
LBBD Net General Fund Base Budget	148.159	148.159	144.038
Budget Gap b/f	0.000	0.000	0.000
Pressures			
Current Budget Pressures		6.676	15.395
Savings			
Current Savings		-10.797	-13.718
Total Expenditure	148.159	144.038	145.714
Funding			
Retained Business Rates Pilot (Formula Grant-Baseline Funding Level)	-78.793	-74.463	-69.667
Retained Business Rates Pilot (Surplus)	-2.378	-2.459	0.000
Council Tax based 0% increase in Council tax	-58.521	-59.707	-60.917
Specific Grant	-5.676	-5.651	-2.467
	-145.368	142.280	-133.051
Budget Gap before increase in Council Tax and use of Reserves	2.791	1.758	12.663
Use of General Reserves	-2.791	0.000	0.000
Council Tax Increase at 1.99%	0.000	-1.188	-2.400
2018/19 Council Tax - Collection Fund Surplus	0.000	-0.570	0.000
Budget Gap	0.000	0.000	10.263

- 2.18 In recent years the Government has recognised the pressures affecting social care for Older People and additional funding has been provided. This is due to increase again in 2019/20 and the Council will passport this additional money through to Adults and Disability Care and Support.

- 2.19 However, the Government has not previously recognised the pressures relating to social care for Children, Young People and Younger Disabled Adults. These

particularly affect a borough such as Barking and Dagenham with a very young population. The budget announcement on 29th October suggested there would be some funding available but full details have yet to be provided. It is unlikely that the grant will be sufficient to make up for the years of underfunding.

- 2.20 It is therefore proposed to make use of the one-off flexibility to raise council tax by up to 2.99%. The additional 1% will be used as a “Barking and Dagenham Social Care Precept” and will be ring fenced to services for Children and Younger Adults with Disabilities. The amount of funding raised will be £0.597m. This is not sufficient to fully meet the size of the challenge but it will offer some mitigation against the worst of the pressures.

3 The MTFS for 2020/21 to 2022/23

- 3.1 The development of a Medium Term Financial Strategy for 2017/18 to 2020/21, which was genuinely multi-year and linked to a high level strategic transformation of the Council, has enabled the Authority to effectively meet its challenges and continue to deliver for its residents. However, as the table above shows there is still a significant remaining funding gap for 2020/21.
- 3.2 In addition, we know that there are planned changes to Local Government finance from 2020 onwards. The current Business Rates system is due to be “reset” taking into account population and economic changes and the Government is expected to consult on changes to the methodology that underpins the redistribution systems “the fairer funding review.” It has also announced the intention to completely phase out a number of central government funding streams including Revenue Support Grant and potentially the Public Health Grant.
- 3.3 At the same time Barking and Dagenham, the place itself will still be changing as new housing and developments are being built and finished. The Council also will be very different in 2020 than it was in 2017 – having moved to new ways of working. Some of its investments will already be bringing in returns but others will only just be coming on stream which could result in a short-term phasing gap that will need to be planned and prepared for.
- 3.4 Moreover, it must be acknowledged that there are wider economic risks including those inherent in the general economic cycle and those arising from any short term impact of Brexit.
- 3.5 It is clear therefore that the Council will require a new MTFS for 2020/21 onwards which will need to be as ambitious and far reaching as the current one. It is also likely to be based on refining the work already done in redesigning the council and services to meet resident needs as best as possible within the available budget than on a traditional savings and growth approach.
- 3.6 The work on this strategy will begin in the New Year and will be informed in the first instance by the Borough Manifesto and this year’s budget consultation in the first instance.

4 Capital strategy

- 4.1 As part of the budget round a review of future Capital requirements will be undertaken. New Capital proposals can be included where there is a funding source available. Any further Capital needed over and above proposals already in the medium-term financial plan will need to be funded from borrowing. This will have a direct impact on the revenue position.
- 4.2 The MTFS has set aside £0.9m to fund the cost of borrowing, which enables the Council to invest £10m in its capital programme each year. The capital programme in 2018/19 did not fully utilise this money allowing the requirement in 2019/20 to be reduced. It is not proposed to ask for more bids except where required for essential health and safety or legislative compliance.

5 Proposed consultation process

- 5.1 There are no new specific savings proposals for 19/20 this year and no new changes to public facing services. There is therefore no explicit requirement to consult on these proposals.
- 5.2 However, we are interested to hear our residents' views on the proposed social care precept and their views on the type of service we will need to deliver in the future in order that this can feed in too the next MTFS. We are also interested in understanding which services residents regard as most valuable to them. We will therefore be undertaking consultation events as follows
- An online budget consultation which will run for 6 weeks commencing in November;
 - Facebook events enable real time comments from residents;
 - Face to Face events in Dagenham and Barking to which we will invite resident groups;
 - A specific event for the Chamber of Commerce.

6 Timetable and process to Assembly

- 6.1 The Chancellor's Autumn Budget which sets out the government's plans for the economy based on the latest forecasts from the Office for Budget Responsibility took place on 29 November 2018. The full details of the implications for this borough may not be clarified until the provisional Local Government Settlement on the 6th December.
- 6.2 Cabinet will be asked to approve the 2019-20 budget on 20th February 2019.
- 6.3 Assembly will be asked to formally approve the 2018-19 budget on 27th February 2018.

7 Financial implications

Implications completed by: Katherine Heffernan Group Manager service Finance

- 7.1 Financial implications are covered throughout this report

8 Legal Implications

Implications provided by: Dr Paul Feild, Senior Corporate Governance Solicitor

- 8.1 Local authorities are under an explicit duty to ensure that their financial management is adequate and effective and that they have a sound system of internal control and management of financial risk. This report contributes to that requirement. Specific legal advice may be required on the detailed implementation of any agreed savings options.
- 8.2 Where budgetary requirements proposals identify the need for the reduction of, or closure or discontinuance of a service or services, appropriate consultation will need to be carried out. The savings proposals that affect staff will require consultation with Unions and staff. In addition to that Members will need to be satisfied that Equality Impact Assessments have been carried out before the proposals are decided by Cabinet because the Public Sector Equalities Duty (“PSED”) set out in section 149 of the Equality Act 2010 obliges the Council in performing its functions “to have due regard to the need to:
- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it”
- 8.3 This means an assessment needs to be carried out of the impact of financial strategy measures and a decision taken in the light of such information within the PSED context.
- 8.4 Further clarification has been given by the Supreme Court has recently endorsed the following general principles of consultation:
- That consultation must be at a time when proposals are still at a formative stage;
 - That the proposer must give sufficient reasons for any proposal to permit intelligent consideration and response;
 - That adequate time must be given for consideration and response; and
 - That the product of consultation must be conscientiously taken into account in finalising any statutory proposals.
- 8.5 If at any point a resort to constricting expenditure is required, it is essential that due regard is given to statutory duties and responsibilities. In particular the Council must have regard to:
- any existing contractual obligations covering current service provision. Such contractual obligations where they exist must either be fulfilled or varied with agreement of current providers;

- any legitimate expectations that persons already receiving a service (that is earmarked for reduction) may have to either continue to receive the service or to be consulted directly before the service is withdrawn;
- any rights which statute may have conferred on individuals that as a result of which the council may be bound to continue its provision. This could be where an assessment has been carried out for example for special educational needs following a statement of special educational needs;
- the impact on different groups affected by any changes to service provision as informed by relevant equality impact assessments;
- the response to any consultation undertaken.

9. Risk management

9.1 In each of the areas set out in this report, the significant risks have been identified with some of the impacts from those risks highlighted for consideration. Mitigation for those risks is alluded to within this report and have been integrated into the implementation plan to deliver the Budget Strategy.

10 Equality impact Assessments

10.1 Full Equality Impact Assessments have been carried out on all applicable savings.

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

List of appendices: None

CABINET

13 November 2018

Title: Draft Education and Participation Strategy 2018-22 and Schools' Annual Performance Review 2017-18	
Report of the Cabinet Member for Educational Attainment and School Improvement	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Authors: Jane Hargreaves, Commissioning Director for Education, People and Resilience Natasha Cock, Policy and Projects Manager, Service Development and Integration	Contact Details: Tel: 020 8227 2686 Email: jane.hargreaves@lbbd.gov.uk Tel: 020 8227 2463 Email: Natasha.cock@lbbd.gov.uk
Accountable Director: Jane Hargreaves, Commissioning Director for Education, People and Resilience	
Accountable Strategic Leadership Director: Elaine Allegretti, Director of Children's Services and Director of People and Resilience.	
Summary	
<p>The purpose of this report is two-fold:</p> <ul style="list-style-type: none"> To present the draft Education and Participation Strategy 2018-22 to Cabinet Members for approval. <p>This strategy was previously known as the 'Education Strategy' and now has a new name which includes 'participation'. This highlights the greater focus that the Education and Participation Strategy 2018-22 places on improving outcomes and opportunities for young people aged 16 and over in the borough. The Education and Participation Strategy 2018-22 sets out five priorities for the borough – two of these are longstanding (priorities 1 and 2 below) and the remaining three are new (priorities 3, 4 and 5). Together the five priorities are:</p> <ol style="list-style-type: none"> 1) Ensuring that all children and young people have a place in a school, college or early years setting that is judged 'Good' or 'Outstanding' by Ofsted; 2) Exceeding national and then London standards where we have not already achieved this; 3) Improving opportunities for all young people post-16 and reducing the numbers of young people not in education, employment or training in the borough; 4) Supporting the wellbeing and resilience of children and young people and the educational settings which nurture them; and 5) Maximising the Council's levers and influences so that the Council can play an even stronger role in raising aspirations and increasing opportunities for the children and young people that live and learn here. 	

- To review educational and participation performance in relation to the 2 overarching objectives of the previous Education Strategy 2014-17. These overarching objectives were:
 - 1) Ensuring that all children and young people have a place in a 'Good' or 'Outstanding' school or early years setting as rated by Ofsted; and
 - 2) Exceeding national standards and then London standards in all headline performance areas.

Performance headlines

Progress towards the two overarching objectives of the Education Strategy 2014-17 has been achieved in the wider context of the Council's long-established commitment to drive up education and participation standards in the borough, and the launch of Barking and Dagenham School Improvement Partnership (BDSIP) on 1 April 2018. BDSIP is a non-profit company jointly owned by schools and the Council.

Barking and Dagenham has made good progress over the lifetime of the Education Strategy 2014-17. In summary:

- 1) The proportion of schools judged 'Good' or 'Outstanding' in their Ofsted inspections has improved rapidly from 69% in 2014 to 88% at August 2018 – an increase of 19% points. Barking and Dagenham continues to perform more strongly than the national benchmark (86% at March 2018). The gap with London (92% at March 2018) is 4% and closing this remains a priority.
- 2) Outcomes for children and young people have improved across all phases and are now at least in line with national for most key indicators by age 16. There have been some areas of particularly strong performance – especially the borough's 2017 'Progress 8' score, the government's headline performance measure at age 16, which exceeded London and was amongst the best in the country. Barking and Dagenham's 2018 'Progress 8' score, while below London, was similarly strong placing us in quartile A and at 26th in the country.
- 3) In relation to the academic year 2017/18:
 - Primary test results at Key Stages 1 and 2 were broadly positive, with particularly strong results at Key Stage 2. At Key Stage 2, Barking and Dagenham has seen good improvements in every subject area except Maths. Maths, though, continues to perform well above the national benchmark at the expected standard.
 - At GCSE, the borough's provisional grade 9-5 and above in English and Maths, at 40%, has seen a 3% decrease from last year and has dropped below national which has broadly stayed the same. Barking and Dagenham's provisional 'Attainment 8' score of 46.0 is fractionally below the national figure of 46.5. The borough's provisional 'Progress 8' score of 0.18, whilst dropping slightly from last year, is still strong and significantly above the national score of 0. Whilst below the London average of 0.22, it places the borough around the middle of the 32 London boroughs and 26th nationally so in the top quartile A.
 - A-level performance presents a mixed picture. This continues to be a longstanding area of challenge for the borough, with drops in some headline measures. Positively, the borough achieved a 0.5% improvement in the proportion of students achieving top grades at A*-B against a national drop on this measure of 0.5%. These are the grades which enable more young people to gain entry to more competitive universities.

- In 2017, numbers of young people from borough education institutions progressing to Higher Education rose by 15% to 817 students, following a 15% fall in 2016. The numbers of young people going on to study at a top third institution rose by 1.6% to 313 students, representing 38% of this cohort. The 2017 report 'The Higher Education Journey of Young London Residents', highlighted that, since 2007, Barking and Dagenham has seen the largest increase, at 35%, in numbers of young people going on to Higher Education than any London borough as a resident cohort. Early indications for 2018 suggest further improvements and the best year to-date for the proportion of young people from the borough going on to Higher Education.

Recommendation(s)

The Cabinet is recommended to:

- (i) Approve the draft Education and Participation Strategy 2018-22, including the five priority areas, as set out at Appendix 1 to the report;
- (ii) Authorise the Director for Education, People and Resilience, in consultation with the Cabinet Member for Educational Attainment and School Improvement, to make any non-material amendments to the Strategy prior to its publication;
- (iii) Renew the Council's commitment to continuing to strengthen and develop our partnerships with Barking and Dagenham's family of schools, BDSIP, Barking and Dagenham College, CU London and other key partners to achieve the best possible outcomes and opportunities for the borough's children and young people;
- (iv) Note performance against the two overarching objectives of the Education Strategy 2014-17, as set out in section 2 of the report; and
- (v) Note the performance of schools in national tests and examinations, as set out in Appendix 2 to the report.

Reason(s)

Achieving the best possible outcomes and opportunities for children and young people is central to the Council's vision, set out in the Borough Manifesto, that Barking and Dagenham will be a place with high quality education and sustained attainment for all. Supporting the growth and development of BDSIP, and working in close collaboration with the borough's family of schools and education partners to share priorities and actions, makes best use of the borough's collective capacity to further expand school-led support and improve outcomes.

1. Introduction and Background

1.1 In November 2014, Barking and Dagenham schools and the Council agreed the Education Strategy 2014-17. The two overarching objectives for education were:

- For all children and young people to have a place in a school or early years' setting that is judged 'Good' or 'Outstanding' by Ofsted; and

- For all children and young people to have the best possible life opportunities by the time they leave school, with achieving national and then London benchmarks as key milestones.
- 1.2 This report reviews performance over the lifetime of the Education Strategy 2014-17 in relation to its two overarching objectives and goes on to present the new Education and Participation Strategy for 2018-22 for Cabinet Members' approval.
- 1.3 Over the lifetime of the Education Strategy 2014-17, the government has continued to advocate for the virtues of a school-led education system, accompanied by reductions in education funding, while acknowledging the important role that local authorities continue to play in education and participation. Local authorities continue to hold largely the same statutory responsibilities for education and participation as they did in 2014.
- 1.4 In Barking and Dagenham, progress and achievements have been made in a challenging financial context accompanied by increasing pressures from growth in demand for school places. During 2014-17, the borough has seen:
- Continued expansion in secondary school places as the bulge in Primary school age children has progressed into the secondary phase. Over £53 million has been successfully invested in Barking and Dagenham over the lifetime of the previous Education Strategy 2014-17 to meet basic need in the provision of school places, both mainstream and much-needed additional and special provision – with a further £40 million invested through the Free Schools Programme. This has enabled the creation of over 7,500 additional school places.
 - A sharp growth in the number of children and young people requiring additional or specialist provision, particularly pupils with complex needs, to a larger extent than in other local authorities. This has continued to place increased pressure on the borough's 'High Needs' funding block where levels of central government funding have not kept pace with local demand.
 - Further reductions in education funding and increased pressures on schools' budgets in line with the trends of recent years.
- 1.5 In addition, between 2014-17 the government introduced changes to the content and assessment at Key Stage 2, and changes to content and exams at GCSE and Key Stage (both A-level and vocational qualifications) which have made these qualifications tougher.

2. Performance

- 2.1 This section sets out performance against the two overarching objectives of the Education Strategy 2014-17. Progress across the borough is reviewed regularly including with Headteachers at their annual Summer conference.

Objective 1: A place in a 'Good' or 'Outstanding' school or early years setting for every child and young person.

- 2.2 At the end of August 2018, the proportion of schools judged 'Good' or 'Outstanding' by Ofsted was 88%, a drop of 3% from the previous year. This decrease is due to changes in inspection outcomes for two schools - Thames View Junior, a previously uninspected school, receiving a 'Requires Improvement' judgement and Eastbrook

not improving to a 'Good' Ofsted rating. Ofsted also amended the criteria about which schools are included in the dataset for this measure so that Eastbury Primary is now included.

- 2.3 This decrease of 3% takes place in the wider context for Barking and Dagenham in which the proportion of the borough's schools judged 'Good' or 'Outstanding' by Ofsted has increased significantly over the lifetime of the Education Strategy 2014-17. In 2018, the proportion of Barking and Dagenham's schools rated 'Good' or 'Outstanding' by Ofsted remains above the national benchmark (86% at March 2018). While we are below the London average (92% at March 2018), closing this gap remains a priority.
- 2.4 In the academic year 2017-18, a total of twenty-three school inspections were carried out by Ofsted - a much heavier number of inspections than the two previous years. Seventeen 'Section 8' monitoring inspections were carried out (i.e. short inspections for schools judged as 'Good' or inspections for schools judged 'Requiring improvement' or with serious weaknesses). Six 'Section 5' inspections (i.e. standard inspections) were carried out.
- 2.5 A summary of inspection changes is set out in table 1 below with commentary underneath. All of the borough's 'Section 8' inspections of local authority-maintained schools were positive.

Table 1: School Inspection Results and Changes

Key

Grade 1= Outstanding

Grade 2=Good

Grade 3=Requires Improvement

Grade 4=Inadequate

School	Previous	Latest	Comment
All Saints Secondary	2	2	
Becontree Primary	2	2	
Eastbrook all through	3	3	
Eastbury Community	2	2 – Published in September 2018	
Elutec x 2 inspections	4	4	Section 8 monitoring inspection.
Furze Infant	2	2	Recommended for a full inspection as potentially 'Outstanding'.
George Carey Primary	2	2	
Grafton Primary	2	2	Recommended for a full inspection as potentially 'Outstanding'.
Hunter's Hall Primary	2	2	
The Leys Primary	2	2	
Jo Richardson Community	2	2	

School	Previous	Latest	Comment
Manor Infant & Longbridge	2	2	
Manor Junior	2	2	
Marsh Green Primary	2	2	
Richard Alibon Primary	2	2	
Riverside Bridge Special	0	4 – Published September 2018	First Ofsted inspection since opening.
Riverside Primary	0	2 – Published September 2018	First Ofsted inspection since opening.
St Peter's Primary	2	2	
Sydney Russell all through	1	1	Section 8 monitoring inspection.
Thames View Junior	0	3	First Ofsted inspection since conversion.
Trinity School (a special school)	1	1	4 th Outstanding judgement.
Warren Secondary	0	2	First Ofsted inspection since conversion.

- 2.6 Furze Infants and Grafton Primary are being recommended for a 'Section 5' inspection within two years as the Ofsted team is of the view that these schools are close to an 'Outstanding' judgement. Trinity School, a special school, maintained its 'Outstanding' judgement for the 4th time.
- 2.7 Currently six schools with inspection judgements are judged 'Outstanding' and this has not changed over the course of the year. While inspectors are recognising, and giving credit, for outstanding leadership in schools, it is proving very difficult on the new, tougher framework to make inroads into the borough's target of 20% of schools (or 12 schools) judged as Grade 1 i.e. 'Outstanding' overall.
- 2.8 Warren Secondary, a non-maintained school, had its first inspection and was judged to be 'Good'. Thames View Junior, also a non-maintained school, had its first 'Section 5' inspection and was judged to 'Require Improvement'. Elutec, a standalone academy currently in special measures, has had two 'Section 8' inspections which highlighted important areas for improvement. Eastbrook, an all through community school, had a 'Section 5' inspection and was also judged to 'Require improvement'.
- 2.9 The two remaining 'Requires Improvement' local authority-maintained schools – Mayesbrook Park and Marks Gate Infants – are making good progress towards a successful Ofsted outcome at their next inspection.

Objective 2: Exceeding national standards and then London standards

Primary

- 2.10 Summer 2018 saw some important achievements, particularly at Key Stage 2.
- 2.11 At Early Years Foundation Stage, the proportion of children in Barking and Dagenham achieving a 'Good Level of Development' (GLD) decreased by 0.3% against a national increase of 0.8%. At 71.3%, the borough's average GLD result is fractionally below the national benchmark (71.5%). This is the first time that we have dipped below the national benchmark for three years and bringing this result back to above national and then closing the gap with London is a priority.
- 2.12 Table 2 below shows changes in the GLD score for the past three years for Barking and Dagenham, London and England.

Table 2: GLD scores from 2016-2018 for Barking and Dagenham, London and England

Good Level of Development	2016	2017	2018
LBBDD	69.9	71.6	71.3
London	71.2	73.0	73.8
England	69.3	70.7	71.5

- 2.13 This year is the second time that the new and more challenging national curriculum, which was introduced in 2014, has been assessed at Key Stages 1 and 2. Key Stage 1 results are broadly positive, with the proportion of pupils achieving the expected standard and working at greater depth (i.e. the higher standard) reaching or exceeding the national benchmark in all subjects. Working at greater depth in both Writing (+1%) and Maths (+2%) are above the national benchmark. Results nationally, however, have improved at a faster rate in the past year than in Barking and Dagenham.
- 2.14 Table 3 below sets out Key Stage 1 results from 2016 to 2018 including London and national benchmarks. Percentages above have been rounded to the nearest whole number. The gap to the national benchmark is shown in brackets.

Table 3: Key Stage 1 results from 2016-2018 for Barking and Dagenham, London and England

	B & D 2016	B & D 2017	B & D 2018	London 2018	National 2018
Reading, Writing & Maths combined					
Expected Standard	63 (+3)	65 (+1)	65 (=)	69	65
Working at greater depth	10 (+1)	13 (+2)	13 (+1)	15	12
Reading					
Expected Standard	75 (+1)	77 (+1)	75 (=)	78	75
Working at greater depth	24 (=)	27 (+2)	27 (+1)	28	26
Writing					
Expected Standard	68 (+3)	69 (+1)	70 (=)	73	70
Working at greater depth	14 (+1)	18 (+2)	17 (+1)	19	16
Maths					
Expected Standard	75 (+2)	77 (+2)	76 (=)	79	76
Working at greater depth	21 (+3)	24 (+3)	24 (+2)	25	22

- 2.15 At Key Stage 2, outcomes are particularly strong and show improvements from the borough's 2017 results in almost all areas aside from Maths. Maths, though, continues to perform well-above the national benchmark at the expected standard.
- 2.16 The overall combined figure for Key Stage 2 Reading, Writing and Maths has increased by 3% from last year's results and, at 66%, remains 2% above national. However, working at the higher standard in Reading, Writing and Maths combined remains 1% point the national benchmark.
- 2.17 There have also been improvements at the expected standard in Key Stage 2 Reading and Writing and Grammar, Spelling and Punctuation (GPS). This picture is mirrored at the higher standard in these subjects. Significantly, the borough's improvement in Reading at the higher standard has halved the gap to the national benchmark.
- 2.18 Table 4 below sets out Key Stage 2 results from 2016 to 2018 including London and national benchmarks. Percentages above have been rounded to the nearest whole number. The gap to the national benchmark is shown in brackets.

Table 4: Key Stage 2 results from 2016-2018 for Barking and Dagenham, London and England

		B & D 2016	B & D 2017	B & D 2018	London 2018	National 2018
Combined Reading, Writing and Maths	Expected Standard	58(+5)	63 (+2)	66 (+2)	69	64
	Higher Standard	6 (+1)	8 (-1)	9 (-1)	13	10
	Score					
Reading	Expected Standard	65(-1)	72 (=)	75 (=)	78	75
	Higher Standard	15 (-4)	21 (-4)	26 (-2)	31	28
	Average Scaled	102 (-1)	104 (=)	105 (=)	106	105
Writing	Expected Standard	80 (+6)	77 (+1)	79 (+1)	81	78
	Higher Standard	17 (+2)	18 (=)	19 (-1)	23	20
	<i>Teacher assessment</i>					
Maths	Expected Standard	77 (+7)	81 (+6)	79 (+4)	80	75
	Higher Standard	19 (+2)	25 (+2)	25 (+1)	30	24
	Average Scaled	104 (+1)	105 (+1)	105 (+1)	106	104
GPS	Expected Standard	78(+5)	81 (+4)	82 (+5)	82	77
	Higher Standard	30 (+7)	40 (+9)	42 +8)	43	34
	Average Scaled	105 (+1)	108 (+2)	108 (+2)	108	106
Score						

Secondary

- 2.19 In 2017- 2018, 20 new style GCSEs were published following reforms to the grading of English, English Literature and Maths. The new exams are tougher with increased content and are mostly assessed by final exams rather than coursework. The new GCSEs are graded 9 to 1, with 9 being the top grade, 4 equivalent to a grade C and the new standard pass, 5 as the new good GCSE 'pass' and 8 equivalent to an A* under the previous grading system.
- 2.20 In Barking and Dagenham, the provisional grade 9-5 and above in English and Maths, at 40%, has seen a 3% decrease from last year and has dropped below national which has broadly stayed the same. Barking and Dagenham's provisional

'Attainment 8' score of 46.0 is fractionally below the national figure of 46.5. The borough's provisional 'Progress 8' score of 0.18, whilst dropping slightly from last year, is still strong and significantly above the national score of 0. Whilst below the London average of 0.22, it places the borough 17th of the 32 London boroughs and 26th nationally so in the top quartile A.

- 2.21 9-5 in English remains comfortably above the national average and whilst this year this indicator saw a drop of 7%, this was smaller than the national fall of just under 9%. Maths remains the key area for improvement on the 9-5 indicator as it sits 4% below the national average. This has been a longstanding challenge and whilst there has been significant improvement in recent years, clearly the new examinations have proved very challenging.
- 2.22 For the English Baccalaureate (EBacc.), the borough's average point score (APS) per entry was 3.93 which compares relatively favourably with the national benchmark (4.04) and London (4.41). The numbers of pupils entered, at 38%, has increased from the previous year. However success rates are below national and this is an area where further improvements are needed.
- 2.23 Table 5 below sets out headline Key Stage 4 results for Barking and Dagenham, London and England.

Table 5: Headline Key Stage 4 results for Barking and Dagenham, London and England

State Funded	B & D 2017	B & D 2018	London 2018	National 2018
4 – 9 EN & MA	63.6	60.0	67.7	64.2
5 – 9 EN & MA	43.1	40.2	48.5	43.2
English				
4 – 9	78.5	74.4	Not available	69
5 - 9	64.1	57.0		52
7 - 9	25.5	21.0		
Maths				
4 – 9	68.0	64.7	Not available	69
5 - 9	47.2	45.4		49
7 - 9	19.2	16.3		
EBacc. including 9-5 in English and Maths	18.9	13.3	No longer published nationally	No longer published nationally
EBacc. APS				
All		3.93	4.41	4.04
English		4.85	5.27	4.94
Maths		4.34	4.76	4.52
Attainment 8	46.7	46.0	49.2	46.5
Progress 8	0.23	0.18	0.22	0.00

- 2.24 Some of the borough's schools have seen inspiring successes in headline GCSE results. At Elutec, there have been significant rises in headline measures for Grade 4 and above in English and for Grade 4 and above in Maths. Riverside School has built on their very positive first set of results from last year to achieve 75.5% on Grades 9 – 4 and 60.8% on Grades 9 – 5 in English and Maths. These results make it the top performing school in the local authority followed by All Saints. Jo Richardson and Sydney Russell have also seen steady improvements in these headline indicators.

Post 16

- 2.25 This is the second year of significant changes to A-level content which has seen A-levels move to 100% of end of year exams in a further eleven subjects. This now includes Geography, Music and Religious Studies. Most main A-levels subjects have now been changed to incorporate the new requirements. In Barking and Dagenham, 2018 brought with it over 200 additional A-level entries compared with 2017.
- 2.26 In the borough A-level pass rates improved slightly at A*-B, and fell at A*-C and A*-E. There was a slight increase in the average points score for A-levels and the average grade achieved by young people remains a solid grade C. Nationally, with the exception of A*-A which remained unchanged, the pass rate fell by up to 0.7% for each of the headline indicators.
- 2.27 An increase in the proportion of students achieving top grades at A*, A or B is a critical improvement in Barking and Dagenham as it is these grades which enable entry to the more competitive universities. This measure for the borough saw a small increase of 0.5% to just below 45%, against a national drop of 0.5%, which reduced the gap to national to 8%.
- 2.28 The borough's most challenging indicator for A-level is performance at the very highest grades, A*-A, which dropped slightly by 0.1% to 16.0% against no movement at national level. This is the measure where the borough's gap with the national benchmark remains the widest by almost 11%. Pass rates at grades A*-C fell by 2.0% in the borough to 73.9%, compared to a 0.7% fall nationally to 77.1%. The borough's performance at grades A*-E fell slightly to 98.4% however Barking and Dagenham remains above the national benchmark of 97.8%.
- 2.29 The rest of the picture in Barking and Dagenham is mixed, with 6 out of 10 schools driving forward successfully with the new challenging A-levels in terms of their results while the remaining four schools have seen drops on some of the headline indicators.
- 2.30 Headteachers are reporting that most students have achieved the grades they required to go on to their intended destinations, with increasing numbers of Barking and Dagenham students choosing to go the more competitive universities. There is increasing evidence that sixth form education in the borough is enabling more young people to enter more competitive courses and careers. For example, in Summer 2018, 6 students from Robert Clack secured places to study Medicine - more than ever before. Evidence that our young people are being supported onto degree-level apprenticeships with prestigious firms such as Ernst & Young is increasing.
- 2.31 As with A-levels, vocational courses have also become tougher. For reporting, these are split into Applied General and Tech level. Similar to the national picture, the average point score for these qualifications has fallen. For Applied General qualifications, the average grade in Barking and Dagenham has fallen from a distinction last year to a high merit, and for Tech levels, from a distinction to a merit. Apart from the increased challenge of the qualifications, the reasons for these drops are not clear at the moment. They will be explored further with the 14-19 Partnership.

2.32 Tables 6 and 7 below sets out provisional results from 2016-2018 for all A-levels and vocational qualifications for Barking and Dagenham and England.

Table 6: Results from 2016-2018 for A-levels for Barking and Dagenham and nationally

A-level only	B&D 2016	B&D 2017	B&D 2018	National 2018
A*-E	99.7	98.6	98.4	97.8
A*-C	77.7	75.9	73.9	77.1
A*-B	46.3	44.2	44.7	53.1
A*/A	15.2	16.1	16.0	26.7
Best 3 A-levels - APS ¹	31.94	32.68	32.08	33.20

Table 7: Results from 2016-2018 for level 3 qualifications for Barking and Dagenham and England *

All qualifications (APS per entry – state funded school only)	B&D 2016	B&D 2017	B&D 2018	National 2018
All Level 3	31.02	31.96	30.17	32.02
Academic - A Level	28.84	29.32	30.53	32.15
Academic – All	28.94	29.40	30.77	32.33
Vocational - Applied General	36.90	38.47	28.36	29.01
Vocational - Tech Level	35.49	31.63	25.32	31.43

*This covers all state-funded mainstream schools, academies, free schools, city technology colleges (CTCs) and state-funded special schools. Excludes FE sector colleges, pupil referral units (PRUs), alternative provision (AP), hospital schools, non-maintained special schools, other government department funded colleges, independent schools, independent special schools and independent schools approved to take pupils with Special Educational Needs (SEN).

Performance of key groups

2.33 Locally, headline performance for key groups was strong at Key Stage 1 for Writing and at Key Stage 2 for combined Reading, Writing and Maths. However, the picture is more mixed at Key Stage 1 Reading and Maths.

2.34 Girls have continued to perform better than boys across the Primary phase although, for all subjects, this gap has narrowed with the exception of Key Stage 1 Maths. Pupils with English as an Additional Language performed particularly well, with improvements across all subjects at Key Stages 1 and 2. The performance of disadvantaged pupils and pupils with Special Educational Needs (SEN) have both improved in Key Stage 1 Writing and combined Reading, Writing and Maths at Key Stage 2, with pupils with SEN closing the gap with emerging national benchmarks for all pupils at Key Stage 2. The performance of White British pupils continues to lag behind the performance of all pupils nationally across Key Stages 1 and 2.

¹ Please note that this 'Best 3 A-levels' data is for state funded schools only. The 'Best 3 A-levels' data in Appendix 2 (Education dataset) is for state funded schools and Barking and Dagenham College.

Exclusions and absences

- 2.35 The local picture in these areas is broadly positive. Recent provisional 2017-18 data shows a further reduction in overall absence at primary and secondary (3.8% and 4.6% respectively). Absence at primary and secondary is better in Barking and Dagenham than the England average (3.9% and 5% respectively) but remains worse than the London average (3.7% and 4.4% respectively). Barking and Dagenham are in quartile A for performance on overall absence for state funded secondary schools.
- 2.36 The borough has generally performed well on permanent exclusions at both the primary and secondary phases. Total permanent exclusions have dropped to 0.04% in 2017-18 (provisional) compared to 0.07% last year. Performance is better than the 0.09% London average and the England average of 0.10% (based on 2017 data).

Looked After Children (LAC)

- 2.37 As Corporate Parent, the Council has a particular responsibility to support and promote the best possible outcomes for children and young people in its care. A key mechanism for this is through the Virtual School. The early results for 2018 are set out below. Results for looked after children are provisional until 31 March 2019 when cohort numbers are finalised.
- 2.38 The borough's Virtual School has supported these students at Key Stage 2 and Key Stage 4 in a number of ways, for example:
- Providing extra Pupil Premium Plus funding to Primary schools for 6 hours of 1:1 tuition to support Year 6 students with their national curriculum test preparation;
 - Providing tuition to Unaccompanied Asylum Seeking children and young people in the short term where a new school place was being sought for them and for students who missed sessions at school;
 - Offering three different mentoring services this year, each with different strengths, to best meet the needs of young people. Some of these services are short term and others are longer term with the possibility of providing support for a number of years. The Virtual School has offered a counselling service and purchased bespoke counselling for young people who need this.

Key Stage 2 unvalidated 2018

- 2.39 This year's cohort comprised 31 students which is considerably larger than last year's cohort of 17 students, of which 6 students became looked after during the course of the academic year.
- 2.40 Nine of the thirty-one students have Education, Health and Care (EHC) Plans, one student is undergoing assessment for an EHC plan and one student has been identified by their school as requiring additional support. Six students were educated in Borough, representing 19% of the cohort. All of these students were educated in maintained schools, one of which was a special school. The remaining

twenty-five students were educated out of borough. Of these students, twenty-three were educated in maintained schools of which one student was in a special school, one student was in an independent school and one student was in an independent residential placement.

- 2.41 The unvalidated Key Stage 2 test results show that 64% of eligible students met the expected standard in the combined score for Reading and Maths - a 14% improvement on the previous year – and less than 0.5% below the national average for all children.

Key Stage 2 validated data for 2016/17

- 2.42 The final data for looked after children for the academic year 2016-17 is included in this report as it was not validated and published until after last year's Annual Education Performance Cabinet Report. The Key Stage 2 looked after children cohort was made up of seventeen students – eleven boys and six girls. Six of these students had EHC plans and a further eight students were identified as requiring additional help by their schools.
- 2.43 Table 8 below sets out Key Stage 2 results between 2016-17 for looked after children in Barking and Dagenham, all children in Barking and Dagenham and looked after children nationally.

Table 8: Key Stage 2 results between 2016-17 for looked after children in Barking and Dagenham, all children in Barking and Dagenham and looked after children nationally

% At or above the Expected Standard	2016			2017		
	LBBD LAC	LBBD all	National LAC	LBBD LAC	LBBD all	National LAC
Reading	55	65	41	50	72	45
Grammar, Punctuation and Spelling	55	78	44	50	81	50.0
Maths	55	76	41	36	80	46
Writing	55	79	46	36	79	48
Reading, Writing and Maths combined	55	58	25	29	65.5	32.0

- 2.44 The results show that the students performed better than their peers nationally in Reading and Grammar, Punctuation and Spelling but below in Maths and Writing. The overall Reading, Writing and Maths was also slightly below national. Maths and Writing were not significantly weaker in the previous year and with such small cohorts it is difficult to identify significant patterns. The Virtual School is monitoring the situation closely and allocated additional funding to support Year 6 students with their preparation for the 2018 tests.

Key Stage 4 – GCSE

2017-18 cohort

- 2.45 The 2017-18 Year 11 cohort consisted of forty-nine students, seventeen of whom arrived after the start of Key Stage 4 and so were part of the Virtual School for less than 2 years.
- 2.46 Of these forty-nine students, four were Unaccompanied Asylum-Seeking Children who have English as an Additional Language, seven students had an EHC plan and one student required additional school support. Eighteen were educated in borough and thirty-one attended school outside Barking and Dagenham. The majority of students (twenty-five) attended maintained secondary schools. For the remaining students, due to need and individual circumstances, seven attended Independent schools, one attended an Alternative Education provision, six attended Pupil Referral Units, two attended college, four received home tuition and four students were in secure units.
- 2.47 GCSE results are collected by the Virtual School from all of the schools which their pupils attend. The official validated results for looked after children at GCSE are published in April 2019 once cohort numbers are considered ‘fixed’ and will be reported in the November 2019 Annual Education Performance Report to Cabinet.

GCSE Validated data – Summer 2017

- 2.48 Table 9 below sets out the GCSE validated data for Summer 2017.

Table 9: GCSE validated data for Summer 2017

	2016	2016	2016	2017			2017	2017
	LBBB LAC	LBBB all	National LAC	LBBB LAC (28)	Rank	Quartile	LBBB all	National LAC
KS4 Average Attainment 8 Score	22.5	46.9	22.8	26.9	11	A	43.9	19.3
KS4 Average Progress 8 score	-1.12	+0.01	-1.14	-0.36	5	A	+0.06	-1.18
Grade 4/C or above in English and maths GCSEs	NA	NA	NA	35.7	4	A	63.6%	17.5

- 2.49 These validated results show that the borough’s looked after students performed strongly in the Summer 2017 GCSE exams. They exceeded the national average for all looked after children on the headline ‘Attainment 8’ and ‘Progress 8’ measures. Their collective performance places Barking and Dagenham in the top quartile A for the academic year 2016-17 and amongst the best in the country. Two students from this cohort stand out in particular, with one having achieved level 8 in English and Maths and four A* and four A grades at their maintained borough

school. This student is now studying A levels. The second student achieved the equivalent of five GCSE exams at grade C and is also now studying for their A-levels. Through the Virtual school, we will continue to focus on closing the gap in attainment between the borough's looked after children and their non-looked after peers.

Post 16 participation

- 2.50 The borough has made huge strides over the past five years to reduce the proportion of our young people who are not in education, employment or training (NEET). In 2013, the proportion of young people who were not in education, training or employment or whose destination was unknown was 13.7%².
- 2.51 Barking and Dagenham has improved at a faster rate than national level for the past 3 years. For 2017 as defined by the national headline measure, 4.2%³ in the borough (240 young people) were NEET or had 'Unknown' destinations, a fall of 1.4% from the previous year. This figure of 4.2% is better than both the national (6%) and London (5%) benchmarks for the first time, placing Barking and Dagenham in the second highest quintile nationally for performance.
- 2.52 The majority of the borough's improvement has been seen in reducing the proportion of young people whose destination is 'Unknown', with NEET figures remaining stable but still comparatively high. A number of initiatives are underway to further drive down the proportion of young people in the borough who are not in education, employment or training and specifically those in more vulnerable groups.
- 2.53 For Higher Education, in 2017 numbers of young people from borough education institutions progressing to Higher Education rose by 15% to 817 students, following a 15% fall in 2016. The numbers of young people going on to study at a top third institution also rose by 1.6% to 313 students, representing 38% of this cohort. The 2017 report 'The Higher Education Journey of Young London Residents', highlighted that, since 2007, Barking and Dagenham has seen the largest increase, at 35%, in numbers of young people going on to Higher Education than any London borough as a resident cohort. Early indications for 2018 suggest further improvements and the best year to-date for the proportion of young people from the borough going on to Higher Education.

3. New Education and Participation Strategy for 2018-2022

- 3.1 The Education and Participation Strategy for 2018-22 has been developed in consultation with the borough's family of schools, Barking and Dagenham College, CU London, the 14-19 Partnership and young people. The resulting 5 priorities for the new Education and Participation Strategy are set out below:

² As defined by the previous headline measure of the November-January average of the proportion of 16 and 17 year olds who are either NEET or whose education status is Unknown (i.e. may include NEETs).

³ As defined by the headline measure of the December 2017 to February 2018 average of the proportion of 16 and 17 year olds who are either NEET or whose education status is Unknown (i.e. may include NEETs). Please note that due to changes in calculations for this measure, LBBDD's 2017 figure of 4.2% is calculated on a different basis (using a December to February average) than LBBDD's 2013 figure of 13.7% (when a November to January average was used – see footnote 2).

- 1) **All children and young people will have a place in a school, college or early years setting judged 'Good' or 'Outstanding' by Ofsted:** It is of paramount importance that the borough continues to improve on this headline performance measure towards 100% of schools, colleges and early years settings judged 'Good' or 'Outstanding' by Ofsted.
 - 2) **Exceeding national and then London standards, where we have not already achieved this:** In 2017, Barking and Dagenham had already reached or exceeded London standards in small number of measures including 'Progress 8'. However stronger progress is needed at the Early Years Foundation Stage on GLD performance and to close the borough's 'Inequality Gap', at GCSE and for all headline A-level indicators.
 - 3) **Improving opportunities for young people post-16 and post-18 and reducing the numbers of young people not in education, employment or training:** The percentage of young people in the borough who are not in education, employment or training or with an Unknown destination has reduced significantly since 2013 when this figure was 13.7%. At 4.2% for 2017 (see footnote 3 above), Barking and Dagenham has beaten both the national and London benchmark but there is further to go to reduce the proportion of young people who are NEET. Improvements are needed to widen the range of post 16 pathways for all young people, particularly young people with SEND. High quality independent Careers Information, Advice and Guidance in schools for all children and young people will play an integral part in this.
 - 4) **Supporting the wellbeing and resilience of children and young people and the educational settings which nurture them.** This is a priority which children and young people have told us is important to them. Its relevance is borne out by research and consultations in the borough, for example, carried out by Public Health and the Barking and Dagenham Cultural Education Partnership. Nationally, it is recognised that incidences of mental health problems amongst children and young people are rising.
 - 5) **Maximising the Council's levers and influences so that the Council can play an even more active role in raising aspirations and increasing opportunities for children and young people who learn and live here.** The Council has become increasingly successfully at marshalling its levers and influences in a more coordinated fashion to support schools and outcomes for children and young people. Over the next four years, we will continue to develop this, with a particular focus on initiatives which support recruitment and retention of the highest quality teachers, drive up standards and opportunities for young people aged 16 and over and create new pathways and support for our younger generations. Capturing children and young people's views in more systematic ways will form an important part of this.
- 3.2 Delivery of the Education & Participation Strategy 2018-22 is collectively shared by key education partners and the Council. As such, this strategy presents a timely opportunity to renew the Council's commitment to continuing to strengthen and develop our partnerships with Barking and Dagenham's family of schools, BDSIP, Barking and Dagenham College, CU London and other partners to achieve the best possible outcomes and opportunities for the borough's children and young people.

4. Local and national context

- 4.1 Since the scrapping of the March 2016 Education White Paper, which prioritised a fully academised school-led system, the government has continued to support the overall direction of that policy paper. In this context, the creation and launch of BDSIP on 1st April 2018 is sensible and well placed - and other local authorities are following similar school improvement approaches.
- 4.2 The launch of BDSIP has afforded an exciting new delivery landscape for education and participation in Barking and Dagenham. As a schools-led and owned organisation, BDSIP is well placed to work with schools to design and shape the improvement services they need. This will help ensure that school-led improvement and peer support remains at the heart of the borough's approach to education and participation. At the same time, BDSIP is commissioned by the Council to deliver key services around school improvement, school governors, school inclusion and for children and young people with Special Education Needs in the borough.
- 4.3 2018-22 will bring with it key challenges which schools, BDSIP, the Council and key post 16 education and training partners will creatively need to work together to manage. These challenges will include:
- A continuing, sharply rising demand for additional support and specialist provision, particularly for children and young people with complex needs. Alongside this, continued effective management of the 'High Needs Funding Block' with schools will be crucial given the growth in demand against the lagged nature of central government funding arrangements. These arrangements are not designed to match current need;
 - Further expansion of secondary school places as the previous bulge in Primary age pupils continues to move into the Secondary phase; and
 - Future reductions in schools' funding and an even tighter financial envelope for the Council to work within. As set out in the Finance section below, the Council's dedicated education government funding has been drastically cut and the challenging financial situation faced by schools needs to be monitored.
- 4.4 BDSIP has launched to a strong start, with 93% of schools in the borough as members. BDSIP's vision is to provide consistently excellent services to schools, driving school improvement and the best possible outcomes for all of the borough's young people, particularly the most vulnerable. Key achievements since the organisation's launch on 1 April 2018 include:
- Ensuring a smooth set up and transition to the new organisation, prioritising service continuity and the establishment of new working arrangements with the Council;
 - Engaging customers, particularly Headteachers, to understand their existing experience of services and their aspirations for the future for children, young people and their schools;
 - Reviewing the existing service offer and developing the BDSIP offer for 2019-20; and
 - Delivering a balanced financial position in Quarter 1 of financial year 2018-19, with a small surplus of £11,000.

4.5 Locally, the decision to commission school improvement services and support ambition for children and young people through a school improvement company represents one of the biggest changes in the Council's school improvement arrangements since the service was set up, almost 30 years ago. The overriding priority for 2018-22 will be to work in partnership with schools to support BDSIP to establish successful and long-lasting foundations. This will enable the organisation to provide high quality support to the borough's family of schools in a time of increasing uncertainty and challenge and to play a critical role in delivery of the new Education and Participation Strategy 2018-22.

5. Consultation

5.1 The Education and Participation Strategy 2018-22 has been developed in close consultation and collaboration with:

- Barking and Dagenham headteachers, including at their Summer conference and through Education Improvement Board (EIB) meetings;
- Schools' Governing Bodies;
- The borough's Teaching Schools;
- BDSIP;
- Barking and Dagenham College;
- CU London;
- The 14-19 Partnership; and
- Young people at the Barking and Dagenham Youth Forum, including young people with SEND.

5.2 Findings from research with children and young people in the borough by Public Health and the Cultural Education Partnership have been incorporated.

5.3 Consultation on the draft Education and Participation Strategy 2018-22 has been undertaken at portfolio holder meetings with the Cabinet Member for Educational Attainment and School Improvement, Cabinet Member for Social Care and Health Integration and Cabinet Member for Employment, Skills and Aspiration. The strategy was reviewed by the Leadership Advisory Group in September 2018.

5.4 The new strategy and a draft of this report was considered and endorsed by the Corporate Strategy Group at its meeting on 19 September 2018.

6. Financial Implications

Implications completed by: Shaj Sivadasan, Principal Accountant Education

6.1 The financial outlook for schools and local authorities continue to be extremely challenging.

6.2 The education funding grant from central government is calculated in four blocks: schools, high needs, early years and central services based on the National Funding Formula (NFF). The Department for Education (DfE) intended to phase in the implementation of NFF over a two-year period starting in 2018-19. These "soft years" allow local authorities to continue to determine the formulas locally with the expectation of convergence towards the NFF by the start of the third year. The two-year time scale has now been extended by a further year so that local authorities

can continue to determine the local formulas in 2020-21. Full implementation of the NFF will see all mainstream schools being funded on uniform funding rates based on pupil characteristics with adjustment for differences in area costs.

- 6.3 For 2019-20 funding allocations, the government has announced an increase of least 1% on a per pupil basis compared to 2017-18 allocations. However, this funding settlement is substantially below the staffing and supplies cost pressures that schools are facing and in effect represents a real terms reduction in funding.
- 6.4 There are other cost pressures in the system. Previously, local authorities had been fully funded on a lagged historic basis for growth. Under the new model, local authorities would be funded on a lagged basis but at a substantially lower per pupil rate. The difference between funding received and funding passported to schools will have to be met from the overall funding settlement. Under the new arrangement, there is likely to be redistribution of funding from high growth areas such as Barking and Dagenham to other low growth areas. Increases in business rates, arising from capital expansions and cyclical revaluations, will also have to be met from the overall grant settlement with no provisions being made in the funding settlement.
- 6.5 As in previous years, there are on-going pressures on the 'High Need block', with a £1.612m overspend in 2017/18. Whilst Barking and Dagenham is expected to gain additional funding under the new model when this is fully phased in, a combination of increases in pupils qualifying for assistance due to changes in regulations, along with growth in population, means that demand is continuing to outstrip available resources. Management action and monitoring are in place to control and review this process.

7. Legal Implications

Implications completed by Lucinda Bell, Education Lawyer.

- 7.1 This report asks that Cabinet approves the draft Education and Participation Strategy 2018-22 and considers the review of the borough's performance in the academic year 2017/18 against the two principal overarching objectives of the Education Strategy 2014-17.
- 7.2 There are numerous legal duties imposed on the local authority to ensure that the education and training needs of children and young people in these areas are both sufficient and efficient.
- 7.3 These duties are imposed by various Acts, including the Education Act 1996, the Education and Skills Act 2008 and the Children and Families Act 2014. The sufficiency duties include education for children and young people with SEN and there is also a duty to keep such provision under review. Sufficiency duties apply from early education and childcare under the Childcare Act 2006, up to those who are age 25 if they have an EHC plan. There are also broad duties to encourage, enable and assist young people to participate in education or training. There is a duty to secure sufficient suitable education and training provision for all young people in their area who are over compulsory school age but under 19, or aged 19 – 25 and for whom an EHC plan is maintained.

- 7.4 In its statutory guidance, 'Participation of young people in education, employment or training', the Department for Education states that in order to fulfil this duty all authorities must have a strategic overview of the provision available in their area and to identify and resolve gaps in provision. The Authority must promote the effective participation in education and training of 16 and 17 year olds in their area, with a view to ensuring they fulfil the duty to participate in education or training. This includes identifying those not in education or training, offering support and encouraging them to find a suitable education or training place.

8. Other Implications

- 8.1 **Risk Management** – Principal risks are financial from national cuts to the Council's ambition for improved outcomes for young people. Collective delivery of the new Education and Participation Strategy for 2018-22 by education partners and the Council and increasing collaborative working to grow capacity will help mitigate this. Management action and monitoring are in place to control and review the borough's transition to the NFF.

- 8.2 **Staffing Issues** – Following the launch of BDSIP on 1st April 2018, the Education Core has reshaped itself so that remaining resources and expertise are aligned with statutory responsibilities, maintaining a strategic outlook and approach, providing support to BDSIP and building relationships with partners.

- 8.3 **Corporate Policy and Equality Impact** – The priorities set out in the Education and Participation Strategy for 2018-22 represent a huge opportunity to improve outcomes for all children and young people in the face of government funding cuts, including to more vulnerable individuals and groups. This, in turn, should serve to further improve inclusive access to education and participation services, strengthen fairness and equality in education and participation for all - including groups with protected characteristics - and improve children's, young people's and their families' experiences of education and participation in Barking and Dagenham.

The new Education and Participation Strategy 2018-22 connects directly to the Borough Manifesto which sets out the long-term vision, aspirations and targets for the borough. A key theme in the manifesto is 'skills and education' with an aspiration for educational attainment at all levels to be better than the London average. The Education and Participation Strategy 2018-22 is informed by the themes and priorities set out in the Corporate Plan 2018-22. The Council's Equality and Diversity Strategy sets out the borough's approach to equality and diversity. The strategy has specific actions to improve educational attainment and tackle inequality for specific groups where there are known issues or underachievement. The new Health and Wellbeing Strategy incorporates focusses on early years' education and the wellbeing and resilience of children and young people, mirroring key elements of the Education and Participation Strategy 2018-22.

- 8.4 **Safeguarding Adults and Children** – The Education and Participation Strategy aims to improve the wellbeing of children and young people (where relevant including up to the age of 25 for those with SEND). This includes supporting those most vulnerable in the borough, reducing inequalities in educational attainment and opportunity and supporting joined up working in the provision of education and participation services.

- 8.5 **Health Issues** – A key priority of the Education and Participation Strategy for 2018-22 is building collective responsibility for children and young people’s wellbeing and resilience. To date there has been strong support from schools for promoting health, for example, through building sports networks, use of School Games Coordinators and by high levels of success in the Healthy Schools Programme.
- 8.6 **Crime and Disorder Issues** – The Education and Participation Strategy for 2018-22 emphasises a collective responsibility for children and young people. Relations with the police are generally positive. Secondary schools highly value the community police officers based in their schools and have strongly expressed their concerns about reductions. The new strategy promotes increased collaborative working between education partners and the Council. This is likely to have benefits for joint working around preventing crime and disorder.
- 8.7 **Property / Asset Issues** – Trewern Outdoor Education Centre, owned by the Council, plays an important role in offering adventure and physical activities to school pupils in the borough, with particular benefits for emotional and physical wellbeing. Changes were made in 2018 to the financial and operational management of the centre to provide it with a more sustainable basis for the future.

Public background papers used in the preparation of the report:

Outlining data collected and processes involved

Assessment and Reporting Arrangements EYFS:

<https://www.gov.uk/government/publications/2018-early-years-foundation-stage-assessment-and-reporting-arrangements-ara>

Assessment and Reporting Arrangements KS1:

<https://www.gov.uk/government/publications/2018-key-stage-1-assessment-and-reporting-arrangements-ara>

Assessment and Reporting Arrangements KS2:

<https://www.gov.uk/government/publications/2018-key-stage-2-assessment-and-reporting-arrangements-ara>

Providing comparative local authority, London and national data

Statistical First Release EYFS: <https://www.gov.uk/government/statistics/early-years-foundation-stage-profile-results-2017-to-2018>

Statistical First Release KS1: <https://www.gov.uk/government/statistics/phonics-screening-check-and-key-stage-1-assessments-england-2018>

Statistical First Release KS2: <https://www.gov.uk/government/statistics/national-curriculum-assessments-key-stage-2-2018-provisional>

Statistical First Release KS4 / GCSE: <https://www.gov.uk/government/statistics/gcse-and-equivalent-results-2017-to-2018-provisional>

Statistical First Release KS5 / A Level: <https://www.gov.uk/government/statistics/a-level-and-other-16-to-18-results-2017-to-2018-provisional>

Statistical First Release Pupil Absence: <https://www.gov.uk/government/statistics/pupil-absence-in-schools-in-england-autumn-term-2017>

Statistical First Release Exclusions: <https://www.gov.uk/government/statistics/permanent-and-fixed-period-exclusions-in-england-2016-to-2017>

Statistical First Release LAC: <https://www.gov.uk/government/statistics/outcomes-for-children-looked-after-by-las-31-march-2017>

Explaining measures included in official DfE tables

School performance tables Statement of Intent:

<https://www.gov.uk/government/publications/school-and-college-performance-tables-statements-of-intent>

List of appendices:

- Appendix 1: Draft Education and Participation Strategy 2018-22 (including progress overview appendix); and
- Appendix 2: Education dataset.

DRAFT EDUCATION AND PARTICIPATION STRATEGY 2018-2022

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Education & Participation Strategy

2018-2022





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Foreword

I am delighted to introduce this new Education and Participation Strategy for 2018-22. This is a Council strategy developed in partnership with the borough's family of schools and key partners – Barking and Dagenham College, early years settings and Barking and Dagenham School Improvement Partnership (BDSIP), the new school improvement company for the borough.

We are certainly much closer to our goals than we were in November 2014, when the last strategy was approved. We know that achieving well at ages 16 and 18 is crucial so that young people can maximise the opportunities available to them as they move into adult life. The new name of this strategy recognises this and that we have further to go to close the gap with London, including at age 18, for all young people.

This third strategy builds on the Council's proud history of working strongly in partnership with schools and on the solid progress of the previous two strategies. Much has been achieved but there is still a lot to do to reach our two longstanding overarching objectives. These are for children and young people to have a place in a school, college or early years setting that is rated 'Good' or 'Outstanding' by Ofsted, and for them to have the best possible life opportunities, with exceeding national and then London standards as the key benchmark. The growth of the borough brings exciting career opportunities for young people, particularly in the fields of cultural and creative industries, construction, engineering and the digital economy. The Council is committed to using its influence and resources imaginatively to support aspiration, ambition and wellbeing for all of the children and young people who live and learn here.

Councillor Evelyn Carpenter
Cabinet Member for Educational
Attainment and School Improvement

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An Education & Participation Strategy for 2018-22

Introduction

2018 is a year of celebration for education, training, employment and skills for children and young people in Barking and Dagenham. Over the lifetime of the previous Education Strategy 2014-17, the proportion of the borough's schools judged 'Good' or 'Outstanding' by Ofsted increased by 19% points to reach 88% in 2018. At 4.2%¹, the borough now has a smaller proportion of young people who are not in education, employment or training, or whose destination is Unknown, than the London average.

In Summer 2017, on average 1 in every 5 GCSEs taken in the borough was a grade higher than similar children nationally². This ranked Barking and Dagenham as the 20th strongest performer for educational progress by age 16 in the country. April 2018 welcomed the launch of BDSIP, a not-for-profit organisation jointly owned by Barking and Dagenham schools and the Council. Uniquely placed to create tailored services responsive to emerging need and commissioned by the Council, BDSIP will bring a dynamic energy to the borough's educational performance and landscape. At the forefront of these achievements are Barking and Dagenham's schools and education and training partners who have driven forward progress and led this change.

The name of this strategy has been expanded from previous strategies. It now highlights young people's post-16 participation to reflect the importance that we place on supporting all children and young people into the best destinations at ages 16 and 18. An entitlement to accessing the best possible routes to developing skills, whether through Higher Education, Further Education or employment, is essential for every child and young person in the borough. The Mayor's new employment, education and training strategy 'Skills for Londoners', published in 2018, provides a helpful and timely backdrop for improving post 16 outcomes in Barking and Dagenham. The government's stated intention to introduce new and improved technical qualifications, which have parity of status with A-levels, will further increase vocational opportunities for young people aged 16 to 18.

Building on the considerable and inspiring achievements over the lifetime of the Education Strategy 2014-17, this Education & Participation Strategy for 2018-22 will embed the borough's successes and unite key outcomes and actions for education and participation in Barking and Dagenham.

1. Defined by the government's headline measure of the December to February average of the proportion of young people not in education, employment or training or whose destination is Unknown in 2017
2. Defined by the government's headline 'Progress 8' measure

Vision

This strategy has 5 Priorities. These will be delivered in partnership with early years settings, the borough’s family of schools, BDSIP, Barking and Dagenham College and other Further and Higher Education providers in the borough.

Our vision for education and participation in Barking and Dagenham is two-fold: for all children and young people to have a place in a school, college or early years setting which is rated ‘Good’

or ‘Outstanding’ by Ofsted; and for them to have the best possible life chances, including at ages 16 and 18, with exceeding national and then London benchmarks as the goal.

Together this will make a significant, powerful contribution to the exciting long term vision laid out in the Borough Manifesto, ‘Barking and Dagenham Together’. This vision sets out that the borough will be a place:

- ✓ Percentage of new homes built compared to annual target.
- ✓ Additional affordable homes as a percentage of all new homes.
- ✓ Ratio of house prices to earnings.
- ✓ Median private sector rent.
- ✓ Council housing in decent conditions.

- ✓ Residents regularly participating in the community.
- ✓ People volunteering as reported in the Residents Survey.

- ✓ Waste Production per household (Kilograms).
- ✓ Recycling rates.
- ✓ Perception of "Litter and dirt in the streets", as measured in Residents Survey.

- ✓ People with Level 1 and above.
- ✓ People with Level 4 and above.
- ✓ Attainment 8 score per pupil.

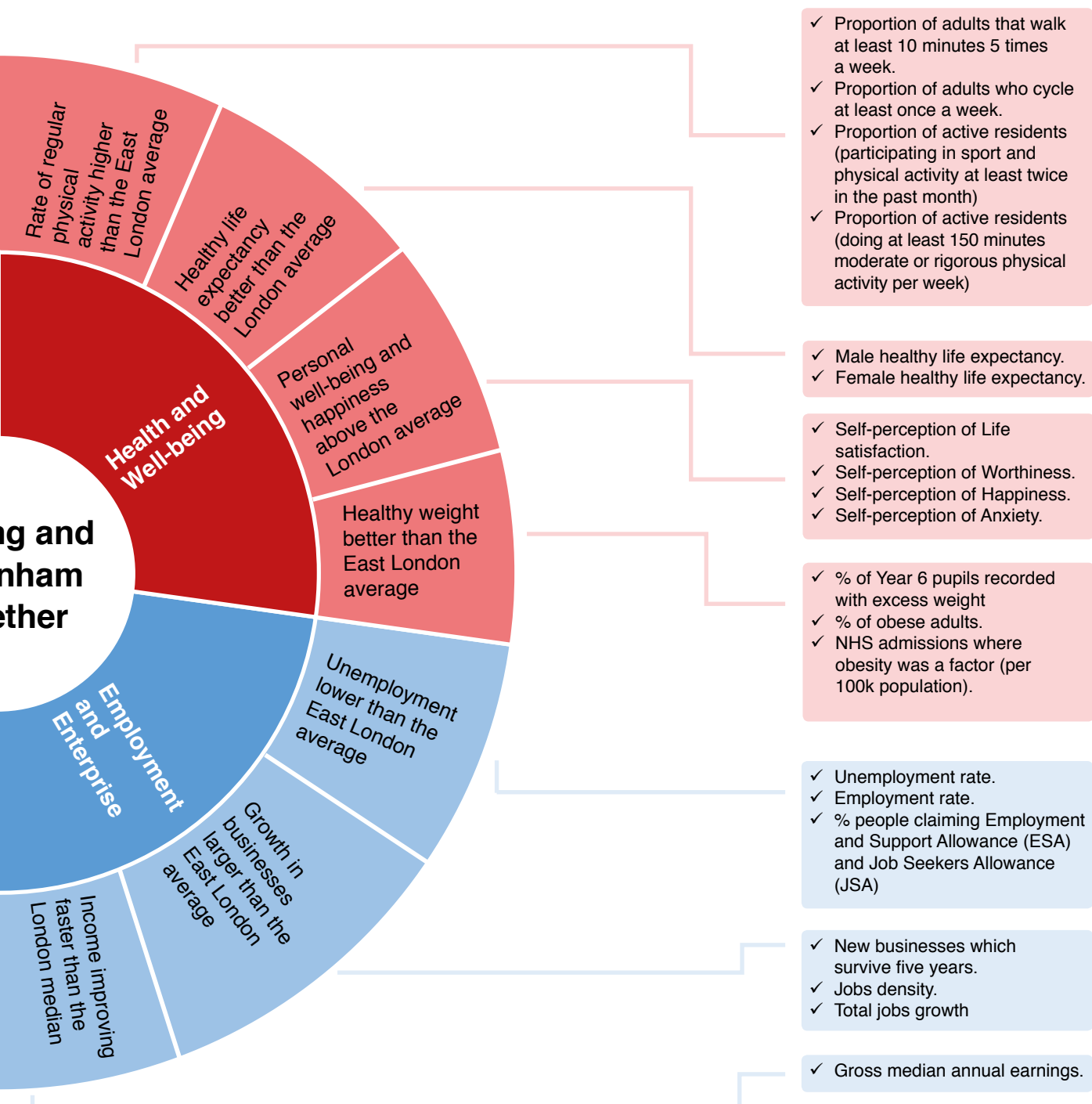
- ✓ Police recorded number of incidents of anti-social behaviour.
- ✓ Council recorded number of incidents of anti-social behaviour.
- ✓ Perceived safety measured by Residents Survey.
- ✓ Hate Crime reported to police.

- ✓ Domestic abuse offences per 1,000 residents.
- ✓ Average number of offences in previous 12 month per victim.



- With high quality education and sustained attainment;
- With access to lifelong learning, employment and opportunity for everyone;
- With access to great arts and culture which leads change in the borough; and
- Which supports residents to lead healthy and fulfilling lives.

This strategy is Barking and Dagenham’s key education and participation document which will drive progress towards the borough’s 2022 delivery targets set out in the Manifesto (see Figure 1 below).



The 5 Priorities

This strategy has 5 Priorities which represent our collective commitments. These are:

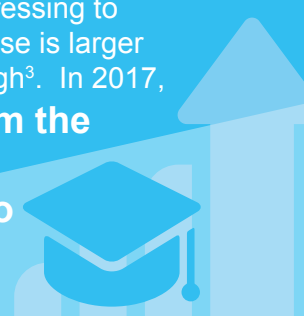
1. A place in a 'Good' or 'Outstanding' school, college or early years setting for every child and young person.
 2. To exceed national standards and then London standards across **all** headline performance areas, including at A- level where performance has traditionally been weaker.
 3. To support greater numbers of young people, including those with Special Educational Needs and/or Disabilities (SEND), to progress at ages 16 and 18 to top quality academic and vocational destinations.
 4. To work collaboratively to strengthen the wellbeing and resilience of all children, young people and the wider school community which nurtures them.
 5. To maximise the Council's wide range of influences and levers so that the Council can play an even stronger role in raising aspirations and increasing opportunity for the children and young people who live and learn here.
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Headline Achievements

Early years settings, schools and Further Education and Higher Education providers across the borough have made huge progress over the life of the previous Education Strategy 2014-17. They are the vital driving force behind the Borough's progress and many successes. These include:

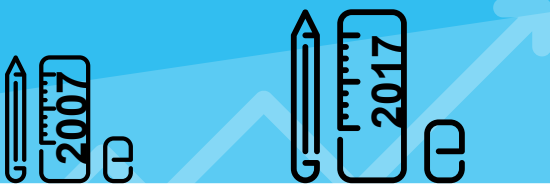
1. Almost 9 out of every 10 schools in the borough are now judged as 'Good' or 'Outstanding' by Ofsted, an increase of 19% points since 2014. We are within reaching distance - 4% - of the London average (92% at March 2018). A 4% increase is approximately 3 schools improving their ratings.
2. Barking and Dagenham is in the top performing quartile nationally for the headline 'Progress 8' indicator for education at age 16, better than the London average.
3. In 2017, the percentage of 5 year olds achieving a 'Good Level of Development' was higher than the national standard for the third year running.
4. Barking and Dagenham is amongst the best in the country for performance by Looked After Children by age 16.
5. Grammar, Punctuation and Spelling (GPS) and Maths at Key Stage 2 have progressed strongly and are now well above national standards. Writing, which has been challenging, also improved by 2% to beat the national standard (2018 provisional data).
6. The borough has seen especially strong performance at Key Stages 1 and 2 for disadvantaged pupils, pupils with Special Educational Needs (SEN) and pupils with English as an additional language (2017 data).
7. At the Higher Levels, we are making headway in what has been a longstanding area of challenge and priority. In 2018, at Key Stage 1 the borough exceeded national benchmarks for combined Reading, Writing and Maths and for these subjects individually. At Key Stage 2, the borough is above the national benchmark for Maths and GPS (2018 provisional data). Barking and Dagenham exceeded the national benchmark in English Literature at top GCSE grades in 2017.
8. Since 2007, a **35% increase** in the numbers of young people resident in Barking and Dagenham progressing to Higher Education. This increase is larger than any other London borough³. In 2017, **817 young people from the borough's education institutions went on to Higher Education.**

9. A significant 18% point increase in the proportion of young people from the borough's education institutions progressing to the more competitive top third universities between 2014 and 2017. This now represents more than a third of the cohort of young people going to Higher Education.
10. A sharp decline in East London in the proportion of young people who are not in education, employment or training or whose destination is Unknown, now represented at 4.2% of the borough and better than the London average. Barking and Dagenham has made faster progress than national level for 3 years in a row.

3. The Higher Education Journey of Young London Residents, December 2017: https://www.londoncouncils.gov.uk/sites/default/files/The%20Higher%20Education%20Journey%20of%20Young%20London%20Residents%202017%20-%20London_1.pdf

The Local Picture

These successes have been achieved by the hard work and dedication of early years providers, schools and education and training partners in the context of a borough with the 12th highest levels of deprivation and the youngest population in the country.

Barking and Dagenham has seen unprecedented demand in school and early years places – an increase of 36% between 2007 and 2017.



There were around 7555 more children and young people in Barking and Dagenham schools in September 2018 than there were in September 2014. These challenges will continue, with a 17% increase in current pupil numbers predicted between now and 2022. Rapid growth in Primary aged children has moved firmly into the secondary sector, leading to an increase of 850 pupils due to start in secondary school in September 2018, compared to 2014. This is the equivalent of 28 new forms or nearly 3 large secondary schools.

Like many other Local Authorities, dramatic increases have been seen in the number of children and young people with SEND who require a specialist placement or additional support - and in the complexity of needs which they present. Across London, those with Statements or Education, Health and Care (EHC) Plans, requiring specialist provision, has risen by 22 % since 2010. The borough’s schools, Further Education providers and the Council are required to provide these resources from the High Needs Block of the Dedicated Schools Grant (DSG). This has for many years not kept pace with Barking and Dagenham’s population growth and need.

The Council remains committed to placing children and young people with SEND who require



additional support in mainstream schools wherever possible and appropriate. Two new special schools are planned to open in the coming year. Further government reductions in the DSG are expected during the lifetime of the Education & Participation Strategy 2018-22. It will be of utmost importance that, collectively, schools, the Council, Further and Higher Education providers and other education partners build on our strong history of innovative partnership work. This will include maximising support from the newly established BDSIP and expertise from the Schools Forum.

Challenges

Post 16 outcomes and participation

Barking and Dagenham’s biggest challenge is to accelerate progress at ages 16 and 18 to meet and then exceed performance at national and then London standards. This is where the gap with performance benchmarks is greatest. The ‘Education in England: Annual Report 2018’ by the Education Policy Institute highlighted the important role that Careers Information,

4. Education in England: Annual Report 2018’ by the Education Policy Institute: <https://epi.org.uk/our-mission-and-purpose/>



Advice and Guidance (IAG) plays in supporting opportunity for all children and young people during their education⁴. This will help enable young people to pursue courses and employment pathways that meaningfully inspire them.

Despite significant work by schools, Barking & Dagenham College and partners, evidence suggests that too many young people are leaving educational opportunities in the borough by age 17, particularly during the first year of post 16 education. All education, training and employment partners need to collaborate closely to ensure that the right courses and qualifications – both academic and vocational - are offered and information about these is widely available. A clear 'line of sight' to employment is needed. Regional reviews and local feedback have demonstrated that particular improvements are needed for pathways to employment and training for young people with SEND.

Early years foundations

Enabling greater numbers of young people to succeed at age 16 and beyond is very much connected to ensuring that children in the

borough have the best start in life. In Barking and Dagenham, despite performance which has met or been close to the national benchmark on the headline 'Good Level of Development' measure, the 'Inequality Gap' at early years between the lowest performing children and their peers remains stubbornly wider than national – and growing. This gap becomes much harder to close once children move through school. Addressing this is paramount if all children are to achieve their goals and dreams in early years, adolescence and into adulthood.

Attainment at the highest levels

After struggling to meet national standards in this area at Key Stages 1, 2 and 4 for several years, the borough's performance at higher levels improved hugely between 2014-17. Barking and Dagenham now meets or exceeds national benchmarks in all subjects at Greater Depth at Key Stage 1, in Maths and GPS at the Higher Standard at Key Stage 2 and in English Literature in 2017 at top GCSE grades. We are in line with national figures for Maths at Grade 7 or higher (2017 data). The challenge now is to raise performance at Key Stage 2 Reading at the Higher Level and improve Key Stage 2 Higher Level performance across the board to close the gap with London benchmarks.

Specialist provision and support for children and young people with SEND

Particularly rapid growth has been seen in the number of children and young people with SEND who require a specialist placement. At the same time, increasing numbers of the youngest children and their families need support from the borough's highly respected Portage service. Support needs for children and young people with SEND continues to rise in line with the borough's increasing 0-5 year old population. Barking and Dagenham schools are highly inclusive, with more children and young people with an EHC Plan in mainstream schools than the national average. Families rightly continue to expect inclusive local provision. However, the growth in costs and diminishing resources remains highly challenging for schools, Barking and Dagenham College and the Council in particular.



Progress of disadvantaged groups

The Education Policy Institute's 'Education in England: Annual Report 2018' placed Barking and Dagenham amongst the top Local Authorities in the country which have narrowed the 'disadvantage gap' in attainment the most since 2012. However there are a number of groups of children and young people in the borough who are still not doing as well as their peers and where, collectively, partners need to continue to focus attention. Looked after children perform strongly but continue to need additional, high quality and tailored support to help them perform well and access high quality post 16 opportunities. Post 16 participation outcomes and destinations for some White British young people fall behind other groups. Children and young people with SEND often make good progress. However, their post 16 pathways need to be better tailored to enable

their independence and employment wherever possible. Families of pupils with SEND need to receive comprehensive, personalised Information, Advice and Guidance about progression opportunities much sooner to help them plan. The DfE's recently introduced statutory national guidance for Local Authorities, 'Promoting the Education of Looked After Children and Previously Looked after Children' will be key in supporting improved attainment for this group⁵.

Wellbeing and resilience

We know that children and young people need support growing up to help keep themselves safe, for example, from risky behaviours and situations where they are vulnerable to being exploited. In a 2017 Public Health Survey, commissioned by the Council, of a sample of over 2, 200 secondary students from Barking and Dagenham schools, 27% of students



responded that they had experienced at least one of a list of abusive behaviours while in a relationship with a boyfriend/girlfriend. Schools already play a pivotal role in helping young people to respect one another and to stay safe, which in turn has benefits for young people's wellbeing. The Council will step up its work with schools and education partners to help make Barking and Dagenham a place where young people respect other young people and have the knowledge, skills and support to help keep themselves safe.

Further, supporting wellbeing and resilience is a theme which children and young people have highlighted is important to them. The same Public Health survey showed that 85% of students worried about particular issues, most commonly school attainment and future career. Only 33% of students scored a high measure of resilience and 9% said that there are no adults they can trust - a key determinant of resilience. Starkly, the same survey showed that 30% of students reported feeling optimistic about the future 'rarely' or 'none of the time'. At the same time, at the end of Foundation Stage, the % of children achieving early learning goals in personal, social and emotional development is below national and London averages.

Nationally, research shows that 50% of mental health problems are established by age 14, and 75%, by age 24⁶. In a poll by Young Minds and the Children's Society, over 60% of young people said that social media had a positive impact on relationships with friends but 40% reported that social media had made them feel bad about themselves⁷. A growing body of national evidence also indicates that school staff face challenges to their wellbeing at work.

Evidence highlighted by Public Health England states that young people with better health and wellbeing are likely to achieve better academically. It shows that effective social and emotional competencies are associated with greater health and wellbeing and better achievement.⁸ Connections between positive wellbeing and stronger academic performance were further supported by the 2018 Education Policy Institute's report 'Education in England: Annual Report 2018'⁹

This mix of local and national evidence supports the need for a concerted effort by partners to improve children and young people's wellbeing. The particular context of Barking and Dagenham will require a determined, energetic and creative focus on the 5 Priorities from all of us.

5. DfE statutory national guidance 'Improving the Education of Looked After and Previously Looked after Children', February 2018: <https://www.gov.uk/government/publications/promoting-the-education-of-looked-after-children>
6. Kessler RC, Berglund P, Demler O, Jin R, Merikangas KR, Walters EE. (2005). Lifetime Prevalence and Age-of-Onset Distributions of DSM-IV Disorders in the National Comorbidity Survey Replication. *Archives of General Psychiatry*, 62 (6) pp. 593-602. doi:10.1001/archpsyc.62.6.593: <https://www.mentalhealth.org.uk/statistics/mental-health-statistics-children-and-young-people>
7. Young Minds and the Children's Society, Inquiry Report: Safety Net: Cyberbullying's impact on young people's mental health, 2018: https://youngminds.org.uk/media/2189/pcr144b_social_media_cyberbullying_inquiry_full_report.pdf
8. Public Health England: The link between pupil health and wellbeing and attainment: A briefing for Headteachers, governors and staff in education settings. November 2014: <https://www.gov.uk/government/publications/the-link-between-pupil-health-and-wellbeing-and-attainment>
9. Education in England: Annual Report 2018' by the Education Policy Institute: <https://epi.org.uk/our-mission-and-purpose/>

5 Priorities for 2018-22:

Priority 1:

Ensuring that every child or young person in the borough has a place in a school, college or early years setting that is judged 'Good' or 'Outstanding' by Ofsted.



There are two main strands to this priority:

- 1) While the vast majority of the borough's early years settings and schools are judged by Ofsted as 'Good' or 'Outstanding', we must continue to drive performance until we reach the time when all early years settings and schools meet this fundamental benchmark. Increasing the proportion of early years settings and schools that are judged as 'Outstanding' by Ofsted must also be a priority. The expectation is that all new schools and early years settings will be judged 'Good' or better at their first inspection.
- 2) There is a critical need in Barking and Dagenham to manage a sufficient supply of places at the right locations which are ably led, high quality and inclusive. This includes effectively meeting the demand for places for children and young people with SEND. Particular attention will be paid to:
 - a) Continuing to forecast pupil numbers using a combination of data including birth rates, demographic changes, migration patterns, house building and data supplied by the GLA. This indicates, along with School Capacity Survey data returns, school planning areas which require greater capacity to meet demand. Going forward, this is likely to come from new communities arising from urban regeneration and new housing developments to the North and South of the borough, and in Barking Town Centre.
 - b) Ensuring that the timing of any new provision remains of the highest priority so that the borough can meet demand as it arises. Where possible, we will support schools to grow incrementally, on a year by year basis, starting in Reception for Primary stage and in Year 7 for Secondary stage. Reviewing demand in Barking and Dagenham will include the types of specialist provision that will likely be required. Current plans include creating more places at Additional Resourced Provisions and two new special schools.
 - c) Ensuring that the planning, timing and construction of developments aligns with our forecast requirements and that developments are appropriate in terms of location and size.



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Lead organisation	Headline Actions
Schools and early years	<ul style="list-style-type: none"> a) School and early years Leaders to continue to develop partnerships which support school/setting-led improvement and share strengths and expertise, particularly around improving children’s communication, early language skills and vocabulary. b) Teaching Schools partnerships to further develop and deliver a range of high quality professional development programmes including training, coaching and bespoke school to school support c) Teaching school partnerships to offer high quality career development programmes for newly qualified teaching staff through to staff in leadership positions, including staff who are excelling in their roles.
BDSIP	<ul style="list-style-type: none"> a) Maintain regular networks which promote and strengthen school to school support, including through peer review and challenge. b) Deliver an annual offer for School Improvement support and professional development which successfully engages schools and over time demonstrably supports improvements in inspection outcomes and in children and young people’s achievements. c) Provide effective strategies and support which enables the recruitment and retention of the highest quality
Barking and Dagenham Council	<ul style="list-style-type: none"> a) Continue to work in partnership with government and school providers with a strong track record to ensure that new school places created are of high quality. b) Work constructively with BDSIP so that the company: <ul style="list-style-type: none"> o Offers the right support in priority areas which leads to improvements; o Recruits and retains high quality staff; and o Evolves in response to the needs of local schools and the local context. c) Work in partnership with the borough’s family of schools and BDSIP to identify early signs of schools in difficulties and enable effective support to recover. d) Deliver setting to setting support and bespoke central and setting-based training by the Early Years Quality Improvement Team.

Priority 2:
Exceeding national standards, and then London standards, in areas where this still needs to be achieved.

This Education & Participation Strategy 2018-22 will drive further improvements in education standards across the borough in all headline performance measures. In particular, significant and positive changes are expected for measures below national benchmarks, and for those areas where the national benchmark has been met but London is not yet in sight (for example, Key Stage 2 Reading). Where performance is on par with London, exceeding this benchmark must be the ambition.

Lead organisation	Headline Actions
Schools and early years settings	<ul style="list-style-type: none"> a) Maintain a concerted focus on improving attainment and progress in Reading, Writing and Maths in early years and all Key Stages and on further closing the gap for disadvantages groups. b) Develop and implement effective mechanisms for sharing best practice, learning and resources across the borough's family of schools. c) Put in place a range of high quality opportunities which support Newly Qualified Teachers (NQTs) to increase their knowledge and skills. d) Use and share data more effectively to track the lowest attaining children in early years and plan strategies to help them catch up. e) Focus on developing children's language and vocabulary through adults modelling language and use of the recognised strategy of 'commentary' in early years settings.
BDSIP	<ul style="list-style-type: none"> a) Provide high quality consultancy support to schools which raises attainment at all Key Stages and particularly in Reading, Writing and Maths. b) Provide a range of high quality CPD opportunities including on School Improvement and Ofsted preparation and involve experts both within and beyond Barking and Dagenham. c) Secure and facilitate joint collaboration opportunities locally, in London and beyond which support greater attainment, progress and achievement e.g. with the GLA.
Barking and Dagenham Council	<ul style="list-style-type: none"> a) Through commissioning oversight of BDSIP, ensure a determined focus and strong challenge function on achieving the best outcomes for all children and young people, including those from vulnerable groups. b) Use the Council's communications channels and networks to promote and celebrate successes of children and young people and their settings. c) Use opportunities provided by 'Peer Reviews' in early years to focus on what makes a difference to closing the 'Word gap' and 'Inequality gap' for disadvantaged young children.



Priority 3:

Increasing the numbers of young people, progressing to high quality, appropriate destinations post 16 and post 18, including young people with SEND, and reducing numbers of young people not in education, training or employment.

A strong focus is needed on increasing the numbers of all young people who progress to Higher Education and on widening access to high quality training and employment routes including apprenticeships. Raising awareness of vocational post 16 qualifications and their value and improving the quality and timeliness of IAG before and after age 16 is key. Particular attention will be paid to pathways, opportunities and support for young people with SEND, young people who have left care and other vulnerable groups to remove some of the barriers to securing good post 16 opportunities, including employment, they face.



Lead organisation	Headline Actions
Schools and Barking & Dagenham College	<ul style="list-style-type: none"> a) Maintain the drive to close the gap with London on headline performance indicators by ages 16 and 18. b) Improve data and information sharing between the Council, secondary schools, Specialist Alternative Provision, and Barking and Dagenham College to better support young people to get onto the right courses and succeed on them. c) Undertake a programme of work to reduce the level of course drop out by students at post 16, in particular between Years 12 and 13.
Schools	<ul style="list-style-type: none"> a) Primary schools to start early in raising aspirations and awareness of potential careers with children and their families. b) Ensure that independent Careers IAG and work-related learning opportunities (learning about work, in work and through work) are accessed by all students in Secondary schools and Specialist Alternative Provision.

Barking & Dagenham College	<ul style="list-style-type: none"> a) Develop and promote access to a wider range of high quality apprenticeships at all levels and share the college's expertise in this field with education partners. b) Provide high quality, accessible and impartial careers advice through careers cafes in Barking Town Centre and Rush Green and other opportunities for young people. c) Develop partnership opportunities with BDSIP (e.g. employers' groups) which expand relationships with businesses and employers and lead to the development of a wider range of high quality post 16 and post 18 pathways. d) Continue to develop a broader, more flexible curriculum for vocational pathways. e) Work in partnership with schools to offer high quality work related learning opportunities which broaden the horizons of children and young people. f) Pilot new ways of supporting young people in pathways (e.g. through a 'fast track' programme to university and through skills accreditation programmes).
BDSIP	<ul style="list-style-type: none"> a) Increase the number and breadth of high quality work experience opportunities for young people with both local and City-based employers. b) Ensure a relevant, effective and up to date independent Careers IAG service is attractively marketed to schools and young people.
Council	<ul style="list-style-type: none"> a) Working with schools and Further and Higher Education providers, develop post 16 pathways and opportunities for young people from vulnerable groups, including those with SEND, Children in Need and those leaving care, to help them stay in education and move into employment. b) Coordinate research with young people and education partners into what is working well and areas for development in Careers IAG. Promote findings to improve practice. c) Through relationships with businesses and employers, broker and secure more career-related opportunities for children and young people in the borough. d) Maintain and further develop a network of locally and regionally funded providers that work to prevent and reduce the proportion of young people not in education, employment or training ('NEET'). e) Continue to effectively track all young people in Years 12 and 13 and reduce the proportion of young people whose destinations are Unknown. Maintain robust referral systems to provide support for those identified as 'NEET'.
CU London	<ul style="list-style-type: none"> a) Deliver events for young people, particularly Years 12 and 13, to access information to support informed decisions about Higher Education progression. b) Continue to develop a range of flexible post 18 curriculum for career focussed roles. c) Support local schools and colleges to offer young people accessible, impartial advice on progression routes in Higher Education. d) Liaise with local organisations to offer young people opportunities to remove some of the barriers to securing high quality post 18 opportunities. e) Continue to offer and develop an environment that enables life-shaped learning around an individual's personal and/or professional commitments. f) Support the development of local organisations' pathway and progression programmes to ensure that Higher Education is an accessible exit route.

Priority 4:

Building the wellbeing and resilience of children and young people and the education settings which nurture and support them.

There is clear evidence that emotional wellbeing is a key factor for academic achievement and improved outcomes in later life. The Department for Education has found that, on average, children with higher levels of emotional, behavioural, social and school wellbeing, had higher levels of academic achievement and were more engaged in school. An international study by the Office of

Economic Cooperation and Development (OECD) has showed a correlation between emotional wellbeing and school success.¹¹ An increasing body of research supports the links between the role of physical activity in helping to prevent and manage mental health problems, while growing evidence into the impact of cultural activities demonstrates its positive effects on wellbeing, for example, through influencing happiness and relaxation¹².

Education and training partners have a fundamental responsibility to promote a safe, open and supportive culture around wellbeing. Supporting children, young people and staff to learn approaches to build their resilience as a means of taking care of their wellbeing is an essential part of this. Evidence from the 2017 Public Health Survey of young people directly contributes to the inclusion of this priority. We also need to understand more about the health and wellbeing experiences of our children and young people.



Lead organisation	Headline Actions
Schools and early years	<ul style="list-style-type: none"> a) Make explicit a collective pledge to balance a focus on children and young people's achievements with a focus on supporting their wellbeing. b) Participate in, and shape, a Schools' Wellbeing Forum to share good practice, learning, opportunities . c) Provide regular opportunities which help pupils and staff gain knowledge and skills to support their emotional and physical wellbeing. d) Listen to children and young people's views about wellbeing and resilience and use this to improve support. e) Strengthen arrangements to support children and young people's transitions between Key Stages, particularly early years to Year 1 and Year 6 to Year 7.
Barking & Dagenham College	<ul style="list-style-type: none"> a) Working in partnership with schools, provide appropriate emotional, physical and practical support for students transitioning from school to college. b) Support, share practice and develop a transition programme to support 'T-shaped skills' (i.e. transferable and technical skills) in young people.
BDSIP	<ul style="list-style-type: none"> a) Build a resource or network for schools of key local and national services, support and training, including from the voluntary sector, around emotional and physical wellbeing. b) Develop and promote training for school staff about wellbeing and resilience.
Council	<ul style="list-style-type: none"> a) Coordinate a Schools' Wellbeing Forum which brings together expertise, learning, and good practice in supporting children and young people's health and wellbeing. b) Commission a Wellbeing Survey for Primary age children in the borough to better understand their experiences and views to inform priorities and practice. c) Commission BDSIP to bring in national experts to Barking and Dagenham to help shape schools' and the borough's collective response to feedback from Headteachers about: the potential merits of a 0-3 years check/common assessment tool and better access for schools to early help services. d) Working with education partners: <ul style="list-style-type: none"> - Continue to develop the Cultural Education Partnership (CEP) so that young people have access to a richness of cultural and creative experiences which support their wellbeing; and - Maintain and develop strong networks for health and sporting opportunities which support the wellbeing and resilience of children and young people. e) Use feedback from children and young people to systematically inform Council policies which impact on children and young people. f) Ensure that Community Solutions and all partners, including primary health care providers, work in a joined up way with schools and early years settings to explore and develop new ways of working together¹³.

10. Gutman, L. & Vorhaus, J (2012). The Impact of Pupil Behaviour and Wellbeing on Educational Outcomes. DfE https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/219638/DFE-RR253.pdf

11. OECD, Equity and Quality in Education, 2013: <https://www.oecd.org/education/school/50293148.pdf>

12. Fujiware D et McKerron G, Cultural activities, artforms and wellbeing, 2015:

https://www.artscouncil.org.uk/sites/default/files/download-file/Cultural_activities_artforms_and_wellbeing.pdf

13. As set out in 'Statutory guidance on the roles and responsibilities of the Director of Children's Services and the Lead Member for Children's Services: For Local Authorities', DfE, April 2013.

Priority 5:

Maximising the Council’s wide range of influences and levers so that the Council can play an even stronger role in raising aspirations and improving outcomes for children and young people who live and learn here.

For the first time, a priority is included which explicitly sets out where the Council will focus its energy, influences and levers to support education, training and employment outcomes for children and young people. Today, the Council, in collaboration with BDSIP and the borough’s schools and education and training partners, operates through rich networks of provider-partnerships, often extending far outside the borough. The Council is determined to bring its influence to bear on wider strategic partnerships to enhance opportunities for young people. Securing CU (Coventry University) London’s base in Dagenham and bringing London’s newest film studios to the borough are important examples of the impact the Council will continue to have in driving aspirations and opportunities for residents. The sixth form bursary provision and housing offer, which will enable teachers wishing to work and live in Barking and Dagenham the opportunity to rent high quality accommodation at 80% of the market rent, are just two examples of recent initiatives. Others will come forward.

Lead organisation	Headline Actions
Barking and Dagenham Council	Work with education and other partners on: <ol style="list-style-type: none"> a) Consolidating and developing further housing initiatives which make the borough a more affordable place for school, college and early years staff to live and work. b) Celebrating the successes of children, young people and schools and staff in the borough (e.g. through the CU London awards) and publicising how the Council is championing and creating new opportunities to support children and young people’s education and participation. c) Increasing the resources and support available to help young people continue to study post 16 through the Council’s connections and levers. d) Commissioning BDSIP to look at recruitment agency practice and resulting pressures on schools, disseminating findings to drive improvements. e) Reviewing and renewing the Council’s approach to supporting a good start for all children. f) Help facilitate the coordination of a borough-wide post 16 ‘prospectus’ and approach to Careers IAG.



Partnerships and Opportunities

Barking and Dagenham is fortunate to be called 'home' by a number of well-developed and new collaborations. The longstanding partnership between the Council and schools has provided the foundation for much of the improvement in outcomes for children and young people over past decades. Most recently this has been enhanced by strengthening and developing relationships with existing and new education, training, skills and employment providers. This includes local teaching schools and community and private sector organisations with a keen interest in improving the life chances of the borough's children and young people.

Barking and Dagenham School Improvement Partnership

This Education and Participation Strategy 2018-22 comes at a time of huge opportunity for Barking and Dagenham. BDSIP, a new not for profit company jointly owned by local schools and the Council, was launched on 1st April 2018. The company was created to provide headteachers with support to raise standards higher through sharing proven best practice between schools and enabling schools to design and purchase services with the greatest impact. With 93% of the borough's schools signed up to the company, BDSIP's contribution to this strategy is expected to be significant, energetic, responsive and a key driver of considerable success. The long-term aim for BDSIP is to help make the government's vision for a school-led school improvement system a reality by flourishing as a model of excellent practice.

Further Education and Higher Education partnerships

Barking & Dagenham College (BDC) is a longstanding and national award-winning partner for the Council and schools, educating over 3,400 Barking and Dagenham post 16 residents. BDC offers high quality technical



and professional training, including through its Technical Skills Academy in Barking Town Centre, study programmes and internships through to traineeships and apprenticeships. The college's new Centre for Advanced Technologies is under development which will support skills for new and emerging industries e.g. film, modern methods and digital engineering at levels 3, 4 and 5. Working closely with employers, BDC supports young people to progress to university, directly into employment or to advance their career to the next level.

Going forward, Barking and Dagenham College will support this strategy's priorities through: promoting a parity of esteem between academic and vocational qualifications, including through access to the new T Levels; widening access to high quality apprenticeships at all levels; developing creative and cultural pathways to employment and centres of excellence in SEND support; and increasing post 16 participation.



CU London, part of the award-winning Coventry University group, first opened its campus doors in the borough in 2017 and offers flexible Higher Education courses to meet the varied needs and lifestyles of young people and adults in the borough. CU London has restored and revitalised the former Dagenham Civic Centre into a top-quality learning environment, allowing the local residents of Barking and Dagenham the opportunity to locally access Higher Education, with approximately 30% of enrolled students are from the borough of Barking and Dagenham alone. CU London hopes that, with ambitious growth targets over the next 5 years, providing access to opportunities for thousands more local residents will ensure that no-one gets left behind in accessing the very best local opportunities in Higher Education.

CU London is committed to collaboration with local schools, colleges, employers and organisations to meet local and regional skills and employment

needs now and in the future. Furthermore, CU London is growing communities and partnerships as part of its wider civic responsibility. This includes the development of exciting new courses that respond to demand, including higher degree apprenticeships and in sectors such as digital, construction, public services, health and education. To help nurture an 'ecosystem' of ideas, opportunity and collaboration, CU London is proud to host Participatory City, the LBBB Film Unit and BDSIP and is providing a temporary home for the Future Youth Zone.

Moving forward, CU London is passionate in its support of this strategy through: Offering an accessible learning environment that allows flexibility for life-shaped learning, including offering career focussed programmes; Removing potential barriers for young people to access high quality post 18 opportunities through initiatives including awards and bursary schemes; Developing relevant curriculum to fit local industry demand; Working with local employers to increase graduate prospects; and increasing post 18 participation.

Cultural and creative opportunities

The borough's thriving Cultural Education Partnership, one of the first in the country and recognised as best practice nationally, has engaged over 6000 children and young people in school-led creative, cultural education and wellbeing activities since 2015. The Education and Participation Strategy 2018-22 will see an expansion of these activities in line with the Cultural Education Partnership Strategy 2018-22. This supports the Council's huge ambition to promote cultural and creative talent, industries and participation within these across Barking and Dagenham, as set out in the Culture Strategy.

Dagenham will shortly become home to London's largest film studios and media complex, with significant and demonstrable potential for increased employment, work experience and apprenticeship opportunities in the visual and technical arts and allied industries for young people in the borough. These will be supported by the creation of new and expanded Higher and Further Education qualifications and pathways, and wider recognition of enrichment opportunities.

Children and young people's voice

Barking and Dagenham has a very strong and well established democratic youth parliament in the BAD Youth Forum. More recently, a Young Mayor initiative has been introduced which is growing in strength. The Forum, alongside other forums such as Skittlz (the borough's Children in Care Council) is well positioned to take an increasingly strategic role in promoting the voice of children and young people in the development of Council policy and programmes as well as supporting the Council's vision to enable social responsibility and encourage civic pride. Barking and Dagenham's Future Youth Zone (managed by the national charity OnSide) will be the first of its kind London and will provide an enormous boost to the range of quality of youth provision that is available in the borough, supporting young people to fully reach their potential and to be heard.

Community Solutions

The development of Community Solutions has seen the Council bring together a range of key preventative services working with children, young people and families for the first time. The Council will work closely with Community Solutions to ensure that vulnerable families receive the right support at the earliest opportunity to improve a broad range of life outcomes, and ultimately help families, children, young people to become more self-sufficient.

Education and Skills Funding Agency (ESFA)

The Council has previously worked in successful collaboration with the ESFA to deliver new Free Schools on the ESFA's behalf through BeFirst, a company established to accelerate growth in Barking and Dagenham, and the Council's Local Education Partnership. This has proved invaluable for the Council and the Trusts that we have worked with. The ESFA are keen to replicate this model with future provision and will continue to work closely with the Council in bringing these schools to fruition. Our partnership with the ESFA offers opportunities to positively influence the design of developments, enabling school buildings to contribute effectively to educational attainment and a sense of civic pride across the borough.

Conclusion

It is clear that Barking and Dagenham has several challenges on the horizon - supporting schools and early years settings which have not already done so to reach Ofsted's 'Good' and 'Outstanding' benchmark, driving up educational attainment so that more areas exceed London standards, and meeting the rising demand for places for children and young people with SEND are just some which are key. However, is it even clearer that this Education & Participation Strategy for 2018-22 brings with it a new energy, a sharper focus and a dynamism to the tasks in hand. The launch of BDSIP, preparations for new education and employment pathways connected to the new Film Studios, and opportunities to work with children and young people to understand their experiences of wellbeing, are already putting this into practice. The goal for 2022 is high quality education, attainment and post 16 participation experiences for children and young people in this borough. From early years right through to early adulthood, we have the partnerships, opportunities and expertise to achieve this.

Appendix

Ownership & Governance

This strategy has been developed with schools, Barking & Dagenham College, CU London, young people and other partners with a stake in improving outcomes and opportunities for children and young people in the borough. The priorities are a mix of longstanding and new outcomes, with the inclusion of a broader health and wellbeing priority linked directly to consultations with young people and wider partners.

Performance is reported annually to the Council at Cabinet meetings and will be discussed at the Education Improvement Board and at a young people's sub-group.

Context

This Education and Participation Strategy 2018-22 will be delivered alongside the following key strategies and plans:

[Insert as weblinks]

- The Borough Manifesto – ‘Barking and Dagenham Together’
- The Corporate Plan 2018-22 – ‘No-One Left Behind’
- LBBD Early Years Strategy
- LBBD Inclusive Framework Strategy for Children and Young People with Special Educational Needs and/or Disabilities (SEND)
- LBBD School Places and Capital Investment Strategy
- Barking and Dagenham’s Cultural Education Partnership Strategy, ‘Create Develop Inspire’
- LBBD Culture Strategy
- LBBD Industry, Jobs and Skills Strategy
- LBBD Health & Wellbeing Strategy
- LBBD Diversity & Equality Strategy
- Greater London Authority ‘Skills for Londoners’ Strategy



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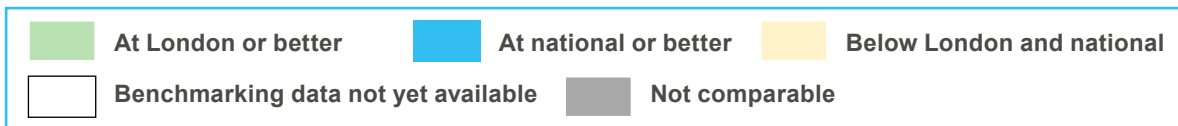


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STRATEGY APPENDIX: BARKING AND DAGENHAM PROGRESS OVERVIEW

Headline performance measures: A snapshot



Performance measure	LBBD at 2017 or 2018	LBBD at 2014	National average at 2017 or 2018	London average at 2017 or 2018	Changes and considerations
% of schools rated 'Good' or 'Outstanding' by Ofsted	88% at August 2018	69% in 2014	86% at March 2018	92% at March 2018	Ofsted calculation criteria for this measure changed during 2018
Early years Good Level of Development	71.3% (provisional 2018)	59.6%	71.5% (provisional 2018)	73.8% (provisional 2018)	-
% KS1 Combined Reading Writing Maths Expected Standard	65% (provisional 2018)		65% (provisional 2018)	-	London data not yet available
% KS1 Combined Reading Writing Maths Greater Depth	13% (provisional 2018)		11.7% (provisional 2018)	-	London data not yet available
% KS2 Combined Reading Writing Maths Expected Standard	65.9% (provisional 2018)		64% (provisional 2018)	69% (provisional 2018)	New measure and new course changes introduced in 2016
% KS2 Combined Reading Writing Maths Higher Standard	9.1% (provisional 2018)		10% (provisional 2018)	13% (provisional 2018)	New measure and new course changes introduced in 2016
KS4 Progress 8 score	0.23 (2017)		-0.03 (2017)	0.22 (2017)	New measure and new course changes introduced in 2016
% KS4 Pupils achieving 9-5 pass in English and Maths	40.2% (provisional 2018)		42.9% (2017)	48.2% (2017)	New measure and new course changes introduced in 2016
KS4 Attainment 8 score	45.8 (provisional 2018)		-	-	Comparative data available from mid-October. This is the first set of examinations with new numerical grading for most subjects
KS5 Average point score per entry – Best 3 A-levels	32.68 (2017)		34.52 (2017)	34.09 (2017)	New measure and new course changes introduced in 2016
% 16 and 17% olds not in education, employment or training or whose destination is unknown	4.2% (Dec. 2017-Feb. 2018 average)		6% (2017)	5% (2017)	National changes to calculation of this measure made in 2016

Performance measure	LBBB at 2018 (provisional data)	LBBB at 2014	National average - 2018 (provisional data)	London average - 2018 (provisional data)	Changes and considerations
% KS2 Reading Expected Standard	74.7%		75%	78%	New measure and new course changes introduced in 2016
% KS2 Reading Higher Standard	26.3%		28%	31%	New measure and new course changes introduced in 2016
% KS2 Writing Expected Standard	78.5%		78%	81%	New measure and new course changes introduced in 2016
% KS2 Writing Higher Standard	18.7%		20%	23%	New measure and new course changes introduced in 2016
% KS2 Maths Expected Standard	78.9%		75%	80%	New measure and new course changes introduced in 2016
% KS2 Maths Higher Standard	25.3%		24%	30%	New measure and new course changes introduced in 2016
% KS2 GPS Expected Standard	82.1%		77%	82%	New measure and new course changes introduced in 2016
% KS2 GPS Higher Standard	42.2%		34%	43%	New measure and new course changes introduced in 2016

Additional data

Looked After Children	LBBB at 2017	LBBB at 2014	National average - 2017	London average - 2017	Changes and considerations
LAC – KS4 Progress 8 score	-0.36		-1.18	-1.24	New measure and new course changes introduced in 2016
LAC - % Achieving Grade 4/C or above in English and Maths GCSEs	35.7%		17.5%	20%	New measure and new course changes introduced in 2016

Higher Education	LBBB at 2017	LBBB at 2014
Number and % of young people from borough educational institutions going on to HE to the more competitive universities	313 (38%)	173 (20%)

Early years Inequality Gap	LBBB - 2018 (provisional data)	LBBB at 2014	National average - 2017	London average - 2017
	37.6%	38.5%	31.7%	31.3%

Education Performance Dataset - 2017/18

Key

■ Data unavailable - due to reporting frequency; performance indicator being new for the period or no longer collected/published

□ Data unavailable as not yet due or published yet

■ Data missing and requires updating

■ Provisional/awaiting confirmation

INDICATOR DESCRIPTION		TIME PERIOD								BENCHMARKING			TARGETS	
Ref.	Title	2012	2013	2014	2015	2016	2017	2018 (prov)	DoT (on previous year)	Quartile Band A-D	England Average	SN Average	London Average	2018
Early Years Foundation Stage (EYFS)														
1	Good level of development	Q1	45.6%	59.6%	67.8%	69.8%	71.6%	71.3%	↓	B	71.5%	69.0%	73.8%	In line with London
KS2 Expected Standard or Above and Average Scaled Score (new headline measures from 2016)														
6	Reading					65.0%	72.0%	74.7%	↑	C	75.0%	72.8%	78.0%	75.0%
7	Writing					80.0%	76.0%	78.5%	↑	C	78.0%	76.5%	81.0%	81.0%
8	Maths					77.0%	81.0%	78.9%	↓	B	75.0%	75.9%	80.0%	82.0%
9	GPS					78.0%	81.0%	82.1%	↑	A	77.0%	78.8%	82.0%	82.0%
10	RWM %					58.0%	63.0%	65.9%	↑	B	64.0%	64.0%	69.0%	65.0%
11	Reading (average scaled score)					102.0	104.0	105.0	↑	C	105.0	104.5	106.0	105.0
12	Maths (average scaled score)					104.0	105.0	105.0	↔	-	104.0	104.8	106.0	106.0
13	GPS (average scaled score)					105.0	108.0	108.0	↔	A	106.0	106.8	108.0	108.0

Comments: KS2 2018 data is provisional. LA data is taken from Nexus and has been adjusted for known discounted pupils. 2018 comparator data is based on the Data Matrix and DfE SFR. England average is for state funded schools.

INDICATOR DESCRIPTION		TIME PERIOD								BENCHMARKING			TARGETS	
Ref.	Title	2012	2013	2014	2015	2016	2017	2018 (prov)	DoT (on previous year)	Quartile Band A-D	England Average	SN Average	London Average	2018
GCSE or equivalent														
14	5+ A*-C inc Eng & Maths (discontinued)	58.6%	60.2%	58.2%	54.0%	54.1%			↑	C	53.5%	54.7%	60.6%	
15	A*-C Eng & Maths* (discontinued)	59.0%	60.8%	61.6%	55.7%	60.0%			↑	C	59.3%	60.5%	66.4%	
15a	% Pupils achieving 9-5 pass in English and Maths (new)						43.1%	40.2%	↓	C	43.2%	40.6%	48.5%	45.0%
16	Average Progress 8 Score (new GCSE Headline Measure)					0.15	0.23	0.18	↓	A	0.00	0.01	0.22	0.24
17	Average Attainment 8 Score (new GCSE Headline Measure)					49.7	46.7	46.0	↓	B	46.5	45.4	49.2	48.5
18	% English Baccalaureate (Ebacc) (discontinued)	5.1	13.6	19.9	20.4	22.3			↑	C	23.1	24.0	..	
18a	% Pupils achieving Eng Bacc (inc 9-5 pass in E&M) (new)						18.9%	13.3%	↓	C	21.4%	21.0%	28.8%	21.0%
18b	% Pupils entered Eng Bacc (new)						31.9%	37.7%	↑	C	38.5%	43.0%	52.2%	not set
18c	Average Point Score Eng Bacc (new)							3.93	..	C	4.04	3.97	4.41	not set
Comments: The new education measures reported on from 2016 are A*-C English and maths and Attainment 8 and Progress 8. From 2017, the new measure for GCSE will be % of pupils achieving GCSEs grade 9-5. Target is to be in line with London average. England average is for state funded schools. Quartiles based on Data Matrix.														
GCE/A Level/Level 3 Qualifications														
19	APS per pupil (all quals) - Discontinued	655.7	669.4	643.4	641.5				↓	D	717.8	682.5	694.0	
20	APS per entry (all quals) - Discontinued	203.2	211.1	211.4	212.8				↑	B	215.9	209.8	213.1	
21	Average point score per entry A Level Cohort (New)					28.8	29.3	30.55	↑	C	31.84	30.41	31.95	30.5
22	Average point score per entry - Best 3 A Levels (New)					32.0	32.7	31.99	↓	C	32.19	30.81	32.78	33.5

INDICATOR DESCRIPTION		TIME PERIOD								BENCHMARKING			TARGETS	
Ref.	Title	2012	2013	2014	2015	2016	2017	2018 (prov)	DoT (on previous year)	Quartile Band A-D	England Average	SN Average	London Average	2018
Post-16 Participation in Education, Training & Employment														
		Q1												
23	% 16 to 17 year olds who are not in education, employment, or training (NEET) or who have Unknown Destinations (new measure)		13.7%	9.7%	7.9%	5.6%	4.2%	..	↓	B	6.0%	5.9%	5.0%	5.0%
23a	% 16 to 17 year olds who have Unknown Destinations				4.3%	2.1%	0.8%	..	↓					
23b	% 16 to 17 year olds who are not in education, employment, or training (NEET)				3.6%	3.5%	3.4%	..	↓					
24	% 16-17 year olds participating in education and training		84.8%	89.0%	90.4%	92.1%	94.1%	94.1	↔	A	91.7%	93.0%	94.3%	In line with London
24	% 16-17 year olds participating in education and training		84.8%	89.0%	90.4%	92.1%	94.1%	..	↑	A	91.4%	92.7%	94.1%	In line with London
24a	% of KS4 All Pupils going to, or remaining in education & employment/training		91.0%	92.0%	93.0%	94.0%	96.4%	..	↑	C	95.1%	..	96.4%	In line with London
Comments: NEETs and Unknowns will be reported and published as a joint figure for Year 12 and 13 (academic age 16 and 17) only - new DfE measure. Annual published data for NEETs + Unknowns is the Dec-Feb average in each year i.e. Nov 2016, Dec 2016 and Jan 2017). Participation data is shown by provisional quarterly average for Q1 as of July 2018 as there is no official data for this period. Benchmark Participation is equivalent provisional comparators. DOT is compared to a year previously 24a is taken from the Moving On report on Activity survey on 2016 cohort. 2017 target relates to 17/18 year. Forecast Dec-Feb NEET+ NK is 4.3% compared to 5.6% last year (3.4% NEET 0.9% NK).														
Attendance and Exclusions														
25	Overall Absence - State-Funded Primary	4.4	4.6	3.9	4.3	4.0	4.0	3.8	↓	C	3.9	4.0	3.7	4.0
26	Overall Absence - State-Funded Secondary	5.3	5.2	4.9	5.2	5.0	5.0	4.6	↓	A	5.0	4.7	4.4	4.8
27	Total Permanent Exclusions (rounded)	0.07	0.06	0.04	0.05	0.05	0.07	0.04	↓	B	0.10	0.10	0.09	<0.07
Comments: Absence - from 2012/13 based on 6 terms. 2017/18 is for Autumn term only. Exclusions - 2018 is provisional. Comparator data including quartile banding is for 2017 as 2018 is not yet available.														
School Inspection Outcomes														
28	% of schools rated as good or outstanding	64.0%	68.0%	69.0%	77.0%	89.0%	91.0%	88.0%	↓	B	86.0%	..	92.0%	93.0%
Comments: School inspections have commenced in the new academic year 2017/18. As at the end of December 2017, 91% of schools are rated good or outstanding in LBB, comparable with previous termly positions. This is an improvement on end of August 2017 position of 89%. 2018 and benchmark data relates to 18/09/18 and is taken from Watchsted.														

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CABINET

13 November 2018

Title: North East London Commissioning Partnership - Residential Placements for Looked After Children	
Report of the Cabinet Member for Social Care and Health Integration	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Valerie Tomlinson-Palmer – Senior Commissioner– Children’s Care and Support	Contact Details: Tel: 020 8227 3549 E-mail: valerie.tomlinson-palmer@lbbd.gov.uk
Accountable Director: April Bald; Operational Director Children’s Care and Support	
Accountable Strategic Leadership Director: Elaine Allegretti, Director of People and Resilience	
<p>Summary:</p> <p>This report sets out proposals for the Council to proceed to procurement for the block provision of 35 residential placements for Looked After Children (LAC) as part of the North East London Commissioning Partnership (NELCP), which also includes the London Boroughs of Havering (the lead Borough), Tower Hamlets, Newham, Waltham Forest, Redbridge, Hackney and The Corporation of the City of London.</p> <p>Joining the Partnership will enable the Council to explore opportunities to engage in shared services and joint working to increase efficiencies, cash savings and service delivery. Savings will also be made by a reduction in administrative effort and cost for the contracting authority. In addition, the initial tendering process allows contracting authorities to identify competitive suppliers, who should offer more competitive prices based on an expected volume of business.</p> <p>The resulting contract/s will also give more choice and flexibility when sourcing placements for LAC.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <p>(i) Agree that the Council participates in the North East London Commissioning Partnership for the joint procurement, led by the London Borough of Havering, for the block provision of up to 35 residential placements for Looked After Children across the region, in accordance with the Council’s Contract Rules and in accordance with the strategy detailed in the report; and</p>	

- (ii) Delegate authority to 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 award and enter into the agreement and all other ancillary agreements upon conclusion of the procurement process.

Reason(s)

- To support the Council’s vision to “protect the most vulnerable, keeping adults and children healthy and safe”.
- To provide an appropriate, best-value service that delivers excellent outcomes for children and young people.
- To help relieve budget pressures by ensuring the best value for money options are available to the Nominated Officer when seeking to place a young person.

1. Introduction and Background

- 1.1 The lived experience of young people in residential care and value for money that local authorities are experiencing are both variable. Across the sub-region there is a lack of sufficient placements and inconsistent quality from local providers, which results in many young people being placed outside of their home authority or being placed in a residential setting that is unsuitable. Residential placements are often a last resort for young people and contribute to instability in their lives. These factors significantly impact on the young person’s lived experience and their ability to achieve positive outcomes.
- 1.2 In 2015 Sir Martin Narey undertook an Independent Review into children's residential care. His report focused on how residential care can be improved considering both regulated and unregulated settings.
- 1.3 An application for funding from the Innovation Fund was made to the DfE by the Havering Director of Children’s Services. The proposal aimed to create a sub-regional partnership led by the London Borough of Havering in partnership with Barking and Dagenham, Newham, Redbridge, Hackney, Waltham Forest and City of London Corporation to test Sir Martin Narey’s view that coming together as a sub-regional partnership could lead to significant savings and improved outcomes for children. The programme is based on evidence from the Buckinghamshire regional commissioning model which used block contracts and relationship management with a provider to achieve cashable savings, sustainable relationships between the local authority and provider, and improved stability for young people. The programme will test Buckinghamshire’s approach and Narey’s hypotheses with looked after young people aged 11-17 in a densely populated London sub-region.
- 1.4 The DfE informed the London Borough of Havering that the proposal for funding was approved. The DfE awarded £835,750 to the sub-regional commissioning partnership to deliver an innovative model of residential care. The Partnership will jointly commission up to 35 residential LAC placements within the geographical footprint of Northeast London. After the first three years the local authorities in the Partnership will need to negotiate their ongoing contribution to the sub-regional commissioning function. It is expected these contributions will come from the realised joint commissioning savings.

- 1.5 The average cost of a residential LAC placement outside the Northeast London sub-region is £179,848 per year. The average cost of a residential placement within the footprint of Northeast London is £131,561 per year.
- 1.6 Each of the eight local authorities duplicates a brokerage system to purchase LAC residential placements based on a spot purchasing system. The quality of providers within the Partnerships footprint is highly variable, forcing local authorities to place many LAC children a long distance from their home.
- 1.7 Placements through the new contract/s will be managed and quality assured by the Havering LAC brokerage team. The additional resource required to expand the Havering team capacity will be funded by the Innovations Fund grant for the first three years. Thereafter the member councils in the Partnership will need to negotiate their contributions to the central brokerage function from the first three years savings. If the savings prove substantial; the member local authorities may wish to consider expanding the number of beds being jointly commissioned.
- 1.8 Currently commissioning residential placements across the sub-region currently has five main problems:
- 1.9 **Instability and unsuitability** - young people in residential care from across the sub-region have expressed feelings that residential placements are 'done to' them and have said that they do not feel their views are always considered regarding their placement options. Young people who are placed outside of their community often express feeling of isolation and loneliness as it is difficult to maintain meaningful relationships with their family network, peer group and professional network. These feelings often lead young people to go missing from their placement, this often raises the risk of sexual exploitation. Such placements, arranged without planning, are often short lived with mixed outcomes.
- 1.10 **Value for money** - all eight of the local authorities across the Partnership spot purchase residential placements. Spot purchasing occurs on a case-by-case basis and often results in local authorities within the sub-region competing against each other for limited placements with trusted providers. This in turn drives up the price over time. The average residential placement cost for each local authority in Northeast London varies; however, each local authority in the partnership has seen an increase in the average residential placement cost over the past two years. Some local authorities have seen an increase of approximately 21% in the average residential placement cost in the last two years.
- 1.11 **Inefficient commissioning arrangements** - each local authority has their own team or specific officers who are in charge of identifying residential placements and matching young people. It is not uncommon for a placement officer to call upwards of 100 residential providers before finding a provider who can and is willing to accept a young person. The time spent identifying placements and matching is significant. This process is resource intensive and creates significant duplication across the sub-region as officers from different local authorities are telephoning the same providers.
- 1.12 **Variable quality** – both commissioners and young people in the sub-region report that quality varies between residential providers. Young people are often placed

outside of their communities due to a lack of quality and lack of capacity in local residential providers. Local authorities in the sub-region struggle to consistently and effectively ensure high quality residential placements due to a culture of spot purchasing and the current relationship between supply and demand in the market. Individual local authorities do not currently have sufficient influence in the market to shift commissioning practices.

- 1.13 **Quality of relationships** – the current commissioning framework in Northeast London does not create a platform for developing lasting and meaningful relationships between local authorities and providers. Due to high demand and limited supply, commissioning teams spend most of their time finding placements and not working with providers to develop quality focused on improving outcomes for young people. None of the local authorities in the sub-region hold block contracts with residential providers. All local authorities in the partnership rely on spot-purchasing.
- 1.14 The goals are to improve the lived experience of young people aged 11-18 with high emotional needs (those who cannot or will not stay in foster placements) in residential care and improve value for money. There will be a fixed price per placement for basic requirements and a sliding scale of costs for more specialist support over and above this. There will be an expectation that the specialist costs will reduce as LAC children progress along their care plan.
- 1.15 A comprehensive six-month co-production/ market stimulation exercise has been undertaken to ascertain the needs of LAC and the views of providers. Over 120 providers have been included in the co-production of the contract specification.

The Sub-Regional Partnership.

- 1.16 A sub-regional partnership across Northeast London has been developed. The constituent local authorities in the Partnership have negotiated a legal agreement enabling the London Borough of Havering to operate as the Lead Authority and Commission LAC placements on their behalf.
- 1.17 The aim is to agree an eight-year block contract with the providers (4+2+2 years). A contract of this duration will give the Partnership an opportunity to cultivate close and effective relationships with providers. The Partnership also aims to improve outcomes for young people by implementing payment-by-Innovation clauses into the contract. This will incentivise the providers to strive for continued improvement based on positive outcomes for young people, such as representation in Education, Employment, and Training, sustainable step-downs from residential care, and placement stability.
- 1.18 The other innovative aspects of the contract specification are:
- 1.19 **Focus on quality** – focusing on quality is a thread that runs through this programme. One of the innovative ways the Partnership will achieve quality is through workforce development opportunities. To start with, residential staff will be trained in foundation level systemic practice. Systemic practice is an evidence-based model that has proven effective in children's services and residential settings in a few areas across Britain. Another way this programme develops the residential workforce is by developing a career pathway into the social work profession. The

NELCP will work with learning and development teams across the partnership to include residential workers in the 'Step-up to Social Work' qualification scheme and "grow" social workers within the sub-region. Likewise, the NELCP will offer staff in social care the opportunity of secondments into residential work. This model will upskill the residential workers and creates a coherent and complementary approach to working with young people across social care and residential care.

- 1.20 **Three-way co-production** – The NELCP are expanding the concept of co-production to include the residential provider. Developing an equitable relationship between the commissioners, young people, and the provider can go a long way in breaking down barriers in the current framework.
- 1.21 **Scaling and spreading innovation.** The evaluation and evidence collated through the commissioned provision will enrich our understanding of the lived experience of young people in residential care and enable the NELCP to disseminate its learning across the partnership and to a wider audience.
- 1.22 The directors of children's services across this sub-region are committed to delivering on this vision. Wider discussions are taking place about how this model can be scaled up and spread to commissioning for different populations of looked after children in the North East London sub-region.
- 1.23 The formalised sub-regional partnership will also provide a blueprint for future sub-regional ventures between the eight local authorities. In order to support the dissemination of learning outside of the Northeast London sub-region, the Partnership will produce a codification of the solution throughout the funding period and produce a toolkit to support other local authorities to establish the programme in their area.

2. Proposed Procurement Strategy

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

- 2.1.1 The tender process will be conducted in compliance with any European Union rules and principles and the Council's Contract Rules. Havering is using the capital Esourcing (Bravo) Procurement Portal for the Procurement Process: www.capitalesourcing.com.
- 2.1.2 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.
- 2.1.3 The procurement process will be a single stage open tender with the encouragement for submission of consortium bids and will offer the opportunity and support to less experienced providers to submit a tender for this contract.
- 2.1.4 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 50% quality and 50% price.

2.1.5 It is proposed that the placements will not be at 100 percent occupancy from the outset of the contract. The local authorities in the partnership will identify how many LAC they can transfer into the new placements and the expected timescales where they can move towards 100% occupancy. A risk to this procurement exercise is that the LAs have to carry the cost of vacancies. To mitigate against this risk:

- The contract will only start with the number of beds immediately needed and gradually increase up to 5 beds per LA. So there are no vacancies until full capacity is reached.
- Once full capacity is reached any future vacancies will be paid for by the LA. However, LAs can sell their allocation to other LAs in the partnership at cost price or sell on the open market.

2.1.6 The minimum standard documentation will specify clearly the need for the service to be of the highest quality and will be closely monitored by Children's Services' Officers with the lead borough ensuring quality and compliance.

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

2.2.1 There is zero cost to the Northeast London local authorities to establish the joint commissioning arrangements because the set-up costs are funded by the DFE Innovations grant for the first three years. Thereafter the local authorities would need to negotiate their contributions to fund the central contract management function.

2.2.2 The contract will not generate new spend – it will be redirecting current spend in order to make a saving. Each Local Authority is expected to spend up to £650,000 per year over eight years if full capacity is reached.

Partnership Fee

2.2.3 After 3 years each local Authority will decide if they wish to continue in the Partnership arrangement. If they choose to do so then they will pay a partnership fee which will cover the administration for the group. This is expected to be between £10k and £14k per year. It is expected that these contributions will come from the realised joint commissioning savings.

2.3 Duration of the contract, including any options for extension

2.3.1 The contract will be an eight-year block contract with the providers (4+2+2 years). It is worth noting that after 3 years each authority will have the option to continue as part of the Partnership.

2.4 Is the contract subject to (a) the (EU) Public Contracts Regulations 2015 or (b) Concession Contracts Regulations 2016? If Yes to (a) and contract is for services, are the services for social, health, education or other services subject to the Light Touch Regime?

2.4.1 Contracts are subject to the Public Contracts Regulations 2015 however the contracts with each provider are considered a 'light touch regime contract' under current procurement legislation.

2.5 Recommended procurement procedure and reasons for the recommendation

- 2.5.1 The procurement process will be an open tender with the encouragement for submission of consortium bids with a single lead provider. Service delivery will commence from 1st April 2019.
- 2.5.2 The procurement exercise will ensure compliance with Havering's Contract Rules and EU Legislation and (subject to contract) the award of contract/s will ensure the Council fulfils its statutory duty to provide Residential Placements and the sub regional aim of placing LAC children closer to home.

Table 1: Procurement Timetable

Activity	Completion Date
Procurement strategy submitted to Pre-Procurement Board	24 September 2018
Procurement strategy submitted considered at Pre-Procurement Board	1 October 2018
Procurement strategy report submitted to Procurement Board	8 October 2018
Procurement strategy report considered at Procurement Board	15 October 2018
Procurement report submitted to Cabinet	25 October 2018
Report considered at Cabinet	13 November 2018
Procurement/tender exercise	7 January – 22 February 2019
Alcatel (10-day standstill period)	11 March – 22 March 2019
Contract award	25 March 2019

2.6 The contract delivery methodology and documentation to be adopted

- 2.6.1 Funding has been requested from the DfE over a 33-month period. The first six months have been focused on the tendering process. During this period NELCP has engaged local providers to explore the feasibility of developing a consortium and explored the options of commissioning external providers. Consultation has also taken place with young people to develop the service specification and solidify their roles in the programme governance and evaluation. The NELCP aim to submit the invitation to tender and award the block contract within the first 12 months of the programme. (Please see timetable above).
- 2.6.2 The second phase will be a mobilisation period where the sub-regional leads, project team, young people, and providers work collaboratively to develop the residential setting and the quality of practice within that setting. Residential staff will receive the systemic practice training and the career pathway into professional social care will be defined. Also, during this period the central brokerage team will be created and go live.
- 2.6.3 The third phase will be the operational stage for the provider and young people. The centralised brokerage service will review young people aged 11-17 currently

in residential placements to see if they would be better matched with the new placement option/s. Young people who are identified will be consulted with over the potential transition. Simultaneously, young people entering care and requiring residential placements will be reviewed and matched for the new provision.

2.6.4 At the fourth phase, which will begin approximately 9 months into delivery, evaluation will begin and carry on until month 33. Commencing the evaluation from month nine will allow 24 months to robustly evaluate value for money and the impact on young people produced by the programme. This evaluation will be instrumental in assisting Barking and Dagenham to decide on whether to continue to be part of the Partnership arrangement.

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

2.7.1 Through this programme the group will achieve two key long-term outcomes: improved lived experience of young people in residential care and improved value for money for the sub-regional partnership.

2.7.2 **Improving the lived experience of young people in residential placements** – The NELCP approach to commissioning seeks to fundamentally change the relationship young people have with residential care. Using a model of co-production, The NELCP have worked with young people to design the service specification, influence service improvements, and have representation in the governance framework. Alongside this it will develop a coherent and complementary approach to direct work with young people by training residential staff in systemic practice. Using a relationship-based approach to co-production with young people and the residential provider, its aim is to facilitate a dialogue between the local authorities, young people and provider that will open up opportunities for collaboration and innovation within the residential setting.

2.7.3 Outcomes:

- Improved placement stability measured by the Stability Index and number of placement breakdowns;
- Improved placement suitability measured by in-placement interviews with young people and the number of unplanned placements moves;
- 90% of young people placed through will programme will be in Education Employment or Training;
- 100% of young people placed through with programme will remain in the sub-region and close to their home authority;
- Increase in young people staying put in residential placements until the age of 21;
- Decrease in unauthorised absence from placement and missing episodes;
- Decreased risk of sexual exploitation.

2.7.4 Financial Outcomes:

The Buckinghamshire model evidenced:

- 1) a reduced average residential weekly cost
- 2) a reduction in overhead costs and
- 3) a stronger relationship between the provider and regional partnership.

- 2.7.5 Success of the project will be demonstrated by residential placements providing a higher quality service for young people at a lower cost to the local authority. Implementing a block contract and payment-by-results with a provider will help control costs and help control the quality of care provided in the residential home.
- 2.7.6 Buckinghamshire has evidenced a 25% reduction in the average weekly residential placement cost through their model. The NELCP aims to achieve a 20% reduction in the average weekly cost in year one. Achieving this reduction for 35 young people would result in £1,356,628 of cashable savings in the first year of the provider being live at full capacity.
- 2.7.7 Developing a shared brokerage resource across the sub-regional partnership will reduce overhead costs associated with matching and managing the placements. Additional overheads, such as social worker travel time, will be reduced due to having a local residential provision.
- 2.7.8 Systemic practice has proven effective in wave 1 Innovation Fund programme evaluation. For example, in Tri-borough, systemic practice has reduced the number of re-referrals and the number of young people subject to LAC and Child Protection Plans. Drawing from the systemic expertise in Havering, Hackney, and Newham, the NELCP wishes to demonstrate that systemic practice can help reduce the average duration of residential episodes where a young person has a care plan to return home or live semi-independently.
- 2.7.9 The NELCP will also evaluate the model's ability to support sustainable step-downs from residential care. Reducing the placement duration and the number of young people who have multiple episodes in residential placements will provide significant financial savings to the sub-regional partnership and improved stability for young people.
- 2.8 **Criteria against which the tenderers are to be selected and contract is to be awarded**
- 2.8.1 The tender process will be conducted in compliance with any European Union rules and principles and the lead Council's Contract Rules. The tendering of this service will be advertised on each Council's website and on Contracts Finder which is a free service for businesses, government buyers and the public. The service comes from the government's commitment to transparency and allows suppliers to find contract opportunities.
- 2.8.2 There is a requirement for the tender to be advertised in the OJEU as it is subject to the Regulations. The lead 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 on the basis of a compliant tender process.
- 2.8.3 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 50% quality and 50% price This will be a single stage tender using the Open Process.

- 2.8.4 The evaluation split is based on advice from the Havering procurement check point due to the fact that the main purpose of the contract is to raise the quality of local provision. Whilst savings are important to the program they are secondary to the quality issue. Needs analysis of current residential placements within each authority will take place and the initial contract/s will be solely for the number of places currently required by the Partnership.
- 2.8.5 The following scoring will be used:
- 10 points on Staffing
 - 25 points on Service Delivery and Quality
 - 10 points on Outcomes
 - 5 points on Safeguarding
- 2.8.6 Price revisions to the specialist element of the provision will be permitted. The pricing structure is divided into two sections; the core cost of the placement and additional specialist support.
- 2.8.7 The core cost of the placement will be fixed, but the specialist element of the costs can increase or decrease based on the child's requirements in their care plan and negotiated between the commissioning manager and provider. Although specialist costs can vary there are fixed costs on a menu agreed during the tender stage.
- 2.8.8 The Service will be delivered by between 1 and 3 external providers and will not open to other Local Authorities. Consortium bids with one lead provider has been encouraged. Documentation to be adopted will be the London Borough of Havering's standard terms and conditions.
- 2.8.9 Tenders will be assessed on a balance between the cost of the service and the quality of the service they offer, that is to say 'the value for money' they offer the authority. This is the optimum balance of whole-life costs and benefits that meet the customer's requirements. The Council will request written Statements to detail how they will meet the individual needs.
- 2.8.10 The Tenderer may decide how much detail to include in each Statement but should ensure that the Statement "collectively" demonstrates to the Partnership that the Contractor is able consistently to provide a high-quality service under a complex contract of this type. Each Statement must NOT exceed 500 words Per question. The evaluation will determine the most economically advantageous offer.
- 2.8.11 Referrals will be made by the Local Authority directly to the Provider/s in accordance with the Referral Process described below.
- 2.8.12 The Nominated Officer in the London Borough of Havering's Brokerage team will issue a referral request detailing the requirements for meeting the specific needs of the young person to be placed. This request will include a risk assessment of the young person and an initial assessment of the young person's needs and the support package required.

- 2.8.13 The Provider/s must respond to the Nominated Officer confirming how they propose to meet the requirements of the placement and confirming the rates applicable to the proposed placement based on the Pricing Details in the Provider's final tender.
- 2.8.14 The Nominated Officer in the London Borough of Havering's Brokerage team will assess the Proposals and select the Provider that best meets the requirements of the specific placement.
- 2.8.15 The assessment of the proposals will be against criteria which will be ranked by descending order of importance on a case by case basis according to the requirements of the specific placement and set out in the referral document. The criteria are:
- Geographical Location
 - Compatibility of profile / Skills of the proposed Keyworker with the young person's needs
 - Overall suitability of the Provider for meeting the young person's needs
 - Weekly price of delivering the requirements of the placement
- 2.8.16 A record of the referral request/assessment will be kept by the Nominated Officer. Once a preferred Provider has been selected for the placement, the following will be discussed with the Provider either by telephone or in a pre-placement meeting:
- A pre-placement visit to the accommodation by the young person
 - A placement planning meeting date agreed on or before the date of admission
 - A date for the placement to start.
- 2.8.17 In the instance of an emergency placement, the Nominated Officer retains the right to expedite the process as they see fit based on the needs and situation of the YP. Once satisfactory arrangements have been fully agreed, an Individual Placement Agreement will be completed with the Provider for that placement"

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

- 2.9.1 The Council continues to be committed to promoting the welfare of and protecting the most vulnerable children and young people in Barking and Dagenham. It will meet the Council's Social Value policies and the Social Value Act 2012 by:
- **Promoting employment and economic sustainability:** tackle unemployment and facilitate the development of skills amongst providers
 - **Building the capacity and sustainability of the private and voluntary sector:** enabling companies to provide the service and encourage volunteering and employment of local residents where applicable
 - **Creating opportunities for SME's and social enterprises:** Enabling the development of local businesses in the provision of this service.

2.10 **Contract Management methodology to be adopted**

2.10.1 Service to be provided by external providers. Havering is the lead authority and will be responsible for contract procurement, management and monitoring functions.

2.10.2 The Partnership is stipulating several outcomes that successful providers must deliver:

- Improved placement stability measured by the Stability Index and number of placement breakdowns;
- Improved placement suitability measured by in-placement interviews with young people and the number of unplanned placements move;
- An increase in the number of young people placed will be in Education Employment or Training;
- Increase in young people 'staying put' in residential placements until the age of 21;
- Increase in the number of LAC 'stepping down' out of residential care;
- Decrease in unauthorized absence from placement and missing episodes;
- Decreased risk of sexual exploitation;
- Decrease in the number of engagements with the criminal justice system.

2.10.3 Below is a list of organisational performance indicators that the NELCP will track through the programme.

- Placement Stability:

- Stability Index (Developed by the Office of the Children's Commissioner);
- Number of placements moves;
- Number of unauthorised absences and missing episodes.

- Placement suitability:

- Feedback from young people;
- Number of unplanned placements moves;
- Wellbeing of young people in residential placements measured through the Strengths and Difficulties Questionnaire.

- The number of new local placement options within the sub-region

- Improved educational attainment - the percentage of those in care achieving 5 A*-C for GCSEs

- Staying close – all young people placed in residential care through this programme will be placed within 20 miles of their home authority

- Child Satisfaction: measured through surveys

- The number of young people involved in the co-production (young person's forum and programme governance)

- Residential provider satisfaction measured through surveys

- Local Authority satisfaction across the partnership measured through surveys

- The number of young people engaged with community professionals, i.e. CAMHS and health providers

Individual Child Outcome Monitoring

- 2.10.4 The Partnership will also be monitoring individual children's progress towards their personal targets. This will be accomplished using:
- Care plans
 - Stepdown plans
 - Personal education plans

Financial Monitoring

- 2.10.5 Financial monitoring will be accomplished using:
- Average weekly cost of residential placement with provider vs. residential placement cost outside of provider;
 - Average duration of residential placement;
 - Reduction in overhead cost savings from young people placed less than twenty miles from their originating community;
 - The number of young people who are sustainably stepped-down from residential placements;
 - The reduction in overhead costs delivered through smarter commissioning and a centralised approach;
 - Reduced usage of secure placements.

3. Options Appraisal

3.1 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 our young people. In addition, the average weekly cost for residential placements in the sub-region has risen by more than 20% in the last two years.

3.2 Option 2: Procure as a single borough service

Going out to market on our own would not offer the same opportunities for economies of scale (thereby maximising value for money) that an eight-borough tender across North East London would offer. There would also be no savings relating to a central brokerage function.

3.3 Option 3: (Preferred Option) Participate in the NELCP Partnership

Joining the Partnership will enable us to explore opportunities to engage in shared services and joint working to increase efficiencies, cash savings and service delivery. Savings will also be made by a reduction in administrative effort and cost for the contracting authority; in addition, the initial tendering process allows contracting authorities to identify competitive suppliers, who should offer more competitive prices based on an expected volume of business.

4. Waiver

4.1 Not applicable for this procurement.

5. Consultation

5.1 A comprehensive six-month co-production/ market stimulation exercise has been undertaken to ascertain the needs of LAC and the views of providers. The Partnership has also held a market mobilisation event and facilitated several provider workshops to stimulate the market. In addition; over 120 providers have been included in the co-production of the contract specification.

5.2 Sliver Lined Horizons has been engaged to carry out the youth engagement throughout the contract to ensure that young peoples voices are heard as young people across Northeast London often describe feeling that services are “done to” them and say that they do not feel like their voices are heard during the placement and planning processes. Young people have stated they:

- Do not like being placed outside of their communities
- Want more support to maintain good relationships because isolation and loneliness is common
- Would like more services to be available as they transition to adulthood
- Want more input and more choice about where they are placed and where they live
- Want a clearer and easier care system to navigate
- Would like more support to return home

5.3 In addition; the partnership in consultation with providers and young people have developed an alternative to payment by results; payment by innovation. 7% of the contract award will be withheld and released at the end of each year upon the demonstration of innovative practice by the provider. This innovative practice will be linked to social Impact bonds and assessed by a panel of young people.

5.4 These proposals were considered and endorsed by the Procurement Board on 15 October 2018.

6. Corporate Procurement

Implications completed by: Euan Beales, Head of Procurement

6.1 The paper is recommending an open process but, in my view, it still needs to make it clearer that the award will be to a single bidder, as either a single entity or the lead of a consortium.

6.2 The evaluation criteria set out in the report is 50% Quality and 50% costs, I think this is acceptable

6.3 The costs evaluation criteria has been outlined as 50%, the methodology allows for this to be submitted in two parts, firstly a fixed core cost, and secondly additional requirements. The Client function will need to ensure that all additional

requirements are able to be met under this process, and that the costs charged meet the rates as outlined in the bid document.

7. Financial Implications

Implications completed by: Katherine Heffernan, Group Finance Manager

- 7.1 This report seeks approval for LBBD to join the North East London Commissioning Partnership to procure residential placements for Looked after Children. The proposal may offer the opportunity to reduce the current cost pressures on the placements budget.
- 7.2 The current average annual cost of a LAC residential placement for is circa £188,000. The report estimates a 20% reduction on average costs this could save c£37,000 per annum based on the Council's annual cost for a LAC placement if the reduction is achieved. This proposal is likely to deliver a cost reduction due to the economies of scale gained by the 8 Borough Partnership.
- 7.3 The report suggests the block will be for up to 35 placements shared between the partner authorities. The LBBD allocation is expected to be five placements. If the block does achieve savings, then it will be beneficial to place LAC who require residential care within this contract in preference to any other residential provision. The number of residential placements required to accommodate LBBD children is much greater than five and so it should be possible to make use of this allocation. However, the nature of the contract should be specified to avoid paying for unused placements. The potential saving of 20% on up to five placements would be in the region of £188k.
- 7.4 The London Borough of Havering would be the lead for the project and funding has been provided by the DFE of £835,750 to set up the partnership. There is no initial outlay required for LBBD to join this arrangement in the first three years. In year three the expectation is that the cost for the Borough to maintain the arrangement will be a maximum of £14,000 and the service would need to make a provision within its budgets or from savings generated to meet this cost.

8. Legal Implications

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

- 8.1 This report is seeking Cabinet's approval to proceed with the procurement of block provision of 35 residential placements for looked after Children (LAC) as part of the North East London Commissioning Partnership (NELCP) led by the London Borough of Havering.
- 8.2 The proposed new procurement is for services which are subject to the Light Touch Regime under the Public Contracts Regulations 2015 (the 'Regulations'). The value of the proposed contract is above the Light Touch 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 Havering 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 This report advises that it is the intention that Havering will be tendering this contract in accordance with the Regulations using the Open procedure. The requirements for competitive tendering, as contained within the Council's Contracts Rules, are met as Rule 5.1 (b) advises that it is not necessary for officers to embark upon a separate procurement exercise where a procurement is made by another local authority acting for the Council, providing the Regulations and standing orders of the lead authority have been followed.
- 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. In line with Contract Rule 50.15, Cabinet can indicate whether it is content for the Chief Officer to award the contracts following the procurement process with the approval of Corporate Finance.
- 8.5 The Responsible Directorate and report author are requested to keep the Law and Governance Team fully advised on the progress of this procurement who will be available to assist and advise throughout the process.

9. Other Implications

9.1. Risk and Risk Management

- 9.1.1 Managing a programme across eight different local authorities is a significant challenge. The NELCP recognise that there are political differences across the partnership and in some cases different interests. The NELCP is confident in overcoming these differences as it is believed that the model will provide financial savings to each local authority involved. There is an existing Memorandum of Understanding across the sub-region to underpin the partnership. While a joint commissioning venture this size has not occurred within the sub-region previously, there are several examples of successful joint commissioning projects in the sub-region on a smaller scale. Two examples are the shared Emergency Duty Team across Redbridge, Waltham Forest, Havering, and Barking and Dagenham, as well as the Integrated Sexual Health service across Redbridge, Havering and Barking and Dagenham. Further, all local authorities in the sub-region are signed up to the North East London Sustainability and Transformation Plan footprint.
- 9.1.2 Working effectively across a partnership this size will be challenging. As the residential provisions that NELCP is seeking to develop will be relatively small to start with, there is an expectation that there will be high demand to place young people from each local authority with the local provider. To manage this effectively, the NELCP will develop and agree an operational protocol that will identify exactly how many placements are reserved for each local authority. However, local authorities within the partnership will have the opportunity to "sell" their placements to other local authorities in the partnership if they are unable to fill their reserved share.

- 9.1.3 The central brokerage team will also independently and objectively match young people with the residential provider based on an agreed matching criterion. The shared brokerage resource will provide a necessary level of impartiality to the matching and management of the placements. In addition; this team will be responsible for managing the additional requirements and will be analysing the costs to ensure they conform to the schedule.
- 9.1.4 Shaping the market effectively will provide a challenge to the partnership. Working with existing providers would enable the NELCP to utilise existing resources and help us move at a greater pace. The Programme Management Team have started the market shaping work and the initial signs are positive. Initially the Partnership will only commission the places required in the first instance and gradually increase the number of placements in the block contract up to 35 as and when they are required.
- 9.2 **TUPE, other staffing and trade union implications** – Not applicable.
- 9.3 **Corporate Policy and Equality Impact**
- 9.3.1 The service will impact on LAC. The service will contribute towards reduced levels of placement disruption for those children in care.
- 9.3.2 Wellbeing of children in the borough: and ensuring that potentially vulnerable children and young people are safely housed and supported based on their needs, is a fundamental responsibility for the Council, staff and Members. Indeed, this is a responsibility for all Members as corporate parents.
- 9.1.3 Integrated service provision will enable children and young people to be safeguarded while being housed and allows them to experience services within the community in a safe way, thereby, contributing to positive life chances, educational and social development.
- 9.4 **Safeguarding Adults and Children**
- 9.4.1 Referrals will be made by the Placements Team. The Team manager will work closely with the Partnership throughout the contract life to ensure close communications and sharing of relevant information.
- 9.5 **Health Issues**
- 9.5.1 The wellbeing of children in the borough is a fundamental responsibility of the council and this service which will contribute to positive health outcomes for the children and young people.
- 9.6 **Crime and Disorder Issues** - Not applicable.
- 9.7 **Property / Asset Issues** - Not applicable.

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

List of appendices: None

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CABINET

13 November 2018

Title: Income Generation through Advertising Strategy	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Kelly Rowson – Senior Project Officer	Contact Details: Tel: 020 8227 5638 E-mail: Kelly.rowson@lbbd.gov.uk
Accountable Strategic Leadership Director: Tom Hook – Director Policy and Participation	
<p>Summary</p> <p>Income generation opportunities such as outdoor advertising and sponsorship are important contributors to the success of the Council, not only in terms of revenue generation but also for fostering and promoting civic pride through borough-wide marketing. The Council has previously taken steps to generate income from these opportunities, mainly through individual contracts which annually bring in approximately £53,000 of revenue. However, some long standing contracts are in place which require the Council to pay business rates on behalf of the supplier, which significantly impacts on the viability of these long-standing arrangements. With additional costs incurred by the Council to promote the borough's activities, the total net income into the Council diminishes.</p> <p>The management of income generation from advertising sits within the council's Film Office, a key income generating vehicle of the council. In May 2018, Out of Home Media (OOHM) were commissioned by the Film Office to undertake a scoping exercise to identify opportunities to increase income through outdoor advertising in the borough. The report identified opportunities for further income into the Council ranging from £115k to £270k per annum, by both maximising value from current contracts, re-tendering others, and additional advertising potential over a two-year period.</p> <p>The political vision for advertising is ambitious, with the desire to utilise the most commercially attractive locations in the borough for the expansion of large, digital format advertising sites where viable. This is consistent with the findings in the OOHM report which advocates focussing on high income, larger advertising sites and reducing the number of small advertising locations in the borough.</p>	
Recommendation(s)	
The Cabinet is recommended to:	
(i) Agree to the appointment of Out of Home Media Consultancy to deliver the strategic approach to advertising and achieve the recurring income generation targets of between £115,000 and £270,000 per annum;	

- (ii) Agree the approach to reduce the number of small format advertising sites and focus on maximising income from large scale advertising development in the most commercially attractive locations in the borough;
- (iii) Agree to move to a digital advertising infrastructure where commercially viable, while at the same time maximising income from some carefully selected existing advertising stock;
- (iv) Delegate authority to the Director of Policy and Participation to approve the final procurement strategies for each project following consideration and endorsement by the Procurement Board in accordance with the Council's Contract Rules;
- (v) Delegate authority to the Director of Policy and Participation, in consultation with the Cabinet Member for Finance, Performance and Core Services, the Chief Operating Officer and the Director of Law and Governance, to conduct the various procurements in accordance with the strategy set out in the report and enter into the contracts and all other necessary or ancillary agreements with the successful bidder(s); and
- (vi) Agree to the design and implementation of an outdoor advertising policy to cover the enforcement of illegal fly-posting and street banner advertising.

Reason(s)

The proposals in the report would promote civic pride through borough wide marketing, in line with the Council's priorities of growing together and maximising wider benefit to the community to ensure that no-one is left behind.

1. Introduction and Background

- 1.1 Income generation opportunities such as advertising and sponsorship are important contributors to the success of the council, not only in terms of revenue generation but also fostering and promoting civic pride through borough-wide marketing. LBBDD have previously taken steps to generate income from these opportunities, mainly through individual contracts which annually bring in approximately £53k into the council.
- 1.2 Whilst such contracts generate income for the council, there are opportunities to further maximise income by taking a more strategic and holistic view of advertising across the borough.
- 1.3 The borough's new regeneration sites, Barking Riverside, Beam Park and the A13 redevelopment bring with them fantastic opportunities for advertising, both in larger format, smaller format and ambient form. They also increase opportunity to look at advertising potential from a planning perspective, or at planning application stage to ensure that advertising related income generation opportunities are factored in to development from the outset.
- 1.4 Digital is rapidly being perceived as the industry's future and as such this is where the bulk of capital budgets are being concentrated. In fact, some of the main

companies (such as JC Decaux) are currently targeting digital development almost to the exclusion of any other and 'culling' or discontinuing many of their more commercially marginal traditional sites. Although digital displays command greater revenues, they also cost a lot to install and therefore the choice of location is key to ensuring commercial viability.

- 1.5 Currently across the borough there are a limited number of traditional (paste and paper) type large 'bill board' format advertising sites, and a very limited supply of higher quality back-lit and digital large format panels. Because most of the larger stock was erected before the current stricter regulatory environment, the majority of it has lacked investment over the years and is now of low to average quality.
- 1.6 By contrast, small format advertising sites within the Borough are high volume, ranking in the top 15% of London Boroughs in terms of panel numbers. The stock is predominantly traditional in nature comprised mainly of back-lit units some of which have scrolling capabilities.
- 1.7 Both large and small advertising stock in the borough is at odds with the demands of today's market which is very much focused on the more limited, but targeted use of digital versions of the product.
- 1.8 The council's main advertising contract is currently with JCDecaux for fixed standing units and presents the largest opportunity for re-tendering. The current contract allows the council to advertise internal marketing campaigns on one side of the JCDecaux site at a cost to the council of £9,600 per annum plus NNDR business rates of £18k per annum. This contract has been in place for the past 23 years. This arrangement is not considered fit for purpose and the contract is due to be terminated on the 12 November 2018. As an interim measure, the council is looking to re-negotiate a much more favourable six-month extension with JCDecaux to run from November / December 2018, which will run whilst the strategic approach to advertising set out in this report is rolled out.

2. Assessment of Advertising in Barking and Dagenham

- 2.1 In May 2018, Out of Home Media carried out a stock take of the borough's advertising infrastructure, current contracts and future potential for increased income generation. OOHM have niche expertise in the advertising field and experience of working with public sector organisations to income generate through advertising. Overall the assessment identified the following in Barking and Dagenham:
 - 2.2 Large Format Sites – current position and recommendations:
 - There is a relatively limited supply of traditional (paste and paper) type large 'bill board' format panels in the borough, although all major operators (JC Decaux, Primesight and Clear Channel) have a presence.
 - There is a very limited supply of higher quality back-lit and digital large format panels.
 - The council owns only three large format sites - two near the Barking Learning Centre, one on the A13 and one off Rainham Road South. The rest are either illegal or have been erected on private land
 - A 'less is more' approach is advocated which focusses upon meeting the current

under-supply (and likely demand for) high quality digital sites.

- It is important to note that findings from the review undertaken by OOHM are based on the current advertising and sponsorship landscape plus untapped income opportunities based on LBBB's existing stock. The report did not explore, and therefore does not include in its forecast any new income generation opportunities on new regeneration sites in the borough (e.g. Riverside).
- Based on the focus of existing stock, the report identified the borough as representing a challenging environment for the further development of media sites due to largely 'residential streets' which are not conducive to the establishment of large format panels. The borough currently lacks the more expansive commercial areas where the space, scale and setting is more appropriate for such development. Thus, the income estimation has a large difference between upper and lower opportunity.
- The majority of larger sites are likely to predate the current stricter regulatory environment. Due to their relative scarcity, media owners have been reluctant to give them up or invest in them because they are not in areas that lend themselves to digital formats. Hence most of the large format stock in the borough is of low to average quality.

2.3 Small Format Sites – current position and recommendations:

- By contrast, small format activity within the Borough is quite prolific with Barking and Dagenham ranking in the top 15% of London Boroughs in terms of panel numbers.
- The majority of stock can be attributed to Council's own Borough-wide fixed stand unit contract (see section 5 of the OOHM report) coupled with the JC Decaux/TfL bus shelter contract. This is supplemented by a small number of units on private land and those associated with the larger supermarket chains.
- The stock is predominantly traditional in nature comprised mainly of back-lit units some of which have scrolling capabilities. This is at odds with the demands of today's market which is very much focused on the more limited, but targeted use of digital versions of the product.

2.4 Digital Potential – current position and recommendations:

- There should be a focus on the use of more sophisticated digital advertising formats, and locations should be carefully targeted to ensure the best use and exposure of this product.
- The demand for the more versatile digital format has not been adequately addressed and is currently taking the form of ad-hoc telecoms units. There is an opportunity to rectify this by the impending 6-sheet fixed stand unit tender (see section 5 of the OOHM report (attached as a background paper to this report) which should focus predominantly on the establishment of high-quality digital locations.
- The focus on digital would produce a relatively healthy income via the establishment of relatively few units.

3. Proposal and Issues

- 3.1 Current advertising contracts include illuminated lamppost banner advertising, branding on street furniture (O2 benches), signage and promotional selling on highways. Overall, these contracts are low value, collectively generating just over £9,000 per year in income, with no cost to the council. It is recommended that the illuminated banner advertising contract be reviewed prior to contract renewal in 2019, and that there be a formalisation around promotional selling on highways through the introduction of a licencing scheme. It is recommended to keep the existing contract arrangements for the advertising on street furniture and for signage.
- 3.2 The council also generates an income of £44,700 from sponsorship on roundabouts and temporary directional signage in the borough. In the review by OOHM, the Council's Film Office was praised for its management of these contracts and for the levels of income it generates from them, unseen in many other boroughs. The OOHM review did however highlight potential to increase sponsorship from roundabouts by 25%, and on premium sites by 50%. The amount of income from sponsorship on roundabouts could be increased further if all 12 roundabouts in the borough were utilised.
- 3.3 The OOHM report also identified potential non-secured advertising opportunities, including school poster sites, boundary sites, lamppost and railing banners and bus stop advertising which will be reviewed as part of the strategic approach set out in this report.

4. Income Generation Potential and Costs

- 4.1 The following figures are based on the eventual result of the implementation of the proposals set out in this report over a timescale of 2 years.

4.2

Format Type	Lower assumed income figure per annum	Higher assumed income figure per annum
Large format	£30,000	£100,000
Small format	£80,000	£140,000
Ambient or sponsorship opportunities	£5,000	£25,000
TOTAL	£115,000	£270,000

- 4.3 Although the figures provided should be viewed as indicative, they are based on sound assessment, taking into account of the scale and nature of opportunities available, demand and supply profiles associated with the prevailing media market (both national and local), an informed view of associated planning considerations and the accommodation of other factors relevant to delivery within a local authority context.
- 4.4 No assumptions have been made for budgetary purposes until the relevant agreements are established and income streams actually secured. In order for this to be achieved, it will be essential that advertising matters are dealt with in a

pragmatic and flexible way but yet one that accommodates the Council's policies and sends consistent and reliable messages to the advertising community.

- 4.5 A procurement exercise will be undertaken for the renewal of the JCDecaux contract which is currently in place and due to be terminated on 12 November 2018. Separate procurement strategy reports will be presented to procurement board before a tender process is carried out. It is also vital that associated tender processes are well informed and opportunities presented to market in the way most likely to illicit an optimal market response. Attendant operational agreements should be fit for purpose, conform with standard industry practice and expectation whilst properly covering Council risk and securing viable and sustainable commercial terms that represent best value for the life of the arrangement.

Costs

- 4.6 It is anticipated that by entering in to a contract (up to two years) with Out of Home Media Consultancy to deliver the strategic approach to advertising set out in this report, the Council will generate an income that is between the low and high estimates set out in 4.2. Therefore, based on a realistically achievable estimate income of £115,000 pa from year one onwards, total fees to OOHM are forecast at (including initial £15,000 paid for the scoping report) £61,000.
- 4.7 If the Council decided to extend the contract terms with OOHM by a further 12 months, the total contract spend would be anticipated at £84,000.
- 4.8 As the contract fee is made from a fixed fee plus a commission % base fee, these figures may fluctuate.

5. Consultation

- 5.1 Conversations have been had with My Place in their role as asset owners in relation to potential enforcement issues around advertising, and the Communications and Campaigns team have also been consulted in relation to the council's ability to promote campaigns with a reduced small format stock. In light of the approach to increase the number of larger format sites and digitise advertising formats, it is believed that there will be an overall positive impact to the Communications and Campaigns team.
- 5.2 Legal, Procurement and Finance were also consulted and the recommendations to procure OOHM were agreed at Procurement Board Sub-Group on 1 October 2018.

6. Financial Implications

Implications completed by: Lance Porteous, Finance Business Partner

- 6.1 This report details the potential for generating considerably more income for the Council (figures in paragraph 4.2), which could contribute positively towards the budget challenges LBBB faces over the coming few years. The costs of generating this income are estimated in paragraphs 4.6 to 4.8 and would be well covered by the additional income.

6.2 However, these are only ranges of estimates, so the actual budget savings that can be taken will only be confirmed over the coming 6 to 12 months.

7. Legal Implications

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

7.1 This report sets out an income strategy through the procurement of various advertising contracts which will need to be tendered in accordance with the Council's Contract Rules and the Public Contracts Regulations 2015, where the cost is in excess of the EU thresholds.

7.2 Individual strategy reports should be presented to the Procurement Board for approval prior to the tendering exercise being carried out.

7.3 Before entering into any contract, the Law and Governance team will be available to assist and advise on the terms and conditions of such agreements.

8. Other Implications

8.1 Risk Management

Risk	Probability	Impact	Priority	Action
Potential downturn in market	Med	Med	Low	Market is focussing largely on digital formats which is in line with the approach set out in the scoping report.
Forecast income is not generated	Low	High	Low	Forecast income figures range from between £115k and £270k. With very little investment required from the council, there is confidence that the lower end figure is easily achievable.
The council is unable to promote campaign messages due to reduced small format stock which they currently utilise.	Medium	Medium	High	Look to increase promotion via digital channels, and work with services to carefully select outdoor advertising sites for campaigns advertising.

8.2 **Staffing Issues** - The proposals will not initially necessitate the need for additional staff. However, it may be necessary to review this in the future depending on how much income generation through advertising increases and if there becomes a need for a more strategic 'one stop shop' which is set up to deal with all advertising related needs.

- 8.3 **Corporate Policy and Equality Impact** – All identified advertising and sponsorship sites will be evaluated for their equalities impact on an individual basis.
- 8.4 **Safeguarding Adults and Children** – no perceived impact.
- 8.5 **Health Issues** – no perceived impact.
- 8.6 **Crime and Disorder Issues** – no perceived impact.
- 8.7 **Property / Asset Issues** – The council owns very little advertising infrastructure in the borough. As new advertising or sponsorship infrastructure sites are identified, any issues will be worked through on a site by site basis.
- 8.8 **Environmental Issues** – Any sites or proposals for advertisements in the borough must not add to street clutter, detract from the urban-scene and need to be designed to respect their context, with suitable regard to public safety. The emerging policy on this area requires advertisements to be unobtrusive, avoid harm to the streetscape, heritage assets or conservation areas. Advertisements should allow the free movement along the public highway of all users and not impact adversely on trees, especially those protected by Tree Preservation Orders (TPOs). Where illuminated signs are considered acceptable they should normally only be statically illuminated. Hoardings must not be located within or harm the visual amenity of residential areas, Metropolitan and Local Open Space, areas of natural conservation value or Green Belt. Outdoor advertisement may be considered acceptable in a Conservation Areas or on a Listed Building but certain criteria must be met so as to avoid harm.

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

List of appendices: None

CABINET

13 November 2018

Title: Contracts for Provision of Bespoke Packages for Children’s Care Services	
Report of the Cabinet Member for Social Care and Health Integration	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Valerie Tomlinson-Palmer – Senior Commissioner– Children’s Care and Support	Contact Details: Tel: 020 8227 3549 E-mail: valerie.tomlinson-palmer@lbbd.gov.uk
Accountable Director: April Bald, Operational Director Children’s Care and Support	
Accountable Strategic Leadership Director: Elaine Allegretti, Director of People and Resilience	
Summary: This report requests authorisation to procure a four-year Framework Agreement from April 2019 for the provision of Bespoke Packages of Care Service for Children in Need, Children in Care and Children subject to a Child Protection Plan.	
Recommendation(s) The Cabinet is recommended to: (i) Agree to commence the procurement of a four-year framework contract for the provision of a Bespoke Packages of Care Service for Children in Need, Children in Care and Children subject to a Child Protection Plan in accordance with the Council’s Contract Rules and in accordance with the strategy set out in the report; and (ii) Delegate authority to 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 award and enter into the framework agreements and all other necessary or ancillary agreements with the successful bidders.	
Reason(s) <ul style="list-style-type: none"> • To enable the Council to fulfil its statutory duties as prescribed in accordance with the Council’s Contract Rules for ‘light touch regime’ contracts. • To support the Council’s vision to “protect the most vulnerable, keeping adults and children healthy and safe”. • To provide an appropriate, best-value service that delivers excellent outcomes for children and young people. 	

1. Introduction and Background

- 1.1 The Access to Resource Team (ART) was originally established as a special intervention service focused on preventing the breakdown of fragile placements of children in care. The role of ART has since been expanded and refined to cover a number of areas. The Team has so far spent time working with a small group of providers on the development and co-ordination of bespoke targeted and time – limited intervention packages, enabling existing placements to be maintained and avoiding the potentially costly move of children/young people into more expensive settings, such as residential care.
- 1.2 During 2016/17 - A total of 125 children (71 cases) received a service spread across three criteria as follows:
- Edge of Care – 94
 - Rehabilitation home – 16
 - Outreach to foster placement – 15
- 1.3 The Edge of Care service has seen success of 92.6% keeping children at home with 7 children being accommodated.
- 1.4 The Rehabilitation home support package has seen 93.7% success to date of writing this report (1 Special Guardianship Order broke down and the young person was accommodated into a 16+ provision).
- 1.5 Engagement in ART services across all 3 criteria has been 97.6% as 3 cases did not engage.
- 1.6 In 2018/19 a total of 167 children (86 cases) received a service spread across the 3 criteria as follows:
- Edge of Care – 133
 - Rehabilitation home – 24
 - Outreach to placement support – 10
- 1.7 The Edge of Care service has seen success of 91% keeping children at home with 12 children accommodated.
- 1.8 The Rehabilitation home support packages have seen 100% success to date of writing this report.
- 1.9 Engagement in the ART services across all 3 criteria has been 91.5% as 10 cases did not engage. This increase is in line with the increase in cases from the previous year. It is also indicative of the increased complexity of issues within families that the ART Team has been seen emerging in the past 12 months.
- 1.10 When reviewing the financial impact of 14 early cases, evidence showed that had the intervention not taken place, almost £200,000 more would have been spent by the Council on these children/families. In fact, data spanning September 2012 to April 2014 showed that approximately £1,200,000 additional expenditure would have been incurred by the Council if this early intervention service had not been

delivered. In the 12-month period 2016/2017 data showed that an additional expenditure of approximately £2,038,000 would have been incurred.

Current Context

- 1.11 A full tender of this service took place in 2015, but only three providers were eventually awarded contracts. This evidenced that the service is of a specialist nature requiring a combination of specialist knowledge coupled with significant operational experience. Two of the original companies no longer provide this service and the remaining provider no longer provides services in this area. As a result, a waiver has been put in place in order to engage with two providers for the interim period, while the new procurement process is being carried out. Contracts have been entered into with Kelwel Care Ltd, a company run and managed by previous employees of Potten Kare Services, who was one of the previous providers on the framework, and LifeLinx Ltd. These interim contracts will run from 1st November 2018 until 31st March 2019.
- 1.12 This original framework contract is due to expire on the 31st March 2019 with an option to extend for a further twelve (12) months but due to the exceptional circumstances we are seeking approval to establish another four (4) year Framework Contract and commence a procurement exercise to ensure a new framework of providers is in place to commence delivery on 1st April 2019.

Table 1: Procurement Timetable

Activity	Completion Date
Procurement strategy submitted to Pre-Procurement Board	24 September 2018
Procurement strategy submitted considered at Pre-Procurement Board	1 October 2018
Procurement strategy report submitted to Procurement Board	8 October 2018
Procurement strategy report considered at Procurement Board	15 October 2018
Procurement report submitted to Cabinet	25 October 2018
Report considered at Cabinet	13 November 2018
Procurement/tender exercise	November 2018 – 15 January 2019
Alcatel (10-day standstill period)	22 January 2019 – 1 February 2019
Contract award	2 February 2019
Contract Start Date	1 st April 2019

2. Proposed Procurement Strategy

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

2.1.1 The new framework will allow the council to deliver bespoke early intervention support of Care Service for Children in Need, Children in Care and Children subject to a Child Protection Plan. The intervention will be targeted and will cover:

- a) Edge of care: intervention is targeted at families who are in crisis and on the brink of having their child placed into care. Bespoke packages will be specifically focused on ameliorating familial issues, dispelling the need of children and/or young people into the care system.
- b) Rehabilitation: intervention is targeted at families who have children and/or young people that are already in the care system. Bespoke packages will be specifically focused on preparing the children/young people and their families for reunification, and thus exit from the care system.
- c) Fragile Placement/Outreach Packages: intervention is targeted at children and/or young people who are already in the care system with a placement that is on the verge of breakdown. Bespoke packages will be specifically focused on preventing placement breakdown.

2.1.2 Support packages could be put in place for hours, days, weeks or months. The type of support required will vary from case to case. Support packages will be tailored specifically to meet the needs of the child/young person and/or their families and will be delivered by a range of specialist external providers, under the co-ordination of the Access to Resources Team.

2.1.3 To establish the new Framework; the Council will invite responses from suitably qualified and experienced private and voluntary providers interested in joining a Framework Agreement to deliver bespoke early intervention support of Care Services.

2.1.4 There are a number of 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 intervention

2.1.5 The contractual method recommended to Cabinet, that is a Framework Agreement, would have additional advantages as it would not oblige the local authority to purchase any volume from any provider.

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

2.2.1 The new Framework Contract 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. £390,000.00 per annum. The total value of the Framework Contract would, therefore, be circa. £1,560,000.00

2.3 Duration of the contract, including any options for extension

2.3.1 The framework contract will be for 4 years with a three-month no-fault termination clause to allow the Council to exit the framework for any reason.

2.4 Is the contract subject to (a) the (EU) Public Contracts Regulations 2015 or (b) Concession Contracts Regulations 2016? If Yes to (a) and contract is for services, are the services for social, health, education or other services subject to the Light Touch Regime?

2.4.1 Yes - The contracts with each provider fall under the 'light touch regime

2.5 Recommended procurement procedure and reasons for the recommendation

2.5.1 There is clear evidence that the service required is of a specialist nature. The nature of the requirements – seeking a combination of specialist knowledge in an area where this is scarce, coupled with significant operational experience, has resulted in a very limited pool of providers.

2.5.2 We are seeking approval to establish another four (4) year Framework Contract and commence a procurement exercise to ensure a new framework of providers is in place to commence delivery on 1st April 2019. This will be a single stage tender using the Open Process. The tendering of this service will be advertised on the Council's website and on Contract Finder Contracts as well as in the Official Journal of the European Union.

2.6 The contract delivery methodology and documentation to be adopted

2.6.1 The Service will be provided by external providers.

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

2.7.1 Outcomes

- a) Reduced levels of placement disruption for those children already in care.
- b) A reduction in the number of children going into care.
- c) An increase in children, who are in care being reunified with their families/carers.

2.7.2 Savings

Cost savings for the period 2016/2017 was £1.9 million minimum.

For the period 1 March 2017, up to 31 January 2018 was £1.4 million minimum. (final cost savings should be available by end of August 2018).

The notional return on investment is £3 for every £1 spent.

2.7.3 It should at all times be noted that absolute forecasting is difficult with this cohort, due to the proving of the counterfactual being impossible in every case i.e. it is not possible to prove absolutely what the outcome would have been were an intervention not to be made. For this reason, forecast financial impact has been confined to the short-term returns, and do not include the potential savings over the life of the child or young person were they to remain out of the care system for the remainder of their childhood. This would, clearly, only serve to increase potential savings forecast and serves as an indication of the potential.

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

2.8.1 The price/quality ratio upon which contracts will be awarded will be 50% price, 50% quality. Providers will be ranked per lot based on their tender submission.

2.8.2 A 'call off' will follow based on the services we need, and a mini competition will be conducted where a direct 'call off' would be unsuitable due to price or service user needs.

2.9 **How the procurement will address and implement the Council's Social Value policies.**

2.9.1 The Council continues to be committed to promoting the welfare of and protecting the most vulnerable children and young people in Barking and Dagenham. The underlying foundation of this service/intervention lies in its commitment to ensuring that children and young people remain within their families wherever possible or if already in the care system in a stable placement. The Council wants to ensure that all children and young people enjoy their childhood, transition smoothly into and succeed in adult life.

3. **Options Appraisal**

3.1 **Option 1: Do nothing** - The Council could purchase these services from their current suppliers without having contractual cover in place. This option would fail to be compliant with EU procurement legislation as well as the Council's own policies. There would also be a high degree of risk associated with this option, exposing the Council to potential price increases and deficit budgetary positions. Without contracts in place we cannot enforce DBS (Disclosure and Barring Service) checks being mandatory, or that service providers have the correct policies and procedures in place.

3.2 **Option 2: Join an existing Framework Agreement** - There are no suitable existing frameworks in place that the LBBB can call-off.

3.3 **Option 3: Cease to provide** - If this service ceases to be provided, then there is a risk that a higher number of children who are on the edge of care would need to be accommodated by the Local Authority

4 Equalities and other Customer Impact

- 4.1 The service will impact on Children in Need, Children in Care and Children subject to a Child Protection Plan. The service will ensure reduced levels of placement disruption for those children already in care, a reduction in the number of children going into care and an increase in children, who are in care being reunified with their families/carers.

5. Other Considerations and Implications

- 5.1 **Safeguarding Children** - Referrals will be made by the Access to Resource Team. The Team manager will work closely with the allocated workers throughout the intervention period to ensure close communications and sharing of relevant information.
- 5.2 **Health Issues** - The wellbeing of children in the borough is a fundamental responsibility of the council which will result in positive health outcomes for the children and young people.

6. Consultation

- 6.1 The Provision of Bespoke Packages of Care Service for Children in Need, Children in Care and Children subject to a Child Protection Plan Procurement Strategy was approved by the Procurement Board on 15 October 2018. Furthermore, consultation has also taken place with key stakeholders and has formed part of the commissioning process.

7. Corporate Procurement

Implications completed by: Francis Parker – Senior Procurement Manager

- 7.1 The proposed procurement strategy is compliant with the Councils contract rules and the PCR2015. It is subject to the light touch regime and will need to be advertised accordingly.
- 7.2 An Open tender process is likely to yield the best value for money for this service.
- 7.3 The proposed procurement timetable is realistic.

8. Financial Implications

Implications completed by: Olufunke Adediran, Group Accountant

- 8.1 This report seeks authorisation for the Council to go out to tender for a 4- year contract for a provider(s) to deliver bespoke targeted and time limited intervention packages to Children in Need, Children in Care and Children subject to a Child Protection Plan.
- 8.2 There is historic evidence to suggest that this type of intervention work achieves tangible cost savings due to their effectiveness which would have a long-term benefit against the Children's placement budgets.

8.3 The annual contract value is expected to be £390,000 with no minimum value and the overall value over the 4 years would be £1.560m. Due to the nature of the contract, costs would only be incurred when cases are referred. There is an existing budget within the Children's care & support placements budget available to fund the contract. The service would need to ensure that cases referred are contained within the funding available.

9. Legal Implications

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

9.1 This report is seeking Cabinet's approval to establish another four (4) year Framework Contract and commence a procurement exercise to ensure a new framework of providers is in place to commence delivery on 1st April 2019.

9.2 It is noted that Paragraph 2.2 suggests that the total value of the Framework Contract is likely to be £1,560,000.00 over the contract period. As this is above the EU threshold of the Light Touch Regime, there is a legal requirement to competitively tender the contract via the Official Journal of the European Union (OJEU). The Council must also publish a contract award notice and comply with the relevant provisions of the Council's Contract Rules and with the EU Treaty principles of equal treatment of bidders, non-discrimination and transparency in conducting the procurement exercise.

9.3 It is noted from paragraph 2.1.2 that the Council will invite responses from suitably qualified and experienced private and voluntary providers interested in joining a Framework Agreement. This must be in compliance with the Council's Contract Rule 28.5 which states that contracts with a value above £50,000 must be competitively tendered.

9.4 Contract Rule 28.8 of the Council's Contract Rules requires that all procurements of contracts above £500,000 in value must be submitted to Cabinet for approval. In line with Contract Rule 50.15, Cabinet can indicate whether it is content for the Chief Officer to award the contracts following the procurement process with the approval of Corporate Finance.

9.5 The report author and responsible directorate are advised to keep the Law and Governance team fully informed who will be on hand and available to assist and advise.

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

List of appendices: None

CABINET

13 November 2018

Title: Fees and Charges 2019	
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: 0208 227 3262 E-mail: katherine.heffernan@lbbd.gov.uk
Accountable Strategic Director: Claire Symonds, Chief Operating Officer	
<p>Summary</p> <p>The Council provides a wide range of services to residents, visitors, local businesses and others. Some services are provided free of charge at the point of need, for others it is fairer and more appropriate that the service user should pay for the services received. The ability to charge for some services has always been a key funding source to Councils and will continue to be so.</p> <p>This report recommends the appropriate level of fees and charges across all directorates, to take effect from 1 January 2019 unless otherwise stated.</p> <p>In preparing the proposed fees and charges, Services have worked within the framework of the agreed Charging Policy. Each service has been reviewed and the charges are set at a fair and reasonable level which wherever possible is in line with competitive market rates for the service.</p> <p>The full list of proposed charges is detailed in Appendix A to this report.</p>	
<p>Recommendation(s)</p> <p>Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Agree the proposed fees and charges as set out in Appendix A to the report, to be effective from 1 January 2019 unless otherwise stated; (ii) Note the fees and charges no longer applicable from 1 January 2019, as set out in Appendix B to the report; and (iii) Delegate authority to the Director of People and Resilience, in consultation with the Chief Operating Officer and the relevant Cabinet Members, to set fees and charges to be applied from September for schools and academic year based activities. 	

Reason(s)

The setting of appropriate fees and charges will enable the Council to generate essential income for the funding of Council services.

The approval of reviewed fees and charges to ensure that the Council is competitive with other service providers and neighbouring councils.

1. Introduction and Background

- 1.1 Local Authorities provide a wide range of services to their residents and others and the ability to charge for some of these services has always been a key funding source.
- 1.2 Fee charging or income generating services are generally those services which are not provided on a universal basis but are specific to an individual or an organisation. For this reason, it is fair and appropriate to make a charge to the service user. Fee charging services include both statutory and discretionary services. Where fees and charges apply to mandatory services, these are often set nationally, for example planning fees.
- 1.3 The remaining income services where the Council levies fees and charges are of a discretionary nature. These cover a whole range of services such as Libraries, Licensing, Pest Control, Commercial Waste, Drainage, Markets, Leisure and Recreation facilities, Parking and the Registrar service. This report concerns itself with recommending the appropriate level of fees and charges from 1 January 2019 for these types of services.
- 1.4 In addition to those traditional income services, the Council also has the power under the Local Government Act 2003 to charge for other discretionary services that it may already provide or may wish to provide in the future.
- 1.5 There is no definitive list as to which discretionary services are covered by the powers provided in the Act although the Government has provided limited examples of what could be included, such as maintenance of older/disabled peoples' gardens, arboriculture work in private gardens, operating consumer protection approved lists, pre-application planning and development advice, highway services to private industrial estates, home energy advice, home security services and use of excess capacity in local authority services.
- 1.6 To date, in keeping with most other local authorities, the Council has not expanded use of these powers but will continue to review the potential to do so when there is a sound business case for doing so.

2. Charging Policy

- 2.1 The Council has an agreed Charging Policy which requires that all charges are reviewed annually as part of the budget setting process.
- 2.2 The Charging Policy has three fundamental principles:
 - Services should raise income wherever there is a power or duty to do so;

- Wherever possible the income raised should cover the full costs of providing the service including all overheads;
- Any departures from this policy must be justified in a transparent manner with reference to the Council's priorities and policies.

2.3 In practice the presumption is that the Council will use inflation as an indicator of how much fees and charges should rise and this is the default position. The most recently published inflation figure is used which is July. The July RPI figure was 3.2% and this has been applied in most instances to the current charge. This is then rounded to the nearest appropriate figure.

Proposed Fees and Charges 2018

2.4 Attached to this report at Appendix A are the proposed fees and charges for 2019 which will be effective from 1 January 2019 unless otherwise stated. The Appendices detail the following information:

- Description of service provided;
- Current 2018/19 charge;
- Proposed charges from 1 January 2019;
- Proposed increase in pounds and in percentage terms;
- The rationale for a given increase (other than uplift by inflation), as well as any other comments.

2.5 In most cases fees and charges have been increased by the Retail Price Index (RPI) as at July 2018 of 3.2% rounded up to the nearest sensible figure.

2.6 A summary of the services that Appendix A relates to is presented within the following sections. The reference numbers quoted below relate to the line reference numbers on Appendix A.

2.7 It should be noted that some charges that were previously set by the Cabinet are no longer within the Council's direct control. These include the charges for Leisure centres which are now the decision of our commercial provider and discretionary charges for planning and capital delivery which are now the responsibility of Be First. Also, charges for cooking, cleaning and some home maintenance services are the responsibility of the Barking and Dagenham Trading Partnership, although all changes will be in consultation with the Council.

2.8 There are a number of special considerations for some services which are outlined below.

3. Service by Service Review

Care and Support Services – lines 1 to 5

3.1 The Care Act 2014 gives local authorities the power to charge service users and carers for care and support within a set framework. All Councils with Social Care responsibilities are required to have a charging policy that complies with this framework. London Borough of Barking and Dagenham's charging policy is Care Act compliant and is regularly reviewed.

- 3.2 Under this policy charges levied to service users are means tested to ensure no individual is required to pay more than they can reasonably afford and no more than the cost of the care provided. In practice this limits the additional income that is received as a result of fees and charges. The charges for most of the in-house services have been uplifted in line with inflation except for the daily charge for High needs service users at Heathlands which has been held at the 2018-19 price which is already competitive. In all cases the cost charged will be subject to these means tests.

Community Solutions – Lines 6 to 102

- 3.3 The Council runs the Abbey Early Years Day Nursery and fees are set at three levels: full time weekly rate, a daily rate for a morning session and a daily rate for an afternoon session. Fees are to be uplifted by inflation to ensure sustainability of running the site and to ensure that fees cover the required staffing ratio while remaining affordable.
- 3.4 All other charges including the library service charges and room hire – have been proposed to be increased by inflation and takes into account a range of considerations such as charges by similar services elsewhere.

Education, Youth and Childcare - lines 103 to 126

- 3.5 The main charges in this area are for room hire. The rates remained the same for 2019/20 and takes into reference pricing of other similar venues in the area.

Policy and Participation – lines 127 to 248

- 3.6 The Heritage service has set its charges with the overall aim of ensuring that costs are covered as far as possible while still remaining in line with its competitors. For this reason, charges have been reviewed individually and the majority of charges have been proposed to increase by inflation and some have remained the same. Full details are set out in the appendix.

Inclusive Growth – lines 249 to 274

- 3.7 The administration costs associated with Right to Buy and Right to Invest are to be uplifted by inflation in line with the overall charging policy.
- 3.8 The Eastbrookend - Travellers Caravan site weekly licence charge for both a single and double pitch are being set to be in line with the Local Housing Association (LHA) rates. The Heathway supported accommodation scheme is set to be in line with the L&Q Local Housing Association charges.

Law, Governance and HR – lines 275 to 306

- 3.9 Legal Services currently make charges for a limited range of services to external bodies. The fees for Commercial Property are being proposed to increase by inflation and rounded to a sensible value excluding the sale of land fee, which will not see any increases.
- 3.10 The charges for contracts and procurement are to remain the same with no changes.

Enforcement – lines 307 to 730

- 3.11 Many fees and charges within Enforcement are statutorily set with no discretion. This is set out in the appendix. Other charges particularly in licenses have either remained the same or to be uplifted by inflation. The administration charge for the dog warden service is proposed to be reduced to allow full cost recovery.
- 3.12 Animal licenses now have a new simplified fee structure. Full details are set out in the appendix.
- 3.13 Market charges are frozen at the same charge as last year to ensure the ongoing viability and competitiveness of the market. It should be noted that increases in these charges are subject to statutory consultation.

Parking – lines 501 to 617 (subset of Enforcement)

- 3.14 A new charge scheme has been put in place based on Co2 emissions for resident permits. This is a result of the new parking strategy where one of the main priorities of the new strategy is to ensure that low emissions and air quality strategy for London are at the heart of decision-making.
- 3.15 Pay and display and other parking charges are frozen following last year's large increase. Charges still compare well with those charged by other boroughs and private operators, however the impact on usage will be monitored. Over time, the changing nature of the borough such as new residential /commercial developments and the development of the night economy will mean a review of the parking provision and charges.

Flood/Drainage Services – line 713

- 3.16 As a Lead Local Flood Authority Barking and Dagenham Council has responsibility for providing consents and taking enforcement action related to ordinary watercourses. This is a chargeable service across all Local Authorities; B&D have just begun charging for this service in 2018/19 which should support the resource to undertake the statutory duties making it income generating.

My Place – lines 731 to 832

- 3.17 Charges for Pest Control were reviewed in 2018/19 and simplified to make them easier for customers to understand. Charges are to be uplifted by inflation to ensure full cost recovery and the service is in line with the market. The fee for fleas/bedbugs (3 visits up to 3 rooms (low income rate)) is being proposed to be uplifted above inflation to ensure full cost recovery.
- 3.18 Cemetery (including Pet Cemetery) costs were reviewed in detail during 2018/19. Although most charges have been increased by inflation, in specific cases where we are not recovering our full cost or are out of line with neighbouring facilities a higher increase is proposed. This is shown in the appendix.
- 3.19 Inflation increases have been proposed for street cleansing and graffiti services. The charges are set on the basis of full cost recovery.

- 3.20 Charges for Refuse Collection have remained the same although new charges are proposed for smaller bins. Bulky waste charges are being proposed to be uplifted by inflation and rounded to a sensible value.
- 3.21 A Business case is being developed on both Trade waste and Pest Control that will seek some flexibility in the price quoting mechanism to facilitate levels of discounting of the Council's legally obliged published fees and charges to remain competitive in the market. This will still meet the objectives of the policy ensuring competitive pricing and full cost recovery.

Core Services – lines 833 to 879

- 3.22 The charges for Registrars are to be largely uplifted by inflation however in some cases due to demand, charges are to be uplifted more than inflation. Full details as shown in the appendix.
- 3.23 Charges for Information Governance and Court Costs have remained the same due to competitive pricing. The Charge for Barking and Dagenham Direct (Social Alarm Service) are to be uplifted by inflation plus rounding to a sensible value.

4 Financial Implications

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

- 4.1 The financial implications are considered throughout this report. Additional income will be generated from increases, although this is variable as it is also dependent on demand for the services. This income is retained by the generating service and is used to offset inflationary cost pressures.

5 Legal Implications

Implications completed by: Dr Paul Feild, Senior Governance Lawyer

- 5.1 The report seeks Cabinet approval to the fees and charges set out in Appendix A and the basis for the charging (pursuant to statutory duties or discretionary powers) and rationale are set out in the report body. To the extent that Appendix A proposes increases to charges or the imposition of new charges, the legal powers and considerations detailed below are relevant. Officers have ensured the charges proposed in Appendix A are in line with its Charging Policy, benchmarked against other similar authorities and in many cases the increases are linked to the rise in Retail Prices Index (RPI) as an indicator of the rising cost of provision of services or where there is an environmental impact.
- 5.2 The Council is required under the Local Government Finance Act 1992 to produce a 'balanced budget'. Income generated from fees and charges contributes to the Council's finances. Local authorities are under an explicit duty to ensure that their financial management is adequate and effective, and that they have a sound system of internal control and management of financial risk. The annual review of fees and charges contributes to this requirement.
- 5.3 Local authorities have wide ranging powers to charge for specific statutory services as stipulated in relevant statutory provisions.

- 5.4 By virtue of Section 93 of the Local Government Act 2003, the Council has powers to trade and to charge for discretionary services. The latter are services which the Council is not statute bound to provide, but has a 'discretionary power' to provide on a costs recovery basis. The discretionary power to charge for services is applicable where:
- no statutory duty exists to provide the service/s
 - there are no specific powers to charge for the particular service/s
 - there are no prohibitions on charging for the particular service/s
- 5.5 Further, under the Localism Act 2011 the Council has a general power of competence conferring a power to charge for services on a cost recovery basis and subject to similar conditions and limitations under the Local Government Act 2003. Thus, the Council may only charge for a service under the general power of competence if: -
- it is a discretionary service
 - the service user agrees to the service being provided, and
 - there are no other power/s to charge for the service, including under section 93 of the Local Government Act 2003.
- 5.6 Where authorities have a duty to provide a statutory service to specified standards free of charge, a charge cannot be made for delivery of the service to the specified standard. Delivery, to a standard above and beyond that which is specified may constitute a discretionary service for which a charge can be made on the basis outlined above.
- 5.7 Some of the charges proposed in Appendix A arise from specific statutory powers (i.e. where the general powers in section 93 of the Local Government Act 2003 or section 1 of the Localism Act 2011 are not applicable).
- 5.8 The Council has a power under section 32 of the London Local Authorities Act 1990 to recover its reasonable administrative or other costs in connection with its street trading functions under Part 3 of the Act, such as the grant, renewal or variation of licences, collection or removal of refuse connected with licence holders, street cleansing and reasonable costs of administration and enforcement associated with street trading. In this instance, there is no significant change to the nature or type of charges proposed. These have merely been brought in line with RPIX to ensure reasonable recovery and continued service provision.
- 5.9 The Care Act introduced a single legal framework for charging for care and support including discretion as to whether or not to charge. The Council may charge adults in circumstances where it arranges care and support to meet a service user's needs, except where the Council is statutorily required to arrange care and support free of charge. Officers deem the Council's charging policy to be Care Act compliant. The policy is regularly reviewed and the charges are means tested to ensure that service users pay no more than they can reasonably afford.

6. Other Implications

- 6.1 **Risk Management** - In proposing these revised fees and charges officers have considered the potential of increases to adversely affect demand for or access to the services specified by end users, as well as the achievement of community priorities for particular service areas and the Council's overall budget to deliver such services
- 6.2 **Customer Impact** – Officers have amended fees and charges in a manner designed to mitigate, wherever possible, the impact on customers and service users while having regard to the need for the Council to achieve a balanced budget. The proposals are also in line with the policy to achieve full cost recovery and the continued provision of services, both statutory and discretionary which it has historically provided or considers it should provide to enable the Council to meet its corporate and community priorities. In some instances, fees and charges have been reduced in order to deliver better value for money for residents, to encourage increased take up of services or to ensure certain vulnerable groups are not impeded from accessing services. Charges may be set differentially according to classes of users.

The charges proposed in Appendix A are deemed justified in accordance with the specific charging powers or discretionary powers detailed in this report. The responsible officers have taken reasonable steps to ensure the charges are reasonable and proportionate based on a cost recovery basis. The effectiveness of the proposed charges will be the subject of monitoring through the Council's various performance indicators, its service scorecards and the budget monitoring processes.

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

List of appendices:

- Appendix A: Full list of fees and charges 2019/20
- Appendix B: Fees and charges to be deleted from the 2019/20 schedule

APPENDIX A - Full list of Fees and Charges 2019/20

Not VATable *

includes VAT **

Description of Service		Current 2018/19 Charge			Proposed Increase / (Decrease)			Proposed 2019/20 Charge			Rationale for fee change
Ref		Net (£)	VAT (£)	Gross (£)	Net (£)	Gross (£)	%	Net (£)	VAT (£)	Gross (£) (Rounded)	
Care & Support											
Social Care											
1	Residential - Kallar Lodge Elderly Residential Home (Charge to Other Local Authorities and full cost payers) per week	857.00	0.00	857.00	27.00	27.00	3.15%	884.00	0.00	884.00	Proposed RPI increase at 3.2%
2	Residential - 80 Gascoigne Road High dependency residential home (Charge to Other Local Authorities & full cost payers) per week	1,610.00	0.00	1,610.00	52.00	52.00	3.23%	1,662.00	0.00	1,662.00	Proposed RPI increase at 3.2%
3	Day Centre - Heathlands (High Needs)	195.00	0.00	195.00	0.00	0.00	0.00%	195.00	0.00	195.00	No Change
4	Day Centre - Heathlands (Other Local Authorities)	165.00	0.00	165.00	5.00	5.00	3.03%	170.00	0.00	170.00	Proposed RPI increase at 3.2%
5	Day Centre - Heathlands (Borough Residents)	120.00	0.00	120.00	4.00	4.00	3.33%	124.00	0.00	124.00	Proposed RPI increase at 3.2%
Community Solutions											
Childcare Services											
6	Early Years - Day Nurseries and Children's Centres - full time weekly rate	242.00	0.00	242.00	3.00	3.00	1.24%	245.00	0.00	245.00	Small increase affordable to main users
7	Early Years - Day Nurseries and Children's Centres - daily rate - morning session	31.00	0.00	31.00	1.00	1.00	3.23%	32.00	0.00	32.00	In line with RPI % Increase
8	Early Years - Day Nurseries and Children's Centres - daily rate - afternoon session	31.00	0.00	31.00	1.00	1.00	3.23%	32.00	0.00	32.00	In line with RPI % Increase
9	Early Years - Day Nurseries and Children's Centres - daily rate - whole day	53.00	0.00	53.00	2.00	2.00	3.77%	55.00	0.00	55.00	In line with RPI % Increase
Children Centre Room Hire											
10	Main Hall - Saturday (first 4 hours)	203.00	0.00	203.00	2.00	2.00	0.99%	205.00	0.00	205.00	In line with similar provisions elsewhere
11	Main Hall - Saturday (additional hours - per hour)	41.56	0.00	41.60	0.44	0.40	1.06%	42.00	0.00	42.00	In line with similar provisions elsewhere
12	Main Hall - Sunday per hour	30.00	0.00	30.00	2.00	2.00	6.67%	32.00	0.00	32.00	In line with similar provisions elsewhere
13	Main Hall - Weekdays and Evenings per hour	17.66	0.00	17.70	0.34	0.30	1.93%	18.00	0.00	18.00	In line with similar provisions elsewhere
14	Medium Room - Saturday (only available with Main hall) per hour	28.57	0.00	28.60	1.43	1.40	5.01%	30.00	0.00	30.00	In line with similar provisions elsewhere
15	Medium Room - Sunday per hour	18.00	0.00	18.00	1.00	1.00	5.56%	19.00	0.00	19.00	In line with similar provisions elsewhere
16	Medium Room - Weekdays and Evenings per hour	12.00	0.00	12.00	1.00	1.00	8.33%	13.00	0.00	13.00	In line with similar provisions elsewhere
17	Small Room - Saturday (only available with Main hall) per hour	28.57	0.00	28.60	1.43	1.40	5.01%	30.00	0.00	30.00	In line with similar provisions elsewhere
18	Small Room - Weekdays and Evenings per hour	10.60	0.00	10.60	0.40	0.40	3.77%	11.00	0.00	11.00	In line with similar provisions elsewhere
Library Service											
19	Libraries - Adult Fines per day	0.36	0.00	0.36	0.00	0.00	0.00%	0.36	0.00	0.36	Already the highest charge compared to Neighbouring Boroughs
20	Libraries - Maximum fine per item	10.75	0.00	10.75	0.25	0.25	2.33%	11.00	0.00	11.00	Already the highest charge compared to Neighbouring Boroughs
21	Libraries- Hire of video/DVD children's/NF- per week	1.35	0.00	1.35	0.05	0.05	3.70%	1.40	0.00	1.40	Already the highest charge compared to Neighbouring Boroughs
22	Libraries- Hire of video/DVD adults- per week	2.30	0.00	2.30	0.10	0.10	4.35%	2.40	0.00	2.40	Already the highest charge compared to Neighbouring Boroughs
23	Libraries - Language courses - 3 weeks	2.00	0.00	2.00	0.00	0.00	0.00%	2.00	0.00	2.00	Already the highest charge compared to Neighbouring Boroughs
24	Libraries - Language courses - fines per day	0.36	0.00	0.36	0.00	0.00	0.00%	0.36	0.00	0.36	Already the highest charge compared to Neighbouring Boroughs
25	Libraries - Hire of CD singles	1.25	0.00	1.25	0.00	0.00	0.00%	1.25	0.00	1.25	Already the highest charge compared to Neighbouring Boroughs
26	Libraries - Hire of CD box sets	2.25	0.00	2.25	0.00	0.00	0.00%	2.25	0.00	2.25	Already the highest charge compared to Neighbouring Boroughs
27	Libraries - Hire of CD fines per day	0.36	0.00	0.36	0.00	0.00	0.00%	0.36	0.00	0.36	Already the highest charge compared to Neighbouring Boroughs
28	Libraries - Reservations-non stock items	3.30	0.00	3.30	0.10	0.10	3.03%	3.40	0.00	3.40	Already the highest charge compared to Neighbouring Boroughs
29	Libraries - Reservation - British Library item	14.00	0.00	14.00	0.50	0.50	3.57%	14.50	0.00	14.50	Already the highest charge compared to Neighbouring Boroughs
30	Libraries - Photocopying/Printing/Wi-Fi printing A4 black and white	0.17	0.03	0.20	0.00	0.00	0.00%	0.17	0.03	0.20	Already the highest charge compared to Neighbouring Boroughs
31	Libraries - Photocopying/Printing/Wi-Fi Printing A4 colour	0.42	0.08	0.50	0.00	0.00	0.00%	0.42	0.08	0.50	Already the highest charge compared to Neighbouring Boroughs
32	Libraries - Photocopying/Printing/Wi Fi Printing A3 black and white	0.33	0.07	0.40	0.00	0.00	0.00%	0.33	0.07	0.40	Already the highest charge compared to Neighbouring Boroughs
33	Libraries - Photocopying/Printing/Wi Fi Printing A3 colour (where available)	0.83	0.17	1.00	0.00	0.00	0.00%	0.83	0.17	1.00	Already the highest charge compared to Neighbouring Boroughs
34	Libraries - replacement membership card - Adult	3.30	0.00	3.30	0.05	0.05	1.52%	3.35	0.00	3.35	Already the highest charge compared to Neighbouring Boroughs
35	Libraries - replacement membership card - Child	2.30	0.00	2.30	0.05	0.05	2.17%	2.35	0.00	2.35	Already the highest charge compared to Neighbouring Boroughs
36	Libraries- Hire of books on tape fines per day	0.36	0.00	0.36	0.00	0.00	0.00%	0.36	0.00	0.36	Already the highest charge compared to Neighbouring Boroughs
37	Internet Non-members / Guest passes 1 hour	1.67	0.33	2.00	0.00	0.00	0.00%	1.67	0.33	2.00	Already the highest charge compared to Neighbouring Boroughs
38	Internet Non-members / Guest passes 30 minutes	0.83	0.17	1.00	0.00	0.00	0.00%	0.83	0.17	1.00	Already the highest charge compared to Neighbouring Boroughs
39	Libraries - Adult Fines per day - over 60	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	Already the highest charge compared to Neighbouring Boroughs
40	Libraries- Overdue of video/DVD for Children/Factual -	1.35	0.00	1.35	0.05	0.05	3.70%	1.40	0.00	1.40	Already the highest charge compared to Neighbouring Boroughs
41	Libraries- Overdue of video/DVD for Adults -	2.30	0.00	2.30	0.05	0.05	2.17%	2.35	0.00	2.35	Already the highest charge compared to Neighbouring Boroughs
42	Libraries - Music subscription - 4 months (CDs)	26.00	0.00	26.00	1.00	0.00	3.85%	27.00	0.00	26.00	Already the highest charge compared to Neighbouring Boroughs
43	Libraries - replacement membership card - Older People, over 60	2.30	0.00	2.30	0.05	0.00	2.17%	2.35	0.00	2.30	Already the highest charge compared to Neighbouring Boroughs
44	Libraries - events - tickets to adult events ages 16+	2.00	0.40	2.40	0.50	0.00	25.00%	2.50	0.40	2.40	Already the highest charge compared to Neighbouring Boroughs
45	Additional hour PC usage for all library card holders and subscription holders	1.03	0.21	1.24	0.27	0.00	26.21%	1.30	0.21	1.24	Already the highest charge compared to Neighbouring Boroughs
46	Libraries- Managed room hire per hour- minimum charge	17.50	0.00	17.50	0.50	0.50	2.86%	18.00	0.00	18.00	Already the highest charge compared to Neighbouring Boroughs
47	Libraries- Managed room hire per hour- maximum charge	43.00	0.00	43.00	1.00	1.00	2.33%	44.00	0.00	44.00	Already the highest charge compared to Neighbouring Boroughs
48	Dagenham Library -Small meeting room (2-10people)- hourly hire rate- Council / Commercial/ Voluntary & Community sector	22.00	0.00	22.00	1.00	1.00	4.55%	23.00	0.00	23.00	Small Increase in comparison to other local sites

Description of Service			Current 2018/19 Charge			Proposed Increase / (Decrease)			Proposed 2019/20 Charge			Rationale for fee change
49	Dagenham Library -Small meeting room (2-10 people) - full day hire rate - Council/ Commercial / Voluntary & Community sector	*	110.00	0.00	110.00	2.00	2.00	1.82%	112.00	0.00	112.00	Small Increase in comparison to other local sites
50	Dagenham Library -Small meeting room (2-10 people)- half day hire rate - Council/ Commercial/ Voluntary & Community sector	*	70.00	0.00	70.00	2.00	2.00	2.86%	72.00	0.00	72.00	Small Increase in comparison to other local sites
51	Dagenham Library -Large meeting room (16-28 people)- hourly hire rate- Council/ Commercial/ Voluntary & Community sector	*	42.00	0.00	42.00	1.00	1.00	2.38%	43.00	0.00	43.00	Small Increase in comparison to other local sites
52	Dagenham Library -Large meeting room (16-28 people) - full day hire rate - Council/ Commercial/ Voluntary & Community sector	*	210.00	0.00	210.00	5.00	5.00	2.38%	215.00	0.00	215.00	Small Increase in comparison to other local sites
53	Dagenham Library -Large meeting room (16-28 people) - half day hire rate - Council/ Commercial/ Voluntary & Community sector	*	130.00	0.00	130.00	5.00	5.00	3.85%	135.00	0.00	135.00	Small Increase in comparison to other local sites
	Barking Learning Centre											
54	Small meeting room (2-15 people)- hourly hire rate- Public Sector	**	35.83	7.17	43.00	0.84	1.00	2.34%	36.67	7.33	44.00	Small increase as already the most expensive in the area
55	Small meeting room (2-15 people)- full day hire rate- Public Sector	**	205.00	41.00	246.00	3.33	4.00	1.62%	208.33	41.67	250.00	Small increase as already the most expensive in the area
56	Small meeting room (2-15 people)- half day hire rate- Public Sector	**	105.00	21.00	126.00	3.33	4.00	3.17%	108.33	21.67	130.00	Small increase as already the most expensive in the area
57	Small meeting room (2-15 people)- hourly hire rate - Council hire	*	37.00	0.00	37.00	1.00	1.00	2.70%	38.00	0.00	38.00	Small increase as already the most expensive in the area
58	Small meeting room (2-15 people)- hourly hire rate- Voluntary and Community sector	**	30.00	6.00	36.00	0.83	1.00	2.77%	30.83	6.17	37.00	Small increase as already the most expensive in the area
59	Small meeting room (2-15 people) - full day hire rate - Voluntary and Community sector	**	140.00	28.00	168.00	3.33	4.00	2.38%	143.33	28.67	172.00	Small increase as already the most expensive in the area
60	Small meeting room (2-15 people) - half day hire rate - Voluntary and Community sector	**	80.00	16.00	96.00	1.67	2.00	2.09%	81.67	16.33	98.00	Small increase as already the most expensive in the area
61	Small meeting room (2-15 people)- hourly hire rate- Commercial	**	42.50	8.50	51.00	1.67	2.00	3.93%	44.17	8.83	53.00	Small increase as already the most expensive in the area
62	Small meeting room (2-15 people) - full day hire rate - Commercial	**	245.00	49.00	294.00	3.33	4.00	1.36%	248.33	49.67	298.00	Small increase as already the most expensive in the area
63	Small meeting room (2-15 people) - half day hire rate - Commercial	**	135.00	27.00	162.00	2.50	3.00	1.85%	137.50	27.50	165.00	Small increase as already the most expensive in the area
64	Large meeting room (16-28 people)- hourly hire rate- Public Sector	**	50.00	10.00	60.00	1.67	2.00	3.34%	51.67	10.33	62.00	Small increase as already the most expensive in the area
65	Large meeting room (16-28 people) - full day hire rate - Public Sector	**	300.00	60.00	360.00	4.17	5.00	1.39%	304.17	60.83	365.00	Small increase as already the most expensive in the area
66	Large meeting room (16-28 people) - half day hire rate - Public Sector	**	155.00	31.00	186.00	3.33	4.00	2.15%	158.33	31.67	190.00	Small increase as already the most expensive in the area
67	Large meeting room (16-28 people)- hourly hire rate - Council hire	*	51.00	0.00	51.00	1.00	1.00	1.96%	52.00	0.00	52.00	Small increase as already the most expensive in the area
68	Large meeting room (16-28 people)- hourly hire rate- Voluntary and Community sector	**	41.67	8.33	50.00	1.66	2.00	3.98%	43.33	8.67	52.00	Small increase as already the most expensive in the area
69	Large meeting room (16-28 people) - full day hire rate - Voluntary and Community sector	**	230.00	46.00	276.00	3.33	4.00	1.45%	233.33	46.67	280.00	Small increase as already the most expensive in the area
70	Large meeting room (16-28 people) - half day rate - Voluntary and Community sector	**	120.00	24.00	144.00	3.33	4.00	2.78%	123.33	24.67	148.00	Small increase as already the most expensive in the area
71	Large meeting room (16-28 people)- hourly hire rate- Commercial	**	62.50	12.50	75.00	2.50	3.00	4.00%	65.00	13.00	78.00	Small increase as already the most expensive in the area
72	Large meeting room (16-28 people) - full day hire rate - Commercial	**	370.00	74.00	444.00	5.00	6.00	1.35%	375.00	75.00	450.00	Small increase as already the most expensive in the area
73	Large meeting room (16-28 people) - half day hire rate - Commercial	**	195.00	39.00	234.00	5.00	6.00	2.56%	200.00	40.00	240.00	Small increase as already the most expensive in the area
74	Conference centre (28-120 people)-hourly hire rate- Public Sector	**	60.00	12.00	72.00	2.50	3.00	4.17%	62.50	12.50	75.00	Small increase as already the most expensive in the area
75	Conference centre (28-120 people)-full day hire rate- Public Sector	**	370.00	74.00	444.00	5.00	0.00	1.35%	375.00	75.00	444.00	Small increase as already the most expensive in the area
76	Conference centre (28-120 people)-half day hire rate- Public Sector	**	195.00	39.00	234.00	5.00	6.00	2.56%	200.00	40.00	240.00	Small increase as already the most expensive in the area
77	Conference centre (28-120 people)-hourly hire rate - Council hire	*	65.00	0.00	65.00	2.00	2.00	3.08%	67.00	0.00	67.00	Small increase as already the most expensive in the area
78	Conference centre (28-120 people)-hourly hire rate- Voluntary and Community sector	**	52.50	10.50	63.00	1.67	2.00	3.18%	54.17	10.83	65.00	Small increase as already the most expensive in the area
79	Conference centre (28-120 people)-full day hire rate- Voluntary and Community sector	**	305.00	61.00	366.00	3.33	4.00	1.09%	308.33	61.67	370.00	Small increase as already the most expensive in the area
80	Conference centre (28-120 people)-half day hire rate- Voluntary and Community sector	**	155.00	31.00	186.00	3.33	4.00	2.15%	158.33	31.67	190.00	Small increase as already the most expensive in the area
81	Conference centre (28-120 people)-hourly hire rate- Commercial	**	71.63	14.33	86.00	3.37	4.00	4.70%	75.00	15.00	90.00	Small increase as already the most expensive in the area
82	Conference centre (28-120 people)-full day hire rate- Commercial	**	455.00	91.00	546.00	3.33	4.00	0.73%	458.33	91.67	550.00	Small increase as already the most expensive in the area
83	Conference centre (28-120 people)-half day hire rate- Commercial	**	230.00	46.00	276.00	3.33	4.00	1.45%	233.33	46.67	280.00	Small increase as already the most expensive in the area
84	IT Room (22 people) - hourly hire rate - Council hire	*	52.00	0.00	52.00	1.00	1.00	1.92%	53.00	0.00	53.00	Small increase as already the most expensive in the area
85	IT Room (22 people) - hourly hire rate - Public Sector	**	50.00	10.00	60.00	1.67	2.00	3.34%	51.67	10.33	62.00	Small increase as already the most expensive in the area
86	IT Room (22 people) -full day hire rate - Public Sector	**	295.00	59.00	354.00	5.00	6.00	1.69%	300.00	60.00	360.00	Small increase as already the most expensive in the area
87	IT Room (22 people) - half day hire rate - Public Sector	**	155.00	31.00	186.00	3.33	4.00	2.15%	158.33	31.67	190.00	Small increase as already the most expensive in the area
88	IT Room (22 people) - hourly hire rate - Voluntary and Community sector	**	41.67	8.33	50.00	1.66	2.00	3.98%	43.33	8.67	52.00	Small increase as already the most expensive in the area
89	IT Room (22 people) - Full day hire rate - Voluntary and community Sector	**	230.00	46.00	276.00	3.33	4.00	1.45%	233.33	46.67	280.00	Small increase as already the most expensive in the area
90	IT Room (22 people) - Half day hire rate - Voluntary and Community	**	120.00	24.00	144.00	3.33	4.00	2.78%	123.33	24.67	148.00	Small increase as already the most expensive in the area
91	IT Room (22 people) - hourly hire rate - Commercial	**	62.50	12.50	75.00	2.50	3.00	4.00%	65.00	13.00	78.00	Small increase as already the most expensive in the area
92	IT Room (22 people) - Full day hire rate - Commercial	**	390.00	78.00	468.00	5.83	7.00	1.49%	395.83	79.17	475.00	Small increase as already the most expensive in the area
93	IT Room (22 people) - half day hire rate - Commercial hire	**	195.00	39.00	234.00	5.00	6.00	2.56%	200.00	40.00	240.00	Small increase as already the most expensive in the area
94	Barking Learning Centre Gallery hire - full day facilities charge Voluntary and Community	**	65.00	13.00	78.00	1.67	2.00	2.57%	66.67	13.33	80.00	Small increase as already the most expensive in the area
95	Barking Learning Centre Gallery hire - half day facilities charge Voluntary and Community	**	35.00	7.00	42.00	0.83	1.00	2.37%	35.83	7.17	43.00	Small increase as already the most expensive in the area
96	Barking Learning Centre Gallery hire - full day facilities charge public sector	**	81.67	16.33	98.00	1.66	2.00	2.03%	83.33	16.67	100.00	Small increase as already the most expensive in the area
97	Barking Learning Centre Gallery hire - half day facilities charge public sector	**	40.84	8.17	49.00	0.83	1.00	2.03%	41.67	8.33	50.00	Small increase as already the most expensive in the area
98	Barking Learning Centre Gallery hire - full day facilities charge Commercial	**	91.67	18.33	110.00	4.16	5.00	4.54%	95.83	19.17	115.00	Small increase as already the most expensive in the area

Description of Service			Current 2018/19 Charge			Proposed Increase / (Decrease)			Proposed 2019/20 Charge			Rationale for fee change
99	Barking Learning Centre Gallery hire - half day facilities charge Commercial	**	61.65	12.33	74.00	1.68	2.00	2.73%	63.33	12.67	76.00	Small increase as already the most expensive in the area
100	Town Hall Square full day Voluntary and Community	*	100.00	0.00	100.00	3.00	3.00	3.00%	103.00	0.00	103.00	Small increase as already the most expensive in the area
101	Town Hall Square full day Public sector	**	104.17	20.83	125.00	4.16	5.00	3.99%	108.33	21.67	130.00	Small increase as already the most expensive in the area
102	Town Hall Square full day Commercial	**	125.00	25.00	150.00	4.17	5.00	3.34%	129.17	25.83	155.00	Small increase as already the most expensive in the area
Education, Youth and Childcare												
Youth Centres Room Hire												
Gascoigne												
103	Hall including kitchen and café - weekdays 9 a.m. to 5 p.m. (per hour)	*	45.00	0.00	45.00	0.00	0.00	0.00%	45.00	0.00	45.00	No Change
104	Hall including kitchen and café - all weekend and weekdays after 5 p.m. (per hour)	*	60.00	0.00	60.00	0.00	0.00	0.00%	60.00	0.00	60.00	No Change
105	Hall including kitchen and café - bank holidays. (per hour)	*	75.00	0.00	75.00	0.00	0.00	0.00%	75.00	0.00	75.00	No Change
106	Training - weekdays 9 a.m. to 5 p.m. (per hour). Not available on Bank Holidays	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No Change
107	Training - all weekend and weekdays after 5 p.m. (per hour). Not available on Bank Holidays	*	30.00	0.00	30.00	0.00	0.00	0.00%	30.00	0.00	30.00	No Change
108	IT Suite - weekdays 9 a.m. to 5 p.m. (per hour). Not available on Bank Holidays	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No Change
109	IT Suite - all weekend and weekdays after 5 p.m. (per hour). Not available on Bank Holidays	*	35.00	0.00	35.00	0.00	0.00	0.00%	35.00	0.00	35.00	No Change
Vibe												
110	Atrium including activity -all weekend and weekdays after 5 p.m. (per hour).	*	50.00	0.00	50.00	0.00	0.00	0.00%	50.00	0.00	50.00	No Change
111	Atrium including activity - Bank Holidays (per hour)	*	65.00	0.00	65.00	0.00	0.00	0.00%	65.00	0.00	65.00	No Change
112	Studio - weekdays 9 a.m. to 5 p.m. (per hour).	*	40.00	0.00	40.00	0.00	0.00	0.00%	40.00	0.00	40.00	No Change
113	Studio -all weekend and weekdays after 5 p.m. (per hour).	*	50.00	0.00	50.00	0.00	0.00	0.00%	50.00	0.00	50.00	No Change
114	Studio - Bank Holidays (per hour).	*	65.00	0.00	65.00	0.00	0.00	0.00%	65.00	0.00	65.00	No Change
115	Activity - weekdays 9 a.m. to 5 p.m. (per hour). Not available on Bank Holidays	*	20.00	0.00	20.00	0.00	0.00	0.00%	20.00	0.00	20.00	No Change
116	Activity -all weekend and weekdays after 5 p.m. (per hour). Not available on Bank Holidays.	*	35.00	0.00	35.00	0.00	0.00	0.00%	35.00	0.00	35.00	No Change
117	Training - weekdays 9 a.m. to 5 p.m. (per hour). Not available on Bank Holidays	*	20.00	0.00	20.00	0.00	0.00	0.00%	20.00	0.00	20.00	No Change
118	Training -all weekend and weekdays after 5 p.m. (per hour). Not available on Bank Holidays.	*	35.00	0.00	35.00	0.00	0.00	0.00%	35.00	0.00	35.00	No Change
119	Meeting - weekdays 9 a.m. to 5 p.m. (per hour). Not available on Bank Holidays	*	15.00	0.00	15.00	0.00	0.00	0.00%	15.00	0.00	15.00	No Change
120	Meeting - all weekend and weekdays after 5 p.m. (per hour). Not available on Bank Holidays.	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No Change
121	121 - weekdays 9 a.m. to 5 p.m. (per hour). Not available on Bank Holidays	*	10.00	0.00	10.00	0.00	0.00	0.00%	10.00	0.00	10.00	No Change
122	121 - all weekend and weekdays after 5 p.m. (per hour). Not available on Bank Holidays.	*	20.00	0.00	20.00	0.00	0.00	0.00%	20.00	0.00	20.00	No Change
123	IT Suite - weekdays 9 a.m. to 5 p.m. (per hour). Not available on Bank Holidays	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No Change
124	IT Suite - all weekend and weekdays after 5 p.m. (per hour). Not available on Bank Holidays.	*	35.00	0.00	35.00	0.00	0.00	0.00%	35.00	0.00	35.00	No Change
Sue Bramley												
125	Hall - all weekend and weekdays after 5 p.m. Per Hour	*	40.00	0.00	40.00	0.00	0.00	0.00%	40.00	0.00	40.00	No Change
126	Hall - Bank Holidays. Per Hour	*	55.00	0.00	55.00	0.00	0.00	0.00%	55.00	0.00	55.00	No Change
Policy & Participation												
Heritage Services - Eastbury Manor House												
127	Eastbury Manor House - Commercial - Standard Room Hire Weekday per hour	**	30.00	6.00	36.00	0.96	1.20	3.20%	30.96	6.19	37.20	Increase by 3.2% RPI rounded
128	Eastbury Manor House - Commercial - Standard Room Hire - Mon to Fri (8am to 4pm) 25% discount Bulk Booking for 12 days plus per hour	**	22.50	4.50	27.00	0.72	0.90	3.20%	23.22	4.64	27.90	Increase by 3.2% RPI rounded
129	Eastbury Manor House - Commercial - Standard Room Hire - Mon to Thurs (4pm to 11pm) per hour	**	32.00	6.40	38.40	1.02	1.20	3.20%	33.02	6.60	39.60	Increase by 3.2% RPI rounded
130	Eastbury Manor House - Commercial - Standard Room Hire - Fri (4pm to 11pm), Sat (8am to 11pm) and Sun (8am to 11pm) per hour	**	33.50	6.70	40.20	1.07	1.30	3.20%	34.57	6.91	41.50	Increase by 3.2% RPI rounded
131	Eastbury Manor House - Commercial - Walled Garden Hire - Mon to Fri (8am to 4pm) per hour	**	30.00	6.00	36.00	0.96	1.20	3.20%	30.96	6.19	37.20	Increase by 3.2% RPI rounded
132	Eastbury Manor House - Commercial - Walled Garden Hire - Mon to Thurs (4pm to 11pm) per hour	**	32.00	6.40	38.40	1.02	1.20	3.20%	33.02	6.60	39.60	Increase by 3.2% RPI rounded
133	Eastbury Manor House - Commercial - Walled Garden Hire - Fri (4pm to 11pm), Sat (8am to 11pm) and Sun (8am to 11pm) per hour	**	33.50	6.70	40.20	1.07	1.30	3.20%	34.57	6.91	41.50	Increase by 3.2% RPI rounded
134	Eastbury Manor House - Commercial - Old Hall Hire - Mon to Fri (8am to 4pm) per hour	**	37.50	7.50	45.00	1.20	1.40	3.20%	38.70	7.74	46.40	Increase by 3.2% RPI rounded
135	Eastbury Manor House - Commercial - Old Hall Hire - Mon to Thurs (4pm to 11pm) per hour	**	40.00	8.00	48.00	1.28	1.50	3.20%	41.28	8.26	49.50	Increase by 3.2% RPI rounded
136	Eastbury Manor House - Commercial - Old Hall Hire - Fri (4pm to 11pm), Sat (8am to 11pm) and Sun (8am to 11pm) per hour	**	52.00	10.40	62.40	1.66	2.00	3.20%	53.66	10.73	64.40	Increase by 3.2% RPI rounded
137	Eastbury Manor House - Commercial - East Chamber Hire - Mon to Fri (8am to 4pm) per hour	**	63.50	12.70	76.20	2.03	2.40	3.20%	65.53	13.11	78.60	Increase by 3.2% RPI rounded
138	Eastbury Manor House - Commercial - East Chamber Hire - Mon to Thurs (4pm to 11pm) per hour	**	65.00	13.00	78.00	2.08	2.50	3.20%	67.08	13.42	80.50	Increase by 3.2% RPI rounded
139	Eastbury Manor House - Commercial - East Chamber Hire - Fri (4pm to 11pm), Sat (8am to 11pm) and Sun (8am to 11pm) per hour	**	75.00	15.00	90.00	2.40	2.90	3.20%	77.40	15.48	92.90	Increase by 3.2% RPI rounded
140	Eastbury Manor House - LBBB Internal - Standard Room Hire per hour - Mon to Fri (8am to 4pm) per hour (25% discount)	*	27.00	0.00	27.00	0.86	0.90	3.20%	27.86	0.00	27.90	Increase by 3.2% RPI rounded

Description of Service			Current 2018/19 Charge			Proposed Increase / (Decrease)			Proposed 2019/20 Charge			Rationale for fee change
141	Eastbury Manor House - LBBB Internal - Standard Room Hire per hour - Mon to Thurs (4pm to 11pm) per hour (25% discount)	*	28.50	0.00	28.50	0.91	0.90	3.20%	29.41	0.00	29.40	Increase by 3.2% RPI rounded
142	Eastbury Manor House - LBBB Internal - Standard Room Hire per hour - Fri (4pm to 11pm), Sat (8am to 11pm) and Sun (8am to 11pm) per hour	*										costs rationalised in 2017/18
143	Eastbury Manor House - LBBB Internal - Old Hall Hire - Mon to Fri (8am to 4pm) per hour (25% discount)	*	34.00	0.00	34.00	1.09	1.10	3.20%	35.09	0.00	35.10	Increase by 3.2% RPI rounded
144	Eastbury Manor House - LBBB Internal - Old Hall Hire - Mon to Thurs (4pm to 11pm) per hour (25% discount)	*	36.00	0.00	36.00	1.15	1.20	3.20%	37.15	0.00	37.20	Increase by 3.2% RPI rounded
145	Eastbury Manor House - LBBB Internal - East Chamber hire - Mon to Fri (8am to 4pm) per hour (25% discount)	*	61.00	0.00	61.00	1.95	2.00	3.20%	62.95	0.00	63.00	Increase by 3.2% RPI rounded
146	Eastbury Manor House - LBBB Internal - East Chamber hire - Mon to Thurs (4pm to 11pm) per hour (25% discount)	*	58.50	0.00	58.50	1.87	1.90	3.20%	60.37	0.00	60.40	Increase by 3.2% RPI rounded
147	Eastbury Manor House - LBBB Internal - East Chamber Hire - Fri (4pm to 11pm), Sat (8am to 11pm) and Sun (8am to 11pm) per hour	*	89.50	0.00	89.50	2.86	2.90	3.20%	92.36	0.00	92.40	Increase by 3.2% RPI rounded
148	Eastbury Manor House - LBBB residents - Civil marriage and partnership ceremony Mon-Fri all year 1-hour ceremony 70 guests	**	158.50	31.70	190.20	5.07	6.10	3.20%	163.57	32.71	196.30	Increase by 3.2% RPI rounded
149	Eastbury Manor House - Non-residents - Civil marriage and partnership ceremony Mon-Fri all year 1-hour ceremony 70 guests	**	192.00	38.40	230.40	6.14	7.40	3.20%	198.14	39.63	237.80	Increase by 3.2% RPI rounded
150	Eastbury Manor House - LBBB residents - Civil marriage and partnership ceremony - Weekend All Year (1-hour ceremony) 70 guests	**	187.50	37.50	225.00	6.00	7.20	3.20%	193.50	38.70	232.20	Increase by 3.2% RPI rounded
151	Eastbury Manor House - Non-residents - Civil marriage and partnership ceremony - Weekend All Year 1-hour ceremony 70 guests	**	225.00	45.00	270.00	7.20	8.60	3.20%	232.20	46.44	278.60	Increase by 3.2% RPI rounded
152	Eastbury Manor House - LBBB residents - Civil marriage and partnership ceremony Mon-Fri all year 1-hour ceremony 100 guests	**	227.00	45.40	272.40	7.26	8.70	3.20%	234.26	46.85	281.10	Increase by 3.2% RPI rounded
153	Eastbury Manor House - Non-residents - Civil marriage and partnership ceremony Mon-Fri all year 1-hour ceremony 100 guests	**	275.00	55.00	330.00	8.80	10.60	3.20%	283.80	56.76	340.60	Increase by 3.2% RPI rounded
154	Eastbury Manor House - LBBB residents - Civil marriage and partnership ceremony - Weekend All Year (1-hour ceremony) 100 guests	**	267.00	53.40	320.40	8.54	10.30	3.20%	275.54	55.11	330.70	Increase by 3.2% RPI rounded
155	Eastbury Manor House - Non-residents - Civil marriage and partnership ceremony - Weekend All Year 1-hour ceremony 100 guests	**	322.00	64.40	386.40	10.30	12.40	3.20%	332.30	66.46	398.80	Increase by 3.2% RPI rounded
156	Eastbury Manor House - LBBB residents - Civil Ceremony - Mon-Fri all year (1-hour ceremony) 70 guests PROMOTIONAL RATE 25% discount within 1-month of function	**	127.00	25.40	152.40	4.06	4.90	3.20%	131.06	26.21	157.30	Increase by 3.2% RPI rounded
157	Eastbury Manor House - Non-residents - Civil Ceremony - Mon-Fri all year (1-hour ceremony) 70 guests PROMOTIONAL RATE 25% discount within 1-month of function	**	153.50	30.70	184.20	4.91	5.90	3.20%	158.41	31.68	190.10	Increase by 3.2% RPI rounded
158	Eastbury Manor House - LBBB residents - Civil Ceremony - Weekend all year (1-hour ceremony) 70 guests PROMOTIONAL RATE 25% discount within 1-month of function	**	150.00	30.00	180.00	4.80	5.80	3.20%	154.80	30.96	185.80	Increase by 3.2% RPI rounded
159	Eastbury Manor House - Non-residents - Civil Ceremony - Weekend all year (1-hour ceremony) 70 guests PROMOTIONAL RATE 25% discount within 1-month of function	**	180.00	36.00	216.00	5.76	6.90	3.20%	185.76	37.15	222.90	Increase by 3.2% RPI rounded
160	Eastbury Manor House - LBBB residents - Civil Ceremony - Mon-Fri all year (1-hour ceremony) 100 guests PROMOTIONAL RATE 25% discount within 1-month of function	**										costs rationalised in 2017/18
161	Eastbury Manor House - Non-residents - Civil Ceremony - Mon-Fri all year (1-hour ceremony) 100 guests PROMOTIONAL RATE 25% discount within 1-month of function	**										costs rationalised in 2017/18
162	Eastbury Manor House - LBBB residents - Civil Ceremony - Weekend all year (1-hour ceremony) 100 guests PROMOTIONAL RATE 25% discount within 1-month of function	**										costs rationalised in 2017/18
163	Eastbury Manor House - Non-residents - Civil Ceremony - Weekend all year (1-hour ceremony) 100 guests PROMOTIONAL RATE 25% discount within 1-month of function	**										costs rationalised in 2017/18
164	Tudor feast package (min. 15 people) per person	**	54.50	10.90	65.40	1.74	2.10	3.20%	56.24	11.25	67.50	Increase by 3.2% RPI rounded
165	Eastbury Manor House - Community/Charity - Standard Room Hire - Mon (2-5pm), Weds (7-9.30pm) and Thurs (7pm to 9.30pm) - 50% discount - per hour	**	15.00	3.00	18.00	0.48	0.60	3.20%	15.48	3.10	18.60	Increase by 3.2% RPI rounded
166	Eastbury Manor House - Community/Charity - Standard Room Hire - Tues to Fri (8am to 4pm) - 25% discount - per hour	**	22.50	4.50	27.00	0.72	0.90	3.20%	23.22	4.64	27.90	Increase by 3.2% RPI rounded
167	Eastbury Manor House - Community/Charity - Old Hall Hire - Tues to Fri (8am to 4pm) - 25% discount - per hour	**	28.50	5.70	34.20	0.91	1.10	3.20%	29.41	5.88	35.30	Increase by 3.2% RPI rounded
168	Eastbury Manor House - Community/Charity - East Chamber Hire - Tues to Fri (8am to 4pm) - 25% discount - per hour	**	47.50	9.50	57.00	1.52	1.80	3.20%	49.02	9.80	58.80	Increase by 3.2% RPI rounded
169	Eastbury Manor House - Community/Charity - Standard Room Hire - Fri (4pm to 11pm), Sat (8am to 11pm) and Sun (8am to 11pm) - 25% discount - booking 1-month in advance of date only - per hour	**	25.00	5.00	30.00	0.80	1.00	3.20%	25.80	5.16	31.00	Increase by 3.2% RPI rounded
170	Eastbury Manor House - Community/Charity - Old Hall Hire - Fri (4pm to 11pm), Sat (8am to 11pm) and Sun (8am to 11pm) - 25% discount - booking 1-month in advance of date only - per hour	**				0.00	0.00	0.00%				costs rationalised in 2017/18
171	Eastbury Manor House - Community/Charity - East Chamber Hire - Fri (4pm to 11pm), Sat (8am to 11pm) and Sun (8am to 11pm) - 25% discount - booking 1-month in advance of date only - per hour	**				0.00	0.00	0.00%				costs rationalised in 2017/18
172	Eastbury Manor House - Admission charges NT/SPAB member	*	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	costs rationalised in 2017/18

Description of Service			Current 2018/19 Charge			Proposed Increase / (Decrease)			Proposed 2019/20 Charge			Rationale for fee change
173	Eastbury Manor House - Admission charges Adult	*	5.00	0.00	5.00	0.16	0.20	3.20%	5.16	0.00	5.20	Increase by 3.2% RPI
174	Eastbury Manor House - Admission charges LBBB Adult	*	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	costs rationalised in 2017/18
175	Eastbury Manor House - Admission charges Adult (Group)	*	4.00	0.00	4.00	0.13	0.10	3.20%	4.13	0.00	4.10	Increase by 3.2% RPI
176	Eastbury Manor House - Admission charges LBBB Adult (Group)	*	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	costs rationalised in 2017/18
177	Eastbury Manor House - Admission charges concessions	*	2.50	0.00	2.50	0.08	0.10	3.20%	2.58	0.00	2.60	Increase by 3.2% RPI
178	Eastbury Manor House - Admission charges LBBB Concessions	*	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	costs rationalised in 2017/18
179	Eastbury Manor House - Admission charges Child aged 5-15	*	2.50	0.00	2.50	0.08	0.10	3.20%	2.58	0.00	2.60	Increase by 3.2% RPI
180	Eastbury Manor House - Admission charges LBBB Child aged 5-15	*	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	costs rationalised in 2017/18
181	Eastbury Manor House - Admission charges family (2 adults with up to 2 children)	*	9.00	0.00	9.00	0.29	0.30	3.20%	9.29	0.00	9.30	Increase by 3.2% RPI
182	Eastbury Manor House - Admission charges LBBB Family (2 adults with up to 4 children)	*	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	costs rationalised in 2017/18
183	Eastbury Manor House - Admission charges special events - minimum	*	3.00	0.00	3.00	0.10	0.10	3.20%	3.10	0.00	3.10	Increase by 3.2% RPI rounded
184	Eastbury Manor House - Admission charges special events - maximum	*	67.00	0.00	66.70	2.14	2.40	3.20%	69.14	0.00	69.10	Increase by 3.2% RPI rounded
Heritage Services - Valence House												
185	Valence House - Commercial - Education Room (half room) per hour	**	22.94	4.59	27.50	0.73	0.90	3.20%	23.68	4.74	28.40	Increase by 3.2% RPI rounded
186	Valence House - Commercial - Education Room (whole room) per hour	**	45.89	9.18	55.00	1.47	1.80	3.20%	47.36	9.47	56.80	Increase by 3.2% RPI rounded
187	Valence House - Commercial - Function Room per hour	**	22.94	4.59	27.50	0.73	0.90	3.20%	23.68	4.74	28.40	Increase by 3.2% RPI rounded
188	Valence House - LBBB Internal - Education Room (half room) per hour	*	23.38	0.00	23.40	0.75	0.70	3.20%	24.13	0.00	24.10	Increase by 3.2% RPI rounded
189	Valence House - LBBB Internal - Education Room (whole room) per hour	*	46.76	0.00	46.80	1.50	1.50	3.20%	48.25	0.00	48.30	Increase by 3.2% RPI rounded
190	Valence House - LBBB Internal - Function Room per hour	*	15.59	0.00	15.60	0.50	0.50	3.20%	16.08	0.00	16.10	Increase by 3.2% RPI rounded
191	Valence House - Education loan box per week	*	22.00	0.00	22.00	0.70	0.70	3.20%	22.70	0.00	22.70	Increase by 3.2% RPI rounded
192	Archives & Local Studies Reprographics - A4 b/w	**	5.00	1.00	6.00	0.16	0.00	3.20%	5.16	1.03	6.00	To remain the same
193	Archives & Local Studies Reprographics- A3 b/w	**	10.00	2.00	12.00	0.00	0.00	0.00%	10.00	2.00	12.00	To remain the same
194	Archives & Local Studies Reprographics - A4 colour	**	8.33	1.67	10.00	0.00	0.00	0.00%	8.33	1.67	10.00	To remain the same
195	Archives & Local Studies Reprographics - A3 colour	**	20.00	4.00	24.00	0.00	0.00	0.00%	20.00	4.00	24.00	To remain the same
196	Archives & Local Studies Reprographics- Digital scan (up to 300dpi) for e-mail	**	5.00	1.00	6.00	0.00	0.00	0.00%	5.00	1.00	6.00	To remain the same
197	Archives & Local Studies Reprographics- Digital scan (300+ dpi) includes CD (exc post)	**	15.00	3.00	18.00	0.00	0.00	0.00%	15.00	3.00	18.00	To remain the same
198	Photography day license	**	5.00	1.00	6.00	0.00	0.00	0.00%	5.00	1.00	6.00	To remain the same
199	Archives & Local Studies Reprographics- Recorded post and packing	**	2.50	0.50	3.00	0.00	0.00	0.00%	2.50	0.50	3.00	To remain the same
200	Archives & Local Studies Reprographics - Photocopies A4	**	0.17	0.03	0.20	0.00	0.00	0.00%	0.17	0.03	0.20	To remain the same
201	Archives & Local Studies Reprographics - Photocopies A3	**	0.33	0.07	0.40	0.00	0.00	0.00%	0.33	0.07	0.40	To remain the same
202	Archives & Local Studies Reprographics - remote users max 30 minute look up and print out (inc post)	**	9.00	1.80	10.80	0.00	0.00	0.00%	9.00	1.80	10.80	To remain the same
203	Archives & Local Studies Reproduction fees for publications- books/ periodicals one country one language	**	81.00	16.20	97.20	0.00	0.00	0.00%	81.00	16.20	97.20	To remain the same
204	Archives & Local Studies Reproduction fees for publications- books/ periodicals world one language	**	102.50	20.50	123.00	0.00	0.00	0.00%	102.50	20.50	123.00	To remain the same
205	Archives & Local Studies Reproduction fees for publications- books/ periodicals world multi language	**	130.00	26.00	156.00	0.00	0.00	0.00%	130.00	26.00	156.00	To remain the same
206	Archives & Local Studies Reproduction fees for publications- book jackets, CD video cases one country one language	**	91.50	18.30	109.80	0.00	0.00	0.00%	91.50	18.30	109.80	To remain the same
207	Archives & Local Studies Reproduction fees for publications- book jackets, CD video cases world multi language	**	161.50	32.30	193.80	0.00	0.00	0.00%	161.50	32.30	193.80	To remain the same
208	Archives & Local Studies Reproduction fees for stills for TV/films and exhibitions - One programme, 5 year unlimited licence	**	322.00	64.40	386.40	0.00	0.00	0.00%	322.00	64.40	386.40	To remain the same
209	Archives & Local Studies Reproduction fees for stills for commercial re-sale TV/films and exhibitions - Postcards, greeting cards, posters and other advertising material	**	161.50	32.30	193.80	0.00	0.00	0.00%	161.50	32.30	193.80	To remain the same
210	Archives & Local Studies Reproduction fees for stills for TV/films and exhibitions - commercial web pages	**	81.00	16.20	97.20	0.00	0.00	0.00%	81.00	16.20	97.20	To remain the same
211	Archives & Local Studies Reproduction fees for stills for TV/films and exhibitions - Personal (non commercial)/charity web pages	**	38.00	7.60	45.60	0.00	0.00	0.00%	38.00	7.60	45.60	To remain the same
212	Archive Day Workshop	**	195.00	39.00	234.00	0.00	0.00	0.00%	195.00	39.00	234.00	To remain the same
Heritage Education												
213	Heritage education & Outreach - non-LBBB School visit to heritage venue with facilitator (min charge 30 children) cost per child	*	8.50	0.00	8.50	0.00	0.00	0.00%	8.50	0.00	8.50	To remain the same
214	Heritage education & Outreach - LBBB School visit to heritage venue (min charge 30 children) cost per child	*	6.00	0.00	6.00	0.00	0.00	0.00%	6.00	0.00	6.00	To remain the same
215	Heritage education & Outreach - LBBB School outreach session (min 2 sessions delivered)	*	51.00	0.00	51.00	0.00	0.00	0.00%	51.00	0.00	51.00	To remain the same
216	Heritage education & Outreach - community outreach/talk	*	36.50	0.00	36.50	0.00	0.00	0.00%	36.50	0.00	36.50	To remain the same
217	Heritage education - rate per day for development of specific schemes (externally funded)	**	191.67	38.33	230.00	0.00	0.00	0.00%	191.67	38.33	230.00	To remain the same
218	Heritage education & Outreach - Workshops Children's half -day	*	3.60	0.00	3.60	0.00	0.00	0.00%	3.60	0.00	3.60	To remain the same
219	Heritage education & Outreach - Workshops Adults full -day (minimum)	*	5.60	0.00	5.60	0.00	0.00	0.00%	5.60	0.00	5.60	To remain the same
220	Heritage education & Outreach - Workshops Adults full -day (maximum)	*	30.50	0.00	30.50	0.00	0.00	0.00%	30.50	0.00	30.50	To remain the same
221	Heritage education & Outreach - Workshops Talks (minimum)	*	4.00	0.00	4.00	0.00	0.00	0.00%	4.00	0.00	4.00	To remain the same
222	Heritage education & Outreach - Workshops Talks (maximum)	*	21.00	0.00	21.00	0.00	0.00	0.00%	21.00	0.00	21.00	To remain the same
223	Tours out of hours minimum charge	*	52.50	0.00	52.50	0.00	0.00	0.00%	52.50	0.00	52.50	To remain the same
224	Tours (daytime) per person	*	4.00	0.00	4.00	0.00	0.00	0.00%	4.00	0.00	4.00	To remain the same
225	Costume character led tour (daytime) per person	*	5.00	0.00	5.00	0.00	0.00	0.00%	5.00	0.00	5.00	To remain the same
226	Costume character led tour out of hours minimum charge	*	42.00	0.00	42.00	0.00	0.00	0.00%	42.00	0.00	42.00	To remain the same
Events												

Description of Service			Current 2018/19 Charge			Proposed Increase / (Decrease)			Proposed 2019/20 Charge			Rationale for fee change
227	Public liability cover for non commercial park use - up to £2 million	*	21.00	0.00	21.00	0.67	1.00	3.20%	21.67	0.00	22.00	Increase by 3.2% RPI rounded
228	Park use (Non-animal Circus) - Small - up to 500 seats per performance day	*	258.00	0.00	258.00	8.26	8.00	3.20%	266.26	0.00	266.00	Increase by 3.2% RPI rounded
229	Park use (Non-animal Circus) - Large - over 500 seats per performance day	*	438.00	0.00	438.00	14.02	14.00	3.20%	452.02	0.00	452.00	Increase by 3.2% RPI rounded
230	All Event Organisers incl. Fairs & Circuses - Non performance day - per day	*	126.00	0.00	126.00	4.03	4.00	3.20%	130.03	0.00	130.00	Increase by 3.2% RPI rounded
231	Park use by Fairs - Small Fair per day (6 or less adult rides)	*	390.00	0.00	390.00	12.48	93.00	3.20%	402.48	80.50	483.00	Increase by 3.2% RPI rounded
232	Park use by Fairs - Large Fair per day (7 or more adult rides)	*	499.00	0.00	499.00	15.97	119.00	3.20%	514.97	102.99	618.00	Increase by 3.2% RPI rounded
233	Park use - Events (non commercial and commercial) - Negotiable i.e. POA	*	Negotiable/POA	0.00	0.00				Negotiable/POA	0.00	0.00	Negotiable charge based on Council input, support & associated resource implications
234	Park use - Event application fee - Non commercial	*	25.00	0.00	25.00	0.80	6.00	3.20%	25.80	5.16	31.00	Proposed charges based on the recommendations included in the Council's Parks and Open Spaces Strategy (adopted 2017)
235	Park use - Event application fee - Commercial	*	100.00	0.00	100.00	3.20	3.20	3.20%	103.20	0.00	103.20	Increase by 3.2% RPI rounded
236	Event - Deposit - Non commercial - Attendance up to 4,999	*	100.00	0.00	100.00	3.20	3.20	3.20%	103.20	0.00	103.20	Increase by 3.2% RPI rounded
237	Event - Deposit - Non commercial - Attendance 5,000 plus	*	500.00	0.00	500.00	16.00	16.00	3.20%	516.00	0.00	516.00	Increase by 3.2% RPI rounded
238	Event - Deposit - Commercial - Attendance up to 4,999	*	500.00	0.00	500.00	16.00	16.00	3.20%	516.00	0.00	516.00	Increase by 3.2% RPI rounded
239	Event - Deposit - Commercial - Attendance 5,000 plus	*	1,000.00	0.00	1,000.00	32.00	32.00	3.20%	1,032.00	0.00	1,032.00	Increase by 3.2% RPI rounded
Ranger Services												
240	Education charges: School groups (half day)	*	90.00	0.00	90.00	0.00	0.00	0.00%	90.00	0.00	90.00	To remain the same
241	Education charges: School groups (full day)	*	147.00	0.00	147.00	0.00	0.00	0.00%	147.00	0.00	147.00	To remain the same
242	Education: Community groups (per person per 2 hours session) (minimum group size 10)	*	3.00	0.00	3.00	0.00	0.00	0.00%	3.00	0.00	3.00	To remain the same
243	Education: Other (per person)	*	40.00	0.00	40.00	0.00	0.00	0.00%	40.00	0.00	40.00	To remain the same
244	Barking Park: Visitor Centre Room Hire: Main Hall per hour (min charge 1.5 hrs)	*	22.00	0.00	22.00	0.70	0.70	3.20%	22.70	0.00	22.70	Increase by 3.2% RPI rounded
245	Barking Park: Visitor Centre Room Hire: Seminar room per hour (min charge 1.5 hrs)	*	15.00	0.00	15.00	0.48	0.50	3.20%	15.48	0.00	15.50	Increase by 3.2% RPI rounded
246	Barking Park: Visitor Centre Kids Parties (Ranger managed per person per hr) (min charge 10 people) (min charge 1.5 hrs)	*	7.00	0.00	7.00	0.22	0.20	3.20%	7.22	0.00	7.20	Increase by 3.2% RPI rounded
247	Millennium Centre - Hire of Classroom (min charge 1.5 hrs)	*	22.00	0.00	22.00	0.70	0.70	3.20%	22.70	0.00	22.70	Increase by 3.2% RPI rounded
248	Millennium Centre/Barking Park Centre - Out of Hours Hire (per hr)	*	45.00	0.00	45.00	1.44	1.40	3.20%	46.44	0.00	46.40	Increase by 3.2% RPI rounded
Inclusive Growth												
General Housing												
249	Eastbrookend - Travellers caravan site Weekly Licence Charge - Single Pitch	*	75.00	0.00	75.00	2.40	2.40	3.20%	77.40	0.00	77.40	In Line with LHA Shared accommodation rate
250	Eastbrookend - Travellers caravan site Weekly Licence Charge - Double Pitch	*	192.60	0.00	193.00	5.80	5.40	3.01%	198.40	0.00	198.40	In Line with LHA Double bedroom rate
251	338 Heathway - Heathway Supported Accomodation Scheme	*	159.00	0.00	159.00	(4.22)	(4.22)	-2.65%	154.78	0.00	154.78	In Line with L&Q charges
Right To Buy (RTB)/Right to Invest (RTI)												
252	Repayment of Discount	*	197.50	0.00	197.50	6.50	6.50	3.29%	204.00	0.00	204.00	RPI increase
253	Deeds of Covenant/Rectification/Variation/Enforcement	*	1,049.50	0.00	1,049.50	33.50	33.50	3.19%	1,083.00	0.00	1,083.00	RPI increase
254	Licences	*	1,049.50	0.00	1,049.50	33.50	33.50	3.19%	1,083.00	0.00	1,083.00	RPI increase
255	Licences for Garden Land	*	493.53	0.00	494.00	15.48	15.00	3.14%	509.00	0.00	509.00	RPI increase
256	Sale of Garden Land	*	1,049.50	0.00	1,049.50	33.50	33.50	3.19%	1,083.00	0.00	1,083.00	RPI increase
257	Duplicate DS1/Replacement form 53	*	74.81	0.00	75.00	2.19	2.00	2.93%	77.00	0.00	77.00	RPI increase
258	Deed of Release	*	1,361.50	0.00	1,361.50	43.50	43.50	3.20%	1,405.00	0.00	1,405.00	RPI increase
259	Copy Transfer	*	135.50	0.00	135.50	4.50	4.50	3.32%	140.00	0.00	140.00	RPI increase
260	Notice of Assignment	*	187.50	0.00	187.50	6.50	6.50	3.47%	194.00	0.00	194.00	RPI increase
261	Notice of Mortgage -	*	187.50	0.00	187.50	6.50	6.50	3.47%	194.00	0.00	194.00	RPI increase
262	Notice of Sub-let (excludes RTI)	*	187.50	0.00	187.50	6.50	6.50	3.47%	194.00	0.00	194.00	RPI increase
263	Postponements	*	161.50	0.00	161.50	5.50	5.50	3.41%	167.00	0.00	167.00	RPI increase
264	Retrieval of file	*	37.50	0.00	37.50	1.50	1.50	4.00%	39.00	0.00	39.00	RPI increase
265	Duplicate Transfer/Lease (Unsealed)	*	88.50	0.00	88.50	2.50	2.50	2.82%	91.00	0.00	91.00	RPI increase
266	Duplicate Papers (Flats)	*	88.50	0.00	88.50	2.50	2.50	2.82%	91.00	0.00	91.00	RPI increase
267	Duplicate Papers (House)	*	62.50	0.00	62.50	2.50	2.50	4.00%	65.00	0.00	65.00	RPI increase
268	General Photocopy (Per sheet)	*	3.64	0.00	4.00	0.36	0.00	10.00%	4.00	0.00	4.00	RPI increase + roundings
269	Copy of S.125 (Landlord's Offer Notice)	*	37.50	0.00	37.50	1.50	1.50	4.00%	39.00	0.00	39.00	RPI increase
270	Certificate Of Compliance	*	93.51	0.00	94.00	3.49	3.00	3.73%	97.00	0.00	97.00	RPI increase
271	Buy Back of Council Lease	*	555.87	0.00	556.00	18.14	18.00	3.26%	574.00	0.00	574.00	RPI increase
272	Deed of Release - Front Garden Parking -	*	555.87	0.00	556.00	18.14	18.00	3.26%	574.00	0.00	574.00	RPI increase
273	Retrospective Consent (charged by Housing including VAT) -	**	372.31	74.46	447.00	11.91	14.00	3.20%	384.22	76.84	461.00	RPI increase
274	Lease holders Enquiries (including VAT)	**	372.31	74.46	447.00	11.91	14.00	3.20%	384.22	76.84	461.00	RPI increase
LAW, GOVERNANCE & HR												
Legal Services –												
Contracts & Procurement – Engrossment/Sealing of Contracts Fees – Discretionary / No VAT												
275	Contract Value £100,000 - £250,000 -	*	185.00	0.00	185.00	0.00	0.00	0.00%	185.00	0.00	185.00	No change
276	Contract Value £250,000 - £750,000 -	*	310.00	0.00	310.00	0.00	0.00	0.00%	310.00	0.00	310.00	No change
277	Contract Value £750,000 - £1,500,000 -	*	430.00	0.00	430.00	0.00	0.00	0.00%	430.00	0.00	430.00	No change
278	Contract Value £1,500,000 – 2,500,000 -	*	680.00	0.00	680.00	0.00	0.00	0.00%	680.00	0.00	680.00	No change
279	Contract Value £2,500,000 - £5,000,000 -	*	810.00	0.00	810.00	0.00	0.00	0.00%	810.00	0.00	810.00	No change

Description of Service			Current 2018/19 Charge			Proposed Increase / (Decrease)			Proposed 2019/20 Charge			Rationale for fee change
280	Contract Value exceeding £5,000,000 -	*	1,050.00	0.00	1,050.00	0.00	0.00	0.00%	1,050.00	0.00	1,050.00	No change
281	Variations / Novations (where original contract value exceeds £250,000) - £150	*	310.00	0.00	310.00	0.00	0.00	0.00%	310.00	0.00	310.00	No change
New Fees for Legal Services in relation to Commercial Property												
282	Licence to Assign & Rent Deposit Deed	**	1,400.00	0.00	1,400.00	50.00	50.00	3.57%	1,450.00		1,450.00	Inflation, but adjusted to a sensible value.
283	New Shop Leases	**	1,000.00	0.00	1,000.00	32.00	32.00	3.20%	1,032.00		1,032.00	Inflation, but adjusted to a sensible value.
284	Renewal of shop leases	**	1,000.00	0.00	1,000.00	32.00	32.00	3.20%	1,032.00		1,032.00	Inflation, but adjusted to a sensible value.
285	Registration of notice of Assignment	**	75.00	0.00	75.00	2.40	2.40	3.20%	77.40		77.40	Inflation, but adjusted to a sensible value.
286	Preparation/Service of Schedule of dilapidations	**	400.00	0.00	400.00	13.00	13.00	3.25%	413.00		413.00	Inflation, but adjusted to a sensible value.
287	Licence to occupy/ carry out works	**	600-800	0.00	600-800	0.00	0.00	2.86%	620-820		620-820	Inflation, but adjusted to a sensible value.
288	Deed of Surrender	**	750.00	0.00	750.00	24.00	24.00	3.20%	774.00		774.00	Inflation, but adjusted to a sensible value.
289	Rent Deposit Deed	**	750.00	0.00	750.00	24.00	24.00	3.20%	774.00		774.00	Inflation, but adjusted to a sensible value.
290	Deed of Grant (relative to complexity)	**	750-950	0.00	750-950	0.00	0.00	2.86%	775-975		775-975	Inflation, but adjusted to a sensible value.
291	Deed of Variation	**	750-950	0.00	750-950	0.00	0.00	2.86%	775-975		775-975	Inflation, but adjusted to a sensible value.
292	Licence to Assign	**	750.00	0.00	750.00	24.00	24.00	3.20%	774.00		774.00	Inflation, but adjusted to a sensible value.
293	Substation lease	**	1,000.00	0.00	1,000.00	32.00	32.00	3.20%	1,032.00		1,032.00	Inflation, but adjusted to a sensible value.
294	Wayleave Agreements	**	750.00	0.00	750.00	24.00	24.00	3.20%	774.00		774.00	Inflation, but adjusted to a sensible value.
295	Licence to Assign and Deed of Variation	**	900.00	0.00	900.00	30.00	30.00	3.33%	930.00		930.00	Inflation, but adjusted to a sensible value.
296	Licence to Assign with AGA and Change of Use	**	900.00	0.00	900.00	30.00	30.00	3.33%	930.00		930.00	Inflation, but adjusted to a sensible value.
297	Licence to underlet	**	950.00	0.00	950.00	30.00	30.00	3.16%	980.00		980.00	Inflation, but adjusted to a sensible value.
298	Telecom Licence	**	1,000.00	0.00	1,000.00	32.00	32.00	3.20%	1,032.00		1,032.00	Inflation, but adjusted to a sensible value.
299	Authorised Guarantee Agreement	**	750.00	0.00	750.00	24.00	24.00	3.20%	774.00		774.00	Inflation, but adjusted to a sensible value.
300	Sale of Land	**	1500 or 1 % of purchase price which ever is higher	0.00	1500 or 1 % of purchase price which ever is higher	0.00	0.00	0.00%	1500 or 1 % of purchase price which ever is higher		1500 or 1 % of purchase price which ever is higher	no increase
301	Sale of Garden	**	750.00	0.00	750.00	25.00	25.00	3.33%	775.00		775.00	Inflation, but adjusted to a sensible value.
302	Copy of lease	**	75.00	0.00	75.00	2.50	2.50	3.33%	77.50		77.50	Inflation, but adjusted to a sensible value.
303	Landlord Licence	**	750.00	0.00	750.00	24.00	24.00	3.20%	774.00		774.00	Inflation, but adjusted to a sensible value.
304	Licence for Alterations	**	750.00	0.00	750.00	24.00	24.00	3.20%	774.00		774.00	Inflation, but adjusted to a sensible value.
305	Notice of Charge	**	75.00	0.00	75.00	2.50	2.50	3.33%	77.50		77.50	Inflation, but adjusted to a sensible value.
306	Retrospective Consent by Letter (e.g. alterations, extensions etc)	**	250.00	0.00	250.00	8.00	8.00	3.20%	258.00		258.00	Inflation, but adjusted to a sensible value.
REGULATORY SERVICES												
Licences												
307	Alcohol License - New Application - Band A	*	100.00	0.00	100.00	0.00	0.00	0.00%	100.00	0.00	100.00	No Change - Statutorily Set
308	Alcohol License - Annual Charge - Band A	*	70.00	0.00	70.00	0.00	0.00	0.00%	70.00	0.00	70.00	No Change - Statutorily Set
309	Alcohol License - New Application - Band B	*	190.00	0.00	190.00	0.00	0.00	0.00%	190.00	0.00	190.00	No Change - Statutorily Set
310	Alcohol License - Annual Charge - Band B	*	180.00	0.00	180.00	0.00	0.00	0.00%	180.00	0.00	180.00	No Change - Statutorily Set
311	Alcohol License - New Application - Band C	*	315.00	0.00	315.00	0.00	0.00	0.00%	315.00	0.00	315.00	No Change - Statutorily Set
312	Alcohol License - Annual Charge - Band C	*	295.00	0.00	295.00	0.00	0.00	0.00%	295.00	0.00	295.00	No Change - Statutorily Set
313	Alcohol License - New Application - Band D	*	450.00	0.00	450.00	0.00	0.00	0.00%	450.00	0.00	450.00	No Change - Statutorily Set
314	Alcohol License - Annual Charge - Band D	*	320.00	0.00	320.00	0.00	0.00	0.00%	320.00	0.00	320.00	No Change - Statutorily Set
315	Alcohol License - New Application - Band E	*	635.00	0.00	635.00	0.00	0.00	0.00%	635.00	0.00	635.00	No Change - Statutorily Set
316	Alcohol License - Annual Charge - Band E	*	350.00	0.00	350.00	0.00	0.00	0.00%	350.00	0.00	350.00	No Change - Statutorily Set
317	Additional License - 5,000 to 9,999	*	1,000.00	0.00	1,000.00	0.00	0.00	0.00%	1,000.00	0.00	1,000.00	No Change - Statutorily Set
318	Additional License - 10,000 to 14,999	*	2,000.00	0.00	2,000.00	0.00	0.00	0.00%	2,000.00	0.00	2,000.00	No Change - Statutorily Set
319	Additional License - 15,000 to 19,999	*	4,000.00	0.00	4,000.00	0.00	0.00	0.00%	4,000.00	0.00	4,000.00	No Change - Statutorily Set
320	Additional License - 20,000 to 29,999	*	8,000.00	0.00	8,000.00	0.00	0.00	0.00%	8,000.00	0.00	8,000.00	No Change - Statutorily Set
321	Additional License - 30,000 to 39,999	*	16,000.00	0.00	16,000.00	0.00	0.00	0.00%	16,000.00	0.00	16,000.00	No Change - Statutorily Set
322	Additional License - 40,000 to 49,999	*	24,000.00	0.00	24,000.00	0.00	0.00	0.00%	24,000.00	0.00	24,000.00	No Change - Statutorily Set
323	Additional License - 50,000 to 59,999	*	32,000.00	0.00	32,000.00	0.00	0.00	0.00%	32,000.00	0.00	32,000.00	No Change - Statutorily Set
324	Additional License - 60,000 to 69,999	*	40,000.00	0.00	40,000.00	0.00	0.00	0.00%	40,000.00	0.00	40,000.00	No Change - Statutorily Set
325	Additional License - 70,000 to 79,999	*	48,000.00	0.00	48,000.00	0.00	0.00	0.00%	48,000.00	0.00	48,000.00	No Change - Statutorily Set
326	Additional License - 80,000 to 89,999	*	56,000.00	0.00	56,000.00	0.00	0.00	0.00%	56,000.00	0.00	56,000.00	No Change - Statutorily Set
327	Additional License - 90,000 and over	*	64,000.00	0.00	64,000.00	0.00	0.00	0.00%	64,000.00	0.00	64,000.00	No Change - Statutorily Set
328	Additional License - 5,000 to 9,999 - Annual Fee	*	500.00	0.00	500.00	0.00	0.00	0.00%	500.00	0.00	500.00	No Change - Statutorily Set
329	Additional License - 10,000 to 14,999 - Annual Fee	*	1,000.00	0.00	1,000.00	0.00	0.00	0.00%	1,000.00	0.00	1,000.00	No Change - Statutorily Set
330	Additional License - 15,000 to 19,999 - Annual Fee	*	2,000.00	0.00	2,000.00	0.00	0.00	0.00%	2,000.00	0.00	2,000.00	No Change - Statutorily Set
331	Additional License - 20,000 to 29,999 - Annual Fee	*	4,000.00	0.00	4,000.00	0.00	0.00	0.00%	4,000.00	0.00	4,000.00	No Change - Statutorily Set
332	Additional License - 30,000 to 39,999 - Annual Fee	*	8,000.00	0.00	8,000.00	0.00	0.00	0.00%	8,000.00	0.00	8,000.00	No Change - Statutorily Set
333	Additional License - 40,000 to 49,999 - Annual Fee	*	12,000.00	0.00	12,000.00	0.00	0.00	0.00%	12,000.00	0.00	12,000.00	No Change - Statutorily Set
334	Additional License - 50,000 to 59,999 - Annual Fee	*	16,000.00	0.00	16,000.00	0.00	0.00	0.00%	16,000.00	0.00	16,000.00	No Change - Statutorily Set
335	Additional License - 60,000 to 69,999 - Annual Fee	*	20,000.00	0.00	20,000.00	0.00	0.00	0.00%	20,000.00	0.00	20,000.00	No Change - Statutorily Set
336	Additional License - 70,000 to 79,999 - Annual Fee	*	24,000.00	0.00	24,000.00	0.00	0.00	0.00%	24,000.00	0.00	24,000.00	No Change - Statutorily Set
337	Additional License - 80,000 to 89,999 - Annual Fee	*	28,000.00	0.00	28,000.00	0.00	0.00	0.00%	28,000.00	0.00	28,000.00	No Change - Statutorily Set
338	Additional License - 90,000 and over - Annual Fee	*	32,000.00	0.00	32,000.00	0.00	0.00	0.00%	32,000.00	0.00	32,000.00	No Change - Statutorily Set
339	Application for the grant or renewal of a personal licence	*	37.00	0.00	37.00	0.00	0.00	0.00%	37.00	0.00	37.00	No Change - Statutorily Set
340	Temporary event notice	*	21.00	0.00	21.00	0.00	0.00	0.00%	21.00	0.00	21.00	No Change - Statutorily Set
341	Theft, loss, etc. of premises licence or summary	*	10.50	0.00	10.50	0.00	0.00	0.00%	10.50	0.00	10.50	No Change - Statutorily Set
342	Application for a provisional statement where premises being built etc.	*	315.00	0.00	315.00	0.00	0.00	0.00%	315.00	0.00	315.00	No Change - Statutorily Set

Description of Service			Current 2018/19 Charge			Proposed Increase / (Decrease)			Proposed 2019/20 Charge			Rationale for fee change
343	Notification of change of name or address	*	10.50	0.00	10.50	0.00	0.00	0.00%	10.50	0.00	10.50	No Change - Statutorily Set
344	Application to vary licence to specify individual as premises supervisor	*	23.00	0.00	23.00	0.00	0.00	0.00%	23.00	0.00	23.00	No Change - Statutorily Set
345	Application for transfer of premises licence	*	23.00	0.00	23.00	0.00	0.00	0.00%	23.00	0.00	23.00	No Change - Statutorily Set
346	Interim authority notice following death etc.of licence holder	*	23.00	0.00	23.00	0.00	0.00	0.00%	23.00	0.00	23.00	No Change - Statutorily Set
347	Theft, loss etc.of certificate or summary	*	10.50	0.00	10.50	0.00	0.00	0.00%	10.50	0.00	10.50	No Change - Statutorily Set
348	Notification of change of name or alteration of rules of club	*	10.50	0.00	10.50	0.00	0.00	0.00%	10.50	0.00	10.50	No Change - Statutorily Set
349	Change of relevant registered address of club	*	10.50	0.00	10.50	0.00	0.00	0.00%	10.50	0.00	10.50	No Change - Statutorily Set
350	Theft, loss etc.of temporary event notice	*	10.50	0.00	10.50	0.00	0.00	0.00%	10.50	0.00	10.50	No Change - Statutorily Set
351	Theft, loss etc.of personal licence	*	10.50	0.00	10.50	0.00	0.00	0.00%	10.50	0.00	10.50	No Change - Statutorily Set
352	Duty to notify change of name or address	*	10.50	0.00	10.50	0.00	0.00	0.00%	10.50	0.00	10.50	No Change - Statutorily Set
353	Right of freeholder etc.to be notified of licensing matters	*	21.00	0.00	21.00	0.00	0.00	0.00%	21.00	0.00	21.00	No Change - Statutorily Set
354	Application to vary premises licence at community premises to include alternative licence condition	*	23.00	0.00	23.00	0.00	0.00	0.00%	23.00	0.00	23.00	No Change - Statutorily Set
355	Application for minor variation	*	89.00	0.00	89.00	0.00	0.00	0.00%	89.00	0.00	89.00	No Change - Statutorily Set
	Hypnotism Fees and Charges											
356	Single Performance License	*	181.83	0.00	182.00	5.82	6.00	3.20%	187.64	0.00	188.00	Inflation.
357	Multiple Performances License	*	270.50	0.00	270.50	8.66	8.50	3.20%	279.16	0.00	279.00	
358	Licences - Special treatment premises- Category 1 Laser treatment	*	548.59	0.00	549.00	0.00	0.00	0.00%	548.59	0.00	549.00	No change
359	Licences - Special treatment premises- Category 2 electrical, tattooing, body piercing etc.	*	391.70	0.00	392.00	0.00	0.00	0.00%	391.70	0.00	392.00	No change
360	Licences - Special treatment premises- Category 3 massage, manicure, pedicure , tanning etc	*	275.00	0.00	275.00	0.00	0.00	0.00%	275.00	0.00	275.00	No change
361	Licences - Special treatment premises- Category 4 ear lobe and nostril piercing	*	117.50	0.00	117.50	0.00	0.00	0.00%	117.50	0.00	117.50	No change
362	Licences - Special treatment premises- Category 1 Laser treatment - Renewal	*	548.59	0.00	549.00	0.00	0.00	0.00%	548.59	0.00	549.00	No change
363	Licences - Special treatment premises- Category 2 electrical, tattooing, body piercing etc. - Renewal	*	391.70	0.00	392.00	0.00	0.00	0.00%	391.70	0.00	392.00	No change
364	Licences - Special treatment premises- Category 3 massage, manicure, pedicure , tanning etc - Renewal	*	275.00	0.00	275.00	0.00	0.00	0.00%	275.00	0.00	275.00	No change
365	Licences - Special treatment premises- Category 4 ear lobe and nostril piercing - Renewal	*	117.50	0.00	117.50	0.00	0.00	0.00%	117.50	0.00	117.50	No change
366	Licences - Special treatment premises- Category 1 Laser treatment - Transfer	*	548.59	0.00	549.00	0.00	0.00	0.00%	548.59	0.00	549.00	No change
367	Licences - Special treatment premises- Category 2 electrical, tattooing, body piercing etc. - Transfer	*	391.70	0.00	392.00	0.00	0.00	0.00%	391.70	0.00	392.00	No change
368	Licences - Special treatment premises- Category 3 massage, manicure, pedicure , tanning etc - Transfer	*	275.00	0.00	275.00	0.00	0.00	0.00%	275.00	0.00	275.00	No change
369	Licences - Special treatment premises- Category 4 ear lobe and nostril piercing - Transfer	*	117.50	0.00	117.50	0.00	0.00	0.00%	117.50	0.00	117.50	No change
370	Licences - Special treatment premises- health and safety at work change of practitioner	*	83.64	0.00	84.00	0.00	0.00	0.00%	83.64	0.00	84.00	No change
371	Animals (a) Dog Breeders- new Application fees	*				0.00	310.00	0.00%	310.00	0.00	310.00	New simplified fee structure
372	Animals (a) Dog Breeders- Licence Fees	*				0.00	246.00	0.00%	246.00	0.00	246.00	New simplified fee structure
373	Animals (a) Dog Breeders- Renewal of licence application	*				0.00	265.00	0.00%	265.00	0.00	265.00	New simplified fee structure
374	Animals (a) Dog Breeders- Renewal of licence fees	*				0.00	246.00	0.00%	246.00	0.00	246.00	New simplified fee structure
375	Animals (a) Dog Breeders- Variation of licence	*				0.00	175.00	0.00%	175.00	0.00	175.00	New simplified fee structure
372	Animals (b) Riding Establishments- New application / Renewal application	*				0.00	410.00	0.00%	410.00	0.00	410.00	New simplified fee structure
373	Animals (b) Riding Establishments- Licence Fees	*				0.00	265.00	0.00%	265.00	0.00	265.00	New simplified fee structure
376	Animals (c) Boarding- new Application fees	*				0.00	310.00	0.00%	310.00	0.00	310.00	New simplified fee structure
376	Animals (c) Boarding- Licence Fees	*				0.00	246.00	0.00%	246.00	0.00	246.00	New simplified fee structure
377	Animals (c) Boarding- Renewal of licence application	*				0.00	265.00	0.00%	265.00	0.00	265.00	New simplified fee structure
377	Animals (c) Boarding- Renewal of licence fees	*				0.00	246.00	0.00%	246.00	0.00	246.00	New simplified fee structure
378	Animals (c) Boarding- Variation of licence	*				0.00	175.00	0.00%	175.00	0.00	175.00	New simplified fee structure
379	Animals (d) Pet Shop- new Application fees	*				0.00	311.00	0.00%	311.00	0.00	311.00	New simplified fee structure
380	Animals (d) Pet Shop- Licence Fees	*				0.00	205.00	0.00%	205.00	0.00	205.00	New simplified fee structure
381	Animals (d) Pet Shop- Renewal of licence application	*				0.00	246.00	0.00%	246.00	0.00	246.00	New simplified fee structure
382	Animals (d) Pet Shop- Renewal of licence fees	*				0.00	220.00	0.00%	220.00	0.00	220.00	New simplified fee structure
383	Animals (d) Pet Shop- Variation of licence	*				0.00	175.00	0.00%	175.00	0.00	175.00	New simplified fee structure
384	Animals (e) Dangerous Wild Animals- new Application fees	*				0.00	502.00	0.00%	502.00	0.00	502.00	New simplified fee structure
385	Animals (e) Dangerous Wild Animals- Licence Fees	*				0.00	331.00	0.00%	331.00	0.00	331.00	New simplified fee structure
386	Animals (e) Dangerous Wild Animals- Renewal of licence application	*				0.00	390.00	0.00%	390.00	0.00	390.00	New simplified fee structure
387	Animals (e) Dangerous Wild Animals- Renewal of licence fees	*				0.00	330.00	0.00%	330.00	0.00	330.00	New simplified fee structure
388	Animal (f) - Performing animals- New application	*				0.00	269.00	0.00%	269.00	0.00	269.00	New simplified fee structure
389	Animal (f) - Performing animals- Variation of licence	*				0.00	175.00	0.00%	175.00	0.00	175.00	New simplified fee structure
390	Licences - New Sex Shop Licence	*	3,701.96	0.00	3,702.00	118.51	118.00	3.20%	3,820.46	0.00	3,820.00	Inflation
391	Licences - Sex Shop - Renewal	*	2,644.50	0.00	2,644.50	84.62	84.50	3.20%	2,729.12	0.00	2,729.00	Inflation
392	Licences - Safety at sports ground Act- fees charged on officer time spent processing application (Inc Explosives)	*	200.00	0.00	200.00	0.00	0.00	0.00%	200.00	0.00	200.00	No change
393	Licences - Auction Rooms Registration	*	587.50	0.00	587.50	0.00	0.00	0.00%	587.50	0.00	587.50	No change
394	Licences - Occasional Sales- up to 50 stalls/vehicles/pitches	*	125.72	0.00	126.00	0.00	0.00	0.00%	125.72	0.00	126.00	No change
395	Licences - Occasional Sales- 51-150 stalls/vehicles/pitches	*	199.50	0.00	199.50	0.00	0.00	0.00%	199.50	0.00	199.50	No change
396	Licences - Occasional Sales- over 150 stalls/vehicles/pitches	*	344.95	0.00	345.00	0.00	0.00	0.00%	344.95	0.00	345.00	No change
397	Scrap metal Site License (Time spent - minutes) - New	*	444.50	0.00	444.50	14.22	14.50	3.20%	458.72	0.00	459.00	Inflation
398	Scrap metal Site License (Time spent - minutes) - Renewal	*	440.00	0.00	440.00	14.08	14.00	3.20%	454.08	0.00	454.00	Inflation
399	Scrap metal Site License (Time spent - minutes) - Variation	*	164.50	0.00	164.50	5.26	5.50	3.20%	169.76	0.00	170.00	Inflation
400	Scrap metal Collectors License (Time spent - minutes) - New	*	264.95	0.00	265.00	8.54	8.00	3.22%	273.48	0.00	273.00	Inflation
401	Scrap metal Collectors License (Time spent - minutes) - Renewal	*	259.75	0.00	260.00	8.57	8.00	3.30%	268.32	0.00	268.00	Inflation
402	Scrap metal Collectors License (Time spent - minutes) - Variation	*	111.50	0.00	111.50	3.57	3.50	3.20%	115.07	0.00	115.00	Inflation
403	Buy With Confidence - Application	**	112.56	22.51	135.00	0.00	0.00	0.00%	112.56	22.51	135.00	No change

Description of Service			Current 2018/19 Charge			Proposed Increase / (Decrease)			Proposed 2019/20 Charge			Rationale for fee change
404	Buy With Confidence - Renewal	**	112.56	22.51	135.00	0.00	0.00	0.00%	112.56	22.51	135.00	No change
405	Registration - Lotteries	*	60.00	0.00	60.00	0.00	0.00	0.00%	60.00	0.00	60.00	No change
406	Registration - Lotteries renewal	*	60.00	0.00	60.00	0.00	0.00	0.00%	60.00	0.00	60.00	No change
New Regional Casino premises licence												
407	Application for a provisional statement	*	15,000.00	0.00	15,000.00	0.00	0.00	0.00%	15,000.00	0.00	15,000.00	No Change - Statutorily Set
408	Application for a new premises licence	*	15,000.00	0.00	15,000.00	0.00	0.00	0.00%	15,000.00	0.00	15,000.00	No Change - Statutorily Set
409	Application to vary a new premises licence	*	7,500.00	0.00	7,500.00	0.00	0.00	0.00%	7,500.00	0.00	7,500.00	No Change - Statutorily Set
410	Application to transfer a premises licence	*	6,500.00	0.00	6,500.00	0.00	0.00	0.00%	6,500.00	0.00	6,500.00	No Change - Statutorily Set
411	Application for a new premises licence with Provisional Statement	*	8,000.00	0.00	8,000.00	0.00	0.00	0.00%	8,000.00	0.00	8,000.00	No Change - Statutorily Set
412	Annual fee	*	15,000.00	0.00	15,000.00	0.00	0.00	0.00%	15,000.00	0.00	15,000.00	No Change - Statutorily Set
413	Reinstatement of a licence	*	6,500.00	0.00	6,500.00	0.00	0.00	0.00%	6,500.00	0.00	6,500.00	No Change - Statutorily Set
414	Copy of licence	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No Change - Statutorily Set
415	Notification of change of details	*	38.50	0.00	38.50	0.00	0.00	0.00%	38.50	0.00	38.50	No Change - Statutorily Set
New Large Casino premises licence												
416	Application for a provisional statement	*	10,000.00	0.00	10,000.00	0.00	0.00	0.00%	10,000.00	0.00	10,000.00	No Change - Statutorily Set
417	Application for a new premises licence	*	10,000.00	0.00	10,000.00	0.00	0.00	0.00%	10,000.00	0.00	10,000.00	No Change - Statutorily Set
418	Application to vary a new premises licence	*	5,000.00	0.00	5,000.00	0.00	0.00	0.00%	5,000.00	0.00	5,000.00	No Change - Statutorily Set
419	Application to transfer a premises licence	*	2,150.00	0.00	2,150.00	0.00	0.00	0.00%	2,150.00	0.00	2,150.00	No Change - Statutorily Set
420	Application for a new premises licence with Provisional Statement	*	5,000.00	0.00	5,000.00	0.00	0.00	0.00%	5,000.00	0.00	5,000.00	No Change - Statutorily Set
421	Annual fee	*	10,000.00	0.00	10,000.00	0.00	0.00	0.00%	10,000.00	0.00	10,000.00	No Change - Statutorily Set
422	Reinstatement of a licence	*	2,150.00	0.00	2,150.00	0.00	0.00	0.00%	2,150.00	0.00	2,150.00	No Change - Statutorily Set
423	Copy of licence	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No Change - Statutorily Set
424	Notification of change of details	*	38.50	0.00	38.50	0.00	0.00	0.00%	38.50	0.00	38.50	No Change - Statutorily Set
New Small Casino premises licence												
425	Application for a provisional statement	*	8,000.00	0.00	8,000.00	0.00	0.00	0.00%	8,000.00	0.00	8,000.00	No Change - Statutorily Set
426	Application for a new premises licence	*	8,000.00	0.00	8,000.00	0.00	0.00	0.00%	8,000.00	0.00	8,000.00	No Change - Statutorily Set
427	Application to vary a new premises licence	*	4,000.00	0.00	4,000.00	0.00	0.00	0.00%	4,000.00	0.00	4,000.00	No Change - Statutorily Set
428	Application to transfer a premises licence	*	1,800.00	0.00	1,800.00	0.00	0.00	0.00%	1,800.00	0.00	1,800.00	No Change - Statutorily Set
429	Application for a new premises licence with Provisional Statement	*	3,000.00	0.00	3,000.00	0.00	0.00	0.00%	3,000.00	0.00	3,000.00	No Change - Statutorily Set
430	Annual fee	*	5,000.00	0.00	5,000.00	0.00	0.00	0.00%	5,000.00	0.00	5,000.00	No Change - Statutorily Set
431	Reinstatement of a licence	*	1,800.00	0.00	1,800.00	0.00	0.00	0.00%	1,800.00	0.00	1,800.00	No Change - Statutorily Set
432	Copy of licence	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No Change - Statutorily Set
433	Notification of change of details	*	38.50	0.00	38.50	0.00	0.00	0.00%	38.50	0.00	38.50	No Change - Statutorily Set
Converted Casino premises licence												
434	Fast track conversion application	*	300.00	0.00	300.00	0.00	0.00	0.00%	300.00	0.00	300.00	No Change - Statutorily Set
435	Non-Fast track conversion application	*	2,000.00	0.00	2,000.00	0.00	0.00	0.00%	2,000.00	0.00	2,000.00	No Change - Statutorily Set
436	Application to vary a new premises licence	*	2,000.00	0.00	2,000.00	0.00	0.00	0.00%	2,000.00	0.00	2,000.00	No Change - Statutorily Set
437	Application to transfer a premises licence	*	1,350.00	0.00	1,350.00	0.00	0.00	0.00%	1,350.00	0.00	1,350.00	No Change - Statutorily Set
438	Annual fee	*	3,000.00	0.00	3,000.00	0.00	0.00	0.00%	3,000.00	0.00	3,000.00	No Change - Statutorily Set
439	Reinstatement of a licence	*	1,350.00	0.00	1,350.00	0.00	0.00	0.00%	1,350.00	0.00	1,350.00	No Change - Statutorily Set
440	Copy of licence	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No Change - Statutorily Set
441	Notification of change of details	*	38.50	0.00	38.50	0.00	0.00	0.00%	38.50	0.00	38.50	No Change - Statutorily Set
Bingo premises licence												
442	Fast track conversion application	*	300.00	0.00	300.00	0.00	0.00	0.00%	300.00	0.00	300.00	No Change - Statutorily Set
443	Non -Fast track conversion application	*	1,750.00	0.00	1,750.00	0.00	0.00	0.00%	1,750.00	0.00	1,750.00	No Change - Statutorily Set
444	Application for a provisional statement	*	1,200.00	0.00	1,200.00	0.00	0.00	0.00%	1,200.00	0.00	1,200.00	No Change - Statutorily Set
445	Application for a new premises licence	*	3,500.00	0.00	3,500.00	0.00	0.00	0.00%	3,500.00	0.00	3,500.00	No Change - Statutorily Set
446	Application to vary a new premises licence	*	1,750.00	0.00	1,750.00	0.00	0.00	0.00%	1,750.00	0.00	1,750.00	No Change - Statutorily Set
447	Application to transfer a premises licence	*	1,200.00	0.00	1,200.00	0.00	0.00	0.00%	1,200.00	0.00	1,200.00	No Change - Statutorily Set
448	Application for a new premises licence with Provisional Statement	*	1,200.00	0.00	1,200.00	0.00	0.00	0.00%	1,200.00	0.00	1,200.00	No Change - Statutorily Set
449	Annual fee	*	1,000.00	0.00	1,000.00	0.00	0.00	0.00%	1,000.00	0.00	1,000.00	No Change - Statutorily Set
450	Reinstatement of a licence	*	1,200.00	0.00	1,200.00	0.00	0.00	0.00%	1,200.00	0.00	1,200.00	No Change - Statutorily Set
451	Copy of licence	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No Change - Statutorily Set
452	Notification of change of details	*	38.50	0.00	38.50	0.00	0.00	0.00%	38.50	0.00	38.50	No Change - Statutorily Set
Betting premises (other) licence												
453	Fast track conversion application	*	300.00	0.00	300.00	0.00	0.00	0.00%	300.00	0.00	300.00	No change - Currently set at the maximum
454	Non -Fast track conversion application	*	1,750.00	0.00	1,750.00	0.00	0.00	0.00%	1,750.00	0.00	1,750.00	No change - Currently set at the maximum
455	Application for a provisional statement	*	3,000.00	0.00	3,000.00	0.00	0.00	0.00%	3,000.00	0.00	3,000.00	No change - Currently set at the maximum
456	Application for a new premises licence	*	3,000.00	0.00	3,000.00	0.00	0.00	0.00%	3,000.00	0.00	3,000.00	No change - Currently set at the maximum
457	Application to vary a new premises licence	*	1,500.00	0.00	1,500.00	0.00	0.00	0.00%	1,500.00	0.00	1,500.00	No change - Currently set at the maximum
458	Application to transfer a premises licence	*	1,200.00	0.00	1,200.00	0.00	0.00	0.00%	1,200.00	0.00	1,200.00	No change - Currently set at the maximum
459	Application for a new premises licence with Provisional Statement	*	1,500.00	0.00	1,500.00	0.00	0.00	0.00%	1,500.00	0.00	1,500.00	No change - Currently set at the maximum
460	Annual fee	*	600.00	0.00	600.00	0.00	0.00	0.00%	600.00	0.00	600.00	No change - Currently set at the maximum
461	Reinstatement of a licence	*	1,200.00	0.00	1,200.00	0.00	0.00	0.00%	1,200.00	0.00	1,200.00	No change - Currently set at the maximum
462	Copy of licence	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No change - Currently set at the maximum
463	Notification of change of details	*	38.50	0.00	38.50	0.00	0.00	0.00%	38.50	0.00	38.50	No change - Currently set at the maximum
Betting premises (track) licence												
464	Fast track conversion application	*	300.00	0.00	300.00	0.00	0.00	0.00%	300.00	0.00	300.00	No change - Currently set at the maximum
465	Non -Fast track conversion application	*	1,250.00	0.00	1,250.00	0.00	0.00	0.00%	1,250.00	0.00	1,250.00	No change - Currently set at the maximum

Description of Service			Current 2018/19 Charge			Proposed Increase / (Decrease)			Proposed 2019/20 Charge			Rationale for fee change
466	Application for a provisional statement	*	2,500.00	0.00	2,500.00	0.00	0.00	0.00%	2,500.00	0.00	2,500.00	No change - Currently set at the maximum
467	Application for a new premises licence	*	2,500.00	0.00	2,500.00	0.00	0.00	0.00%	2,500.00	0.00	2,500.00	No change - Currently set at the maximum
468	Application to vary a new premises licence	*	1,250.00	0.00	1,250.00	0.00	0.00	0.00%	1,250.00	0.00	1,250.00	No change - Currently set at the maximum
469	Application to transfer a premises licence	*	950.00	0.00	950.00	0.00	0.00	0.00%	950.00	0.00	950.00	No change - Currently set at the maximum
470	Application for a new premises licence with Provisional Statement	*	950.00	0.00	950.00	0.00	0.00	0.00%	950.00	0.00	950.00	No change - Currently set at the maximum
471	Annual fee	*	1,000.00	0.00	1,000.00	0.00	0.00	0.00%	1,000.00	0.00	1,000.00	No change - Currently set at the maximum
472	Reinstatement of a licence	*	950.00	0.00	950.00	0.00	0.00	0.00%	950.00	0.00	950.00	No change - Currently set at the maximum
473	Copy of licence	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No change - Currently set at the maximum
474	Notification of change of details	*	38.50	0.00	38.50	0.00	0.00	0.00%	38.50	0.00	38.50	No change - Currently set at the maximum
Adult Gaming Centre premises licence												
475	Fast track conversion application	*	300.00	0.00	300.00	0.00	0.00	0.00%	300.00	0.00	300.00	No change - Currently set at the maximum
476	Non -Fast track conversion application	*	1,000.00	0.00	1,000.00	0.00	0.00	0.00%	1,000.00	0.00	1,000.00	No change - Currently set at the maximum
477	Application for a provisional statement	*	2,000.00	0.00	2,000.00	0.00	0.00	0.00%	2,000.00	0.00	2,000.00	No change - Currently set at the maximum
478	Application for a new premises licence	*	2,000.00	0.00	2,000.00	0.00	0.00	0.00%	2,000.00	0.00	2,000.00	No change - Currently set at the maximum
479	Application to vary a new premises licence	*	1,000.00	0.00	1,000.00	0.00	0.00	0.00%	1,000.00	0.00	1,000.00	No change - Currently set at the maximum
480	Application to transfer a premises licence	*	1,200.00	0.00	1,200.00	0.00	0.00	0.00%	1,200.00	0.00	1,200.00	No change - Currently set at the maximum
481	Application for a new premises licence with Provisional Statement	*	1,200.00	0.00	1,200.00	0.00	0.00	0.00%	1,200.00	0.00	1,200.00	No change - Currently set at the maximum
482	Annual fee	*	1,000.00	0.00	1,000.00	0.00	0.00	0.00%	1,000.00	0.00	1,000.00	No change - Currently set at the maximum
483	Reinstatement of a licence	*	1,200.00	0.00	1,200.00	0.00	0.00	0.00%	1,200.00	0.00	1,200.00	No change - Currently set at the maximum
484	Copy of licence	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No change - Currently set at the maximum
485	Notification of change of details	*	38.50	0.00	38.50	0.00	0.00	0.00%	38.50	0.00	38.50	No change - Currently set at the maximum
Family entertainment centre premises licence												
486	Fast track conversion application	*	300.00	0.00	300.00	0.00	0.00	0.00%	300.00	0.00	300.00	No change - Currently set at the maximum
487	Non -Fast track conversion application	*	1,000.00	0.00	1,000.00	0.00	0.00	0.00%	1,000.00	0.00	1,000.00	No change - Currently set at the maximum
488	Application for a provisional statement	*	2,000.00	0.00	2,000.00	0.00	0.00	0.00%	2,000.00	0.00	2,000.00	No change - Currently set at the maximum
489	Application for a new premises licence	*	2,000.00	0.00	2,000.00	0.00	0.00	0.00%	2,000.00	0.00	2,000.00	No change - Currently set at the maximum
490	Application to vary a new premises licence	*	1,000.00	0.00	1,000.00	0.00	0.00	0.00%	1,000.00	0.00	1,000.00	No change - Currently set at the maximum
491	Application to transfer a premises licence	*	950.00	0.00	950.00	0.00	0.00	0.00%	950.00	0.00	950.00	No change - Currently set at the maximum
492	Application for a new premises licence with Provisional Statement	*	950.00	0.00	950.00	0.00	0.00	0.00%	950.00	0.00	950.00	No change - Currently set at the maximum
493	Annual fee	*	750.00	0.00	750.00	0.00	0.00	0.00%	750.00	0.00	750.00	No change - Currently set at the maximum
494	Reinstatement of a licence	*	950.00	0.00	950.00	0.00	0.00	0.00%	950.00	0.00	950.00	No change - Currently set at the maximum
495	Copy of licence	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	No change - Currently set at the maximum
496	Notification of change of details	*	38.50	0.00	38.50	0.00	0.00	0.00%	38.50	0.00	38.50	No change - Currently set at the maximum
Other Licences												
497	Other income - Pollution - Seizure of Equipment by Noise Patrol -Fee for reclamation of property (NON-BUSINESS)	*	250.00	0.00	250.00	8.00	8.00	3.20%	258.00	0.00	258.00	Inflation
498	Dog Warden Service - Stray Dog Collection	*	87.00	0.00	87.00	2.78	3.00	3.20%	89.78	0.00	90.00	Inflation
499	Dog Warden Service - Administration Fee	*	33.00	0.00	33.00	(8.00)	(8.00)	-24.24%	25.00	0.00	25.00	Cost recovery
500	Dog Warden Service - Cost Per Night in Kennel	*	33.00	0.00	33.00	0.00	0.00	0.00%	33.00	0.00	33.00	
PARKING												
On Street Parking Services												
501	Resident Permits Tariff Band 1 - Emission (CO2)g/km 0 to 50- Up to 2 Vehicles	*							0.00	0.00	0.00	New charge scheme based on Emissions as oppose to Co2
502	Resident Permits Tariff Band 1 - Emission (CO2)g/km 0 to 50- 3rd vehicle	*							45.00	0.00	45.00	New charge scheme based on Emissions as oppose to Co2
503	Resident Permits Tariff Band 1 - Emission (CO2)g/km 0 to 50- 4th vehicle	*							45.00	0.00	45.00	New charge scheme based on Emissions as oppose to Co2
504	Resident Permits Tariff Band 1 - Emission (CO2)g/km 0 to 50- 5th vehicle	*							45.00	0.00	45.00	New charge scheme based on Emissions as oppose to Co2
505	Resident Permits Tariff Band 2 - Emission (CO2)g/km 51 to 100- Up to 2 Vehicles	*							18.00	0.00	18.00	New charge scheme based on Emissions as oppose to Co2
506	Resident Permits Tariff Band 2 - Emission (CO2)g/km 51 to 100- 3rd vehicle	*							45.00	0.00	45.00	New charge scheme based on Emissions as oppose to Co2
507	Resident Permits Tariff Band 2 - Emission (CO2)g/km 51 to 100- 4th vehicle	*							45.00	0.00	45.00	New charge scheme based on Emissions as oppose to Co2
508	Resident Permits Tariff Band 2 - Emission (CO2)g/km 51 to 100- 5th vehicle	*							45.00	0.00	45.00	New charge scheme based on Emissions as oppose to Co2
509	Resident Permits Tariff Band 3 - Emission (CO2)g/km 1010 to 140- Up to 2 Vehicles	*							36.00	0.00	36.00	New charge scheme based on Emissions as oppose to Co2
510	Resident Permits Tariff Band 3 - Emission (CO2)g/km 1010 to 140- 3rd	*							45.00	0.00	45.00	New charge scheme based on Emissions as oppose to Co2
511	Resident Permits Tariff Band 3 - Emission (CO2)g/km 1010 to 140- 4th	*							54.00	0.00	54.00	New charge scheme based on Emissions as oppose to Co2
512	Resident Permits Tariff Band 3 - Emission (CO2)g/km 1010 to 140- 5th	*							63.00	0.00	63.00	New charge scheme based on Emissions as oppose to Co2
513	Resident Permits Tariff Band 4 - Emission (CO2)g/km 141 to 160- Up to 2 Vehicles	*							45.00	0.00	45.00	New charge scheme based on Emissions as oppose to Co2
514	Resident Permits Tariff Band 4 - Emission (CO2)g/km 141 to 160-3rd	*							56.25	0.00	56.00	New charge scheme based on Emissions as oppose to Co2
515	Resident Permits Tariff Band 4 - Emission (CO2)g/km 141 to 160-4th	*							67.50	0.00	68.00	New charge scheme based on Emissions as oppose to Co2
516	Resident Permits Tariff Band 4 - Emission (CO2)g/km 141 to 160-5th	*							78.75	0.00	79.00	New charge scheme based on Emissions as oppose to Co2
517	Resident Permits Tariff Band 5 - Emission (CO2)g/km 161 to 180 - Up to 2 Vehicles	*							51.00	0.00	51.00	New charge scheme based on Emissions as oppose to Co2
518	Resident Permits Tariff Band 5 - Emission (CO2)g/km 161 to 180 - 3rd Vehicles	*							63.75	0.00	64.00	New charge scheme based on Emissions as oppose to Co2
519	Resident Permits Tariff Band 5 - Emission (CO2)g/km 161 to 180 - 4th Vehicles	*							76.50	0.00	77.00	New charge scheme based on Emissions as oppose to Co2
520	Resident Permits Tariff Band 5 - Emission (CO2)g/km 161 to 180 - 5th Vehicles	*							89.25	0.00	89.00	New charge scheme based on Emissions as oppose to Co2
521	Resident Permits Tariff Band 6 - Emission (CO2)g/km 181 to 255- Up to 2 Vehicles	*							80.00	0.00	80.00	New charge scheme based on Emissions as oppose to Co2
522	Resident Permits Tariff Band 6 - Emission (CO2)g/km 181 to 255-3rd	*							100.00	0.00	100.00	New charge scheme based on Emissions as oppose to Co2
523	Resident Permits Tariff Band 6 - Emission (CO2)g/km 181 to 255-4th	*							120.00	0.00	120.00	New charge scheme based on Emissions as oppose to Co2
524	Resident Permits Tariff Band 6 - Emission (CO2)g/km 181 to 255-5th	*							140.00	0.00	140.00	New charge scheme based on Emissions as oppose to Co2
525	Resident Permits Tariff Band 7 - Emission (CO2)g/km over 256- Up to 2 Vehicles	*							140.00	0.00	140.00	New charge scheme based on Emissions as oppose to Co2
526	Resident Permits Tariff Band 7 - Emission (CO2)g/km over 256-3rd	*							175.00	0.00	175.00	New charge scheme based on Emissions as oppose to Co2
527	Resident Permits Tariff Band 7 - Emission (CO2)g/km over 256-4th	*							210.00	0.00	210.00	New charge scheme based on Emissions as oppose to Co2
528	Resident Permits Tariff Band 7 - Emission (CO2)g/km over 256-5th	*							245.00	0.00	245.00	New charge scheme based on Emissions as oppose to Co2
529	Diesel Surcharge for resident and business parking permits	*							75.00	0.00	75.00	New charge scheme in line with Mayor ULEZ charge- for reduce air pollution

Description of Service		Current 2018/19 Charge			Proposed Increase / (Decrease)			Proposed 2019/20 Charge			Rationale for fee change	
Traffic Management orders On street												
530	Change to traffic management order	*	2,250.00	0.00	2,250.00	72.00	72.00	3.20%	2,322.00	0.00	2,322.00	Inflation
531	Traffic Management order revoke	*	2,250.00	0.00	2,250.00	72.00	72.00	3.20%	2,322.00	0.00	2,322.00	Inflation
532	Traffic Management order; Temporary	*	5,250.00	0.00	5,250.00	168.00	168.00	3.20%	5,418.00	0.00	5,418.00	Inflation
533	Traffic Management order; Experimental	*	5,250.00	0.00	5,250.00	168.00	168.00	3.20%	5,418.00	0.00	5,418.00	Inflation
534	Traffic Management order; Permanent	*	6,000.00	0.00	6,000.00	192.00	192.00	3.20%	6,192.00	0.00	6,192.00	Inflation
535	Signs and Lines infrastructure implementation per metre	*	825.00	0.00	825.00	26.40	26.00	3.20%	851.40	0.00	851.00	Inflation
536	New parking post / plate	*	225.00	0.00	225.00	7.20	7.00	3.20%	232.20	0.00	232.00	Inflation
537	Implementation / Removal of new bay markings	*	225.00	0.00	225.00	7.20	7.00	3.20%	232.20	0.00	232.00	Inflation
538	Implementation of personalised Disabled Bay	*	525.00	0.00	525.00	16.80	17.00	3.20%	541.80	0.00	542.00	Inflation
Parking Other Permits												
539	Domestic carer permit - Year	*	124.68	0.00	125.00	0.00	0.00	0.00%	124.68	0.00	125.00	
540	Domestic carer permit - 6 months	*	83.50	0.00	83.50	0.00	0.00	0.00%	83.50	0.00	83.50	
541	Commercial carer permit Yearly - Maximum 4 hours per parking session(park anywhere in the Borough	*							280.00	0.00	280.00	New
542	Visitor Session- 4 Hours	*	1.50	0.00	1.50	0.00	0.00	0.00%	1.50	0.00	1.50	
543	Visitor Session- 1 day	*	2.70	0.00	2.70	0.00	0.00	0.00%	2.70	0.00	2.70	
544	Parking Waiver - Daily	*	31.00	0.00	31.00	0.99	1.00	3.20%	31.99	0.00	32.00	Inflation - change effective from April 2019
545	Parking Waiver - Weekly	*	103.90	0.00	104.00	3.32	3.00	3.20%	107.22	0.00	107.00	Inflation - change effective from April 2019
546	Vehicle release from locked car park location	*	155.85	0.00	156.00	4.99	5.00	3.20%	160.84	0.00	161.00	Inflation - change effective from April 2019
547	Car Club annual permit	*	1,039.00	0.00	1,039.00	33.25	33.00	3.20%	1,072.25	0.00	1,072.00	Inflation - change effective from April 2019
548	Operational Permit - 4 Hours	*	462.00	0.00	462.00	14.78	15.00	3.20%	476.78	0.00	477.00	Inflation - change effective from April 2019
549	Staff Permits - Standard (Monthly)	**	23.32	4.66	28.00	0.75	1.00	3.20%	24.07	4.81	29.00	Inflation - change effective from April 2019
550	Staff Permits - Standard (Annual)	**	279.88	55.98	336.00	8.96	11.00	3.20%	288.83	57.77	347.00	Inflation - change effective from April 2019
551	Staff Permits - Priority (Annual)	**	476.21	95.24	571.00	15.24	19.00	3.20%	491.45	98.29	590.00	Inflation - change effective from April 2019
552	Red / Police Permit	**	623.40	124.68	748.00	19.95	24.00	3.20%	643.35	128.67	772.00	Inflation - change effective from April 2019
553	Staff Permits – Daily charge	*	1.33	0.27	1.60	1.33	1.40	100.00%	2.66	0.53	3.00	Competitive Pricing - change effective from April 2019.
554	Staff Permits – Half a day -4.5 Hours	*	0.67	0.14	0.80	0.67	0.70	100.00%	1.33	0.27	1.50	Competitive Pricing - change effective from April 2019.
555	Staff Permit Fob	*	12.99	2.60	16.00	12.99	15.00	100.00%	25.98	5.20	31.00	Competitive Pricing - change effective from April 2019.
556	Temporary permit	*	30.60	0.00	31.00	0.98	1.00	3.20%	31.58	0.00	32.00	Inflation - change effective from April 2019
557	Business / Trade Permit	*	469.80	0.00	470.00	15.03	15.00	3.20%	484.83	0.00	485.00	Inflation - change effective from April 2019
558	Doctors Permit	*	480.60	0.00	481.00	15.38	15.00	3.20%	495.98	0.00	496.00	Inflation - change effective from April 2019
559	Administration Charge - Permit services, including permit refunds and changes of vehicle registration on a permit - £10.00	*							10.00	0.00	10.00	New
Major (London Road Multi-Storey) (no free 30 minutes) Off street												
560	Upto 1 hr	**	1.25	0.25	1.50	0.00	0.00	0.00%	1.25	0.25	1.50	
561	Up to 2 hrs	**	2.50	0.50	3.00	0.00	0.00	0.00%	2.50	0.50	3.00	
562	Up to 4 hrs	**	4.38	0.88	5.25	0.00	0.00	0.00%	4.38	0.88	5.25	
563	Up to 6 hours	**	6.88	1.38	8.25	0.00	0.00	0.00%	6.88	1.38	8.25	
564	Up to 8 hours	**	11.25	2.25	13.50	0.00	0.00	0.00%	11.25	2.25	13.50	
565	Up to 12 hours	**	20.00	4.00	24.00	0.00	0.00	0.00%	20.00	4.00	24.00	
566	Overnight (8pm - 8am)	**	6.88	1.38	8.25	0.00	0.00	0.00%	6.88	1.38	8.25	
Major Off street												
567	30 min	**	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	
568	up to 1 hr	**	1.25	0.25	1.50	0.00	0.00	0.00%	1.25	0.25	1.50	
569	up to 2 hrs	**	3.75	0.75	4.50	0.00	0.00	0.00%	3.75	0.75	4.50	
570	up to 4 hrs	**	8.75	1.75	10.50	0.00	0.00	0.00%	8.75	1.75	10.50	
Major On Street												
571	30 min	*	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	
572	up to 1 hr	*	1.25	0.25	1.50	0.00	0.00	0.00%	1.25	0.25	1.50	
573	up to 2 hrs	*	3.75	0.75	4.50	0.00	0.00	0.00%	3.75	0.75	4.50	
574	up to 4 hrs	*	8.75	1.75	10.50	0.00	0.00	0.00%	8.75	1.75	10.50	
District (The Mall Multi-Storey) (no free 30 minutes) Off Street												
575	Upto 1 hr	**	0.63	0.13	0.75	0.00	0.00	0.00%	0.63	0.13	0.75	
576	Up to 2 hrs	**	1.25	0.25	1.50	0.00	0.00	0.00%	1.25	0.25	1.50	
577	Up to 4 hrs	**	3.75	0.75	4.50	0.00	0.00	0.00%	3.75	0.75	4.50	
578	Up to 6 hours	**	5.00	1.00	6.00	0.00	0.00	0.00%	5.00	1.00	6.00	
579	Up to 8 hours	**	6.88	1.38	8.25	0.00	0.00	0.00%	6.88	1.38	8.25	
580	Up to 12 hours	**	11.25	2.25	13.50	0.00	0.00	0.00%	11.25	2.25	13.50	
District Off Street												
581	30 min	**	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	
582	up to 1 hr	**	0.63	0.13	0.75	0.00	0.00	0.00%	0.63	0.13	0.75	
583	up to 2 hrs	**	1.25	0.25	1.50	0.00	0.00	0.00%	1.25	0.25	1.50	
584	up to 4 hrs	**	1.88	0.38	2.25	0.00	0.00	0.00%	1.88	0.38	2.25	

Description of Service		Current 2018/19 Charge			Proposed Increase / (Decrease)			Proposed 2019/20 Charge			Rationale for fee change	
	District On street											
585	30 min	*	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	
586	up to 1 hr	*	0.75	0.00	0.75	0.00	0.00	0.00%	0.75	0.00	0.75	
587	up to 2 hrs	*	1.50	0.00	1.50	0.00	0.00	0.00%	1.50	0.00	1.50	
588	up to 4 hrs	*	3.00	0.00	3.00	0.00	0.00	0.00%	3.00	0.00	3.00	
	Season Tickets Major (6am - 8pm) (London Road Car Park) Off Street											
589	1 month	**	60.94	12.19	73.13	0.00	0.00	0.00%	60.94	12.19	73.13	
590	3 months	**	218.75	43.75	262.50	0.00	0.00	0.00%	218.75	43.75	262.50	
591	6 months	**	397.50	79.50	477.00	0.00	0.00	0.00%	397.50	79.50	477.00	
592	12 months	**	728.75	145.75	874.50	0.00	0.00	0.00%	728.75	145.75	874.50	
	Season Tickets Major (8pm - 6am) (London Road Car Park) Off Street											
593	3 months	**	75.00	15.00	90.00	0.00	0.00	0.00%	75.00	15.00	90.00	
594	6 months	**	137.50	27.50	165.00	0.00	0.00	0.00%	137.50	27.50	165.00	
595	12 months	**	248.75	49.75	298.50	0.00	0.00	0.00%	248.75	49.75	298.50	
	Season Tickets Major (24/7) (London Road Car Park) Off Street											
596	1 month	**	95.00	19.00	114.00	0.00	0.00	0.00%	95.00	19.00	114.00	
597	3 months	**	285.00	57.00	342.00	0.00	0.00	0.00%	285.00	57.00	342.00	
598	6 months	**	513.75	102.75	616.50	0.00	0.00	0.00%	513.75	102.75	616.50	
599	12 months	**	970.00	194.00	1,164.00	0.00	0.00	0.00%	970.00	194.00	1,164.00	
	Season Tickets District (24/7) (The Mall Multi-Storey) Off Street											
600	3 months	**	94.00	18.80	112.80	0.00	0.00	0.00%	94.00	18.80	112.80	
601	6 months	**	175.00	35.00	210.00	0.00	0.00	0.00%	175.00	35.00	210.00	
602	12 months	**	326.25	65.25	391.50	0.00	0.00	0.00%	326.25	65.25	391.50	
	Parks Car Park Off Street (All LBBD parks) off street											
603	up to 1 hr	**	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	
604	up to 2 hrs	**	1.00	0.20	1.20	0.00	0.00	0.00%	1.00	0.20	1.20	
605	up to 4 hrs	**	2.00	0.40	2.40	0.00	0.00	0.00%	2.00	0.40	2.40	
	Off Street Car park season ticket for specified locations only											
606	3 months	**	75.00	15.00	90.00	0.00	0.00	0.00%	75.00	15.00	90.00	
607	6 months	**	187.50	37.50	225.00	0.00	0.00	0.00%	187.50	37.50	225.00	
608	12 months	**	375.00	75.00	450.00	0.00	0.00	0.00%	375.00	75.00	450.00	
	Associate Permit Off Street											
609	4 months	**	132.50	26.50	159.00	4.24	5.00	3.20%	136.74	27.35	164.00	Inflation
610	6 months	**	191.25	38.25	229.50	6.12	7.50	3.20%	197.37	39.47	237.00	Inflation
611	12 months	**	350.00	70.00	420.00	11.20	13.00	3.20%	361.20	72.24	433.00	Inflation
	Essential work permit On Street											
612	12 months	*	312.50	62.50	375.00	10.00	10.00	3.20%	322.50	62.50	385.00	Inflation
	Bay Suspension / Dispensation On Street											
613	Daily (per bay)	*	108.33	21.67	130.00	3.47	3.00	3.20%	111.80	21.67	133.00	Inflation
614	Weekly (per bay)	*	325.00	65.00	390.00	10.40	10.00	3.20%	335.40	65.00	400.00	Inflation
	CCTV											
615	CCTV application and survey	*	400.00	0.00	400.00	12.80	13.00	3.20%	412.80	0.00	413.00	Inflation
616	Downloads per hour	*	50.00	0.00	50.00	1.60	2.00	3.20%	51.60	0.00	52.00	Inflation
617	Deployable camera installation £75.00 per camera	*	75.00	0.00	75.00	2.40	2.00	3.20%	77.40	0.00	77.00	Inflation
	Barking Market and Street Trading.											
	Street Trading Services											
618	1 to 2 metres -	*	278.50	0.00	278.50	0.00	0.00	0.00%	278.50	0.00	278.50	
619	Small area (-1 metre).	*	220.50	0.00	220.50	0.00	0.00	0.00%	220.50	0.00	220.50	
620	Mobile Catering Vans -	*	349.50	0.00	349.50	0.00	0.00	0.00%	349.50	0.00	349.50	
621	Leaflet Distribution - Main Distributor - First application fee & 1 day distribution	*	50.00	0.00	50.00	0.00	0.00	0.00%	50.00	0.00	50.00	
622	Leaflet Distribution - Associate licence - First application fee & 1 day distribution	*	25.00	0.00	25.00	0.00	0.00	0.00%	25.00	0.00	25.00	
623	Leaflet Distribution - Main Distributor - Renewal fee & 1 day distribution	*	38.50	0.00	38.50	0.00	0.00	0.00%	38.50	0.00	38.50	
624	Leaflet Distribution - Associate licence - Renewal fee & 1 day distribution	*	18.70	0.00	19.00	0.00	0.00	0.00%	18.70	0.00	19.00	
625	Leaflet Distribution - extra charge per day per licence (Max 6 days)	*	15.00	0.00	15.00	0.00	0.00	0.00%	15.00	0.00	15.00	
	Saturdays - Card Payment											
626	Ripple Rd (Square) - price per foot including licence fee	*	5.00	0.00	5.00	0.16	0.00	3.20%	5.16	0.00	5.00	Inflation
627	East St (Top) - price per foot including licence fee	*	5.00	0.00	5.00	0.16	0.00	3.20%	5.16	0.00	5.00	Inflation
628	East St (Bottom) - price per foot including licence fee	*	4.50	0.00	4.50	0.14	0.50	3.20%	4.64	0.00	5.00	Inflation
629	Short Blue Square - price per foot including licence fee	*	5.00	0.00	5.00	0.16	0.00	3.20%	5.16	0.00	5.00	Inflation
630	Casuals (On top of charge) - price per foot including licence fee	*	6.00	0.00	6.00	0.19	0.00	3.20%	6.19	0.00	6.00	Inflation

Description of Service		Current 2018/19 Charge			Proposed Increase / (Decrease)			Proposed 2019/20 Charge			Rationale for fee change	
Saturdays - Cash Payment												
631	Ripple Rd (Square) - price per foot including licence fee	*	5.00	0.00	5.00	0.16	0.00	3.20%	5.16	0.00	5.00	Inflation
632	East St (Top) - price per foot including licence fee	*	5.00	0.00	5.00	0.16	0.00	3.20%	5.16	0.00	5.00	Inflation
633	East St (Bottom) - price per foot including licence fee	*	4.50	0.00	4.50	0.14	0.50	3.20%	4.64	0.00	5.00	Inflation
634	Short Blue Square - price per foot including licence fee	*	5.00	0.00	5.00	0.16	0.00	3.20%	5.16	0.00	5.00	Inflation
635	Casuals (On top of charge) - price per foot including licence fee	*	6.00	0.00	6.00	0.19	0.00	3.20%	6.19	0.00	6.00	Inflation
Weekday - Card Payment												
636	Ripple Rd (Square) - price per foot including licence fee	*	4.00	0.00	4.00	0.13	0.00	3.20%	4.13	0.00	4.00	Inflation
637	East St (Top) - price per foot including licence fee	*	4.00	0.00	4.00	0.13	0.00	3.20%	4.13	0.00	4.00	Inflation
638	East St (Bottom) - price per foot including licence fee	*	3.00	0.00	3.00	0.10	0.00	3.20%	3.10	0.00	3.00	Inflation
639	Short Blue Square - price per foot including licence fee	*	4.00	0.00	4.00	0.13	0.00	3.20%	4.13	0.00	4.00	Inflation
640	Casuals (On top of charge) - price per foot including licence fee	*	6.00	0.00	6.00	0.19	0.00	3.20%	6.19	0.00	6.00	Inflation
641	Tables & Chairs (per set) (Up to 2sq Metres)	*	5.00	0.00	5.00	0.16	0.00	3.20%	5.16	0.00	5.00	Inflation
642	Tables & Chairs (per set) (Up to 3sq Metres)	*	6.50	0.00	6.50	0.21	0.50	3.20%	6.71	0.00	7.00	Inflation
643	Fines - Late Payment	*	10.50	0.00	10.50	0.34	0.50	3.20%	10.84	0.00	11.00	Inflation
644	Fines - License Replacement	*	26.00	0.00	26.00	0.83	1.00	3.20%	26.83	0.00	27.00	Inflation
645	Fines - Late Removal of Vans	*	10.50	0.00	10.50	0.34	0.50	3.20%	10.84	0.00	11.00	Inflation
Weekday - Cash Payment												
646	Ripple Rd (Square) - price per foot including licence fee	*	4.00	0.00	4.00	0.13	0.00	3.20%	4.13	0.00	4.00	Inflation
647	East St (Top) - price per foot including licence fee	*	4.00	0.00	4.00	0.13	0.00	3.20%	4.13	0.00	4.00	Inflation
648	East St (Bottom) - price per foot including licence fee	*	3.15	0.00	3.15	0.10	(0.15)	3.20%	3.25	0.00	3.00	Inflation
649	Short Blue Square - price per foot including licence fee	*	4.00	0.00	4.00	0.13	0.00	3.20%	4.13	0.00	4.00	Inflation
650	Casuals (On top of charge) - price per foot including licence fee	*	6.00	0.00	6.00	0.19	0.00	3.20%	6.19	0.00	6.00	Inflation
651	Tables & Chairs (per set) (Up to 2sq Metres)	*	5.50	0.00	5.50	0.18	0.50	3.20%	5.68	0.00	6.00	Inflation
652	Tables & Chairs (per set) (Up to 3sq Metres)	*	7.00	0.00	7.00	0.22	0.00	3.20%	7.22	0.00	7.00	Inflation
653	Fines - Late Payment	*	11.00	0.00	11.00	0.35	0.00	3.20%	11.35	0.00	11.00	Inflation
654	Fines - License Replacement	*	27.00	0.00	27.00	0.86	1.00	3.20%	27.86	0.00	28.00	Inflation
655	Fines - Late Removal of Vans	*	11.00	0.00	11.00	0.35	0.00	3.20%	11.35	0.00	11.00	Inflation
HMO Licensing												
656	HMO - Standard Fee - Up to 5 Rooms	*	955.88	0.00	956.00	30.59	30.00	3.20%	986.47	0.00	986.00	Inflation
657	HMO - Standard Fee - Up to 6-10 Rooms	*	1,200.00	0.00	1,200.00	38.40	38.00	3.20%	1,238.40	0.00	1,238.00	Inflation
658	HMO - Standard Fee - 10+ Rooms	*	1,300.00	0.00	1,300.00	41.60	42.00	3.20%	1,341.60	0.00	1,342.00	Inflation
659	HMO - Standard Fee - 15-19 Rooms	*										
660	HMO - Standard Fee - 20 plus Rooms	*										
661	HMO - Assisting Applicants Complete Forms - Up to 5 Rooms (+ £7.50 per Room)	*	161.50	0.00	161.50	5.17	5.50	3.20%	166.67	0.00	167.00	Inflation
662	HMO - Assisting Applicants Complete Forms - 6-10 Rooms (+ £7.50 per Room)	*	171.50	0.00	171.50	5.49	5.50	3.20%	176.99	0.00	177.00	Inflation
663	HMO - Assisting Applicants Complete Forms - 10+ Rooms (+ £7.50 per Room)	*	181.83	0.00	182.00	5.82	6.00	3.20%	187.64	0.00	188.00	Inflation
664	HMO - Notice	*	519.50	0.00	520.00	16.62	16.00	3.20%	536.12	0.00	536.00	Inflation
Discretionary Licensing												
665	5 year Selective Private Rented Property Licence fee	*	506.00	0.00	506.00	0.00	0.00	0.00%	506.00	0.00	506.00	
666	5 year Additional Private Rented Property Licence fee	*	700.00	0.00	700.00	22.40	22.00	3.20%	722.40	0.00	722.00	Inflation
667	1 year Selective Private Rented Property Licence fee	*	506.00	0.00	506.00	16.19	16.00	3.20%	522.19	0.00	522.00	Inflation
668	1 year Additional Private Rented Property Licence fee	*	700.00	0.00	700.00	22.40	22.00	3.20%	722.40	0.00	722.00	Inflation
669	Change of licence from Selective PRP to Additional PRP	*		0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	Inflation
670	Change of licence from Selective PRP to Additional PRP without additional visit	*	356.00	0.00	356.00	11.39	11.00	3.20%	367.39	0.00	367.00	Inflation
671	Change of licence from Selective PRP to Additional PRP with additional visit	*	194.00	0.00	194.00	6.21	6.00	3.20%	200.21	0.00	200.00	Inflation
672	Re printing of lost Licence	*	11.00	0.00	11.00	0.35	0.00	3.20%	11.35	0.00	11.00	Inflation
Housing Act 2004												
673	Improvement Notice	*	519.50	0.00	520.00	16.62	16.00	3.20%	536.12	0.00	536.00	Inflation
674	Prohibition Order	*	519.50	0.00	520.00	16.62	16.00	3.20%	536.12	0.00	536.00	Inflation
675	Hazard Awareness Notice	*	519.50	0.00	520.00	16.62	16.00	3.20%	536.12	0.00	536.00	Inflation
676	Emergency Remedial Action	*	519.50	0.00	520.00	16.62	16.00	3.20%	536.12	0.00	536.00	Inflation
677	Emergency Prohibition Order	*	519.50	0.00	520.00	16.62	16.00	3.20%	536.12	0.00	536.00	Inflation
678	Demolition Order	*	519.50	0.00	520.00	16.62	16.00	3.20%	536.12	0.00	536.00	Inflation
Planning												
679	Planning Enforcement Notice compliance letter	*	215.00	0.00	215.00	6.88	7.00	3.20%	221.88	0.00	222.00	Inflation
680	Planning enforcement Condition Compliance letter	*	110.00	0.00	110.00	3.52	4.00	3.20%	113.52	0.00	114.00	Inflation
681	Planning enforcement approved plans confirmation letter	*	215.00	0.00	215.00	6.88	7.00	3.20%	221.88	0.00	222.00	Inflation
Highways												
682	Skip Permits	*	52.00	0.00	52.00	1.66	2.00	3.20%	53.66	0.00	54.00	Inflation
683	Skip Company Annual Registration Admin Fee	*	282.00	0.00	282.00	9.02	9.00	3.20%	291.02	0.00	291.00	Inflation
684	Administration fee for processing skips without a permit	*	313.00	0.00	313.00	10.02	10.00	3.20%	323.02	0.00	323.00	Inflation
685	Materials (on Highway) licence	*	52.00	0.00	52.00	1.66	2.00	3.20%	53.66	0.00	54.00	Inflation
686	Crane licence - 3 Months	*	770.00	0.00	770.00	24.64	25.00	3.20%	794.64	0.00	795.00	Inflation
687	Mobile Crane / Cherry Picker licence - One day	*	154.00	0.00	154.00	4.93	5.00	3.20%	158.93	0.00	159.00	Inflation
688	Containers on the public highway	*	522.00	0.00	522.00	16.70	17.00	3.20%	538.70	0.00	539.00	Inflation

Description of Service			Current 2018/19 Charge			Proposed Increase / (Decrease)			Proposed 2019/20 Charge			Rationale for fee change
689	Scaffolding licence - 3 Months	*	770.00	0.00	770.00	24.64	25.00	3.20%	794.64	0.00	795.00	Inflation
690	Scaffolding licence per linear metre of highway occupied	*	21.00	0.00	21.00	0.67	1.00	3.20%	21.67	0.00	22.00	Inflation
691	Hoarding licence	*	770.00	0.00	770.00	24.64	25.00	3.20%	794.64	0.00	795.00	Inflation
692	Hoarding licence per 10 linear metres of highway occupied	*	52.00	0.00	52.00	1.66	2.00	3.20%	53.66	0.00	54.00	Inflation
693	Section 50 NRSWA licence	*	616.00	0.00	616.00	19.71	20.00	3.20%	635.71	0.00	636.00	Inflation
694	Unplanned Road closures (max 21 days)	*	1,693.00	0.00	1,693.00	54.18	54.00	3.20%	1,747.18	0.00	1,747.00	Inflation
695	Footway Crossing Application fee	*	159.00	0.00	159.00	5.09	5.00	3.20%	164.09	0.00	164.00	Inflation
696	Footway Crossing Administration Fee	*	324.00	0.00	324.00	10.37	11.00	3.20%	334.37	0.00	335.00	Inflation
697	White Lines for demarking individual domestic foot path crossings up to 3.6m wide	*	345.00	0.00	345.00	11.04	11.00	3.20%	356.04	0.00	356.00	Inflation
698	White Lines for demarking individual domestic foot path crossings 3.6m - 4.5m wide	*									0.00	Inflation
699	White Lines for demarking domestic foot path crossings	*	100.00	0.00	100.00	3.20	3.00	3.20%	103.20	0.00	103.00	Inflation
Street Works Permit Scheme Charges (LoPS)												
700	Road Category 0,1,2 & Traffic Sensitive - PAA for Major Works	*	106.89	0.00	107.00	0.00	0.00	0.00%	106.89	0.00	107.00	Statutorily Set
701	Road Category 0,1,2 & Traffic Sensitive - Permit for Major Works	*	244.32	0.00	244.00	0.00	0.00	0.00%	244.32	0.00	244.00	
702	Road Category 0,1,2 & Traffic Sensitive - Permit for Standard Works	*	132.34	0.00	132.00	0.00	0.00	0.00%	132.34	0.00	132.00	
703	Road Category 0,1,2 & Traffic Sensitive - Permit for Minor Works	*	66.17	0.00	66.00	0.00	0.00	0.00%	66.17	0.00	66.00	
704	Road Category 0,1,2 & Traffic Sensitive - Permit for Immediate Works	*	61.08	0.00	61.00	0.00	0.00	0.00%	61.08	0.00	61.00	
705	Road Category 0,1,2 & Traffic Sensitive - Permit Variation	*	45.81	0.00	46.00	0.00	0.00	0.00%	45.81	0.00	46.00	
706	Road Category 3 & 4 non Traffic Sensitive - PAA for Major Works	*	76.35	0.00	76.00	0.00	0.00	0.00%	76.35	0.00	76.00	
707	Road Category 3 & 4 non Traffic Sensitive - Permit for Major Works	*	152.70	0.00	153.00	0.00	0.00	0.00%	152.70	0.00	153.00	
708	Road Category 3 & 4 non Traffic Sensitive - Permit for Standard Works	*	76.35	0.00	76.00	0.00	0.00	0.00%	76.35	0.00	76.00	
709	Road Category 3 & 4 non Traffic Sensitive - Permit for Minor Works	*	45.81	0.00	46.00	0.00	0.00	0.00%	45.81	0.00	46.00	
710	Road Category 3 & 4 non Traffic Sensitive - Permit for Immediate Works	*	40.72	0.00	41.00	0.00	0.00	0.00%	40.72	0.00	41.00	
711	Road Category 3 & 4 non Traffic Sensitive - Permit Variation	*	35.63	0.00	36.00	0.00	0.00	0.00%	35.63	0.00	36.00	
712												
Flooding/Drainage Services Fees												
713	£50 per structure	**	50.00	10.00	60.00	1.60	2.00	3.20%	51.60	10.32	62.00	Inflation
Residential- Written Advice Only												
714	1-9 (minor)	**	120.00	24.00	144.00	3.84	5.00	3.20%	123.84	24.77	149.00	Inflation
715	10-50	**	180.00	36.00	216.00	5.76	7.00	3.20%	185.76	37.15	223.00	Inflation
716	51-200	**	300.00	60.00	360.00	9.60	12.00	3.20%	309.60	61.92	372.00	Inflation
717	201+	**	420.00	84.00	504.00	13.44	16.00	3.20%	433.44	86.69	520.00	Inflation
Single meeting with follow up written advice												
718	1-9 (minor)	**	240.00	48.00	288.00	7.68	9.00	3.20%	247.68	49.54	297.00	Inflation
719	10-50	**	330.00	66.00	396.00	10.56	13.00	3.20%	340.56	68.11	409.00	Inflation
720	51-200	**	540.00	108.00	648.00	17.28	21.00	3.20%	557.28	111.46	669.00	Inflation
721	201+	**	660.00	132.00	792.00	21.12	25.00	3.20%	681.12	136.22	817.00	Inflation
SuDS Planning Pre-Application Guidance												
Non-residential (floor space m2)- Written Advice Only												
722	0-1,000 (minor)	**	120.00	24.00	144.00	3.84	5.00	3.20%	123.84	24.77	149.00	Inflation
723	1,001-10,000	**	180.00	36.00	216.00	5.76	7.00	3.20%	185.76	37.15	223.00	Inflation
724	10,001-25,000	**	300.00	60.00	360.00	9.60	12.00	3.20%	309.60	61.92	372.00	Inflation
725	>25,000	**	240.00	48.00	288.00	7.68	9.00	3.20%	247.68	49.54	297.00	Inflation
Non-residential (floor space m2)- Single meeting with follow up written advice												
726	0-1,000 (minor)	**	240.00	48.00	288.00	7.68	9.00	3.20%	247.68	49.54	297.00	Inflation
727	1,001-10,000	**	330.00	66.00	396.00	10.56	13.00	3.20%	340.56	68.11	409.00	Inflation
728	10,001-25,000	**	540.00	108.00	648.00	17.28	21.00	3.20%	557.28	111.46	669.00	Inflation
729	>25,000	**	480.00	96.00	576.00	15.36	18.00	3.20%	495.36	99.07	594.00	Inflation
Flood Risk Report												
730	Single meeting with follow up written advice	**	120.00	24.00	144.00	3.84	5.00	3.20%	123.84	24.77	149.00	Inflation
My Place												
Park Sports												
731	Parks - Cricket pitch only - Adults	**	302.33	60.47	363.00	9.67	11.00	3.20%	312.00	62.40	374.00	RPI increase
732	Parks - Cricket pitch only - Junior	**	151.60	30.32	182.00	4.85	6.00	3.20%	156.45	31.29	188.00	RPI increase
733	Parks - Cricket pitch only - Adults - (Season - Up to 40 Matches)	*	11,779.63	0.00	11,780.00	377.37	377.00	3.20%	12,157.00	0.00	12,157.00	RPI increase
734	Parks - Cricket pitch only - Juniors - (Season - Up to 40 matches)	*	5,892.50	0.00	5,892.50	188.50	188.50	3.20%	6,081.00	0.00	6,081.00	RPI increase
735	Parks - Football pitch only - Adults	**	139.27	27.85	167.00	4.46	5.00	3.20%	143.72	28.74	172.00	RPI increase
736	Parks - Football pitch only - Juniors/9v9	**	62.58	12.52	75.00	2.00	2.00	3.20%	64.58	12.92	77.00	RPI increase
737	Parks - Football pitch only - Mini Soccer	**	33.00	6.60	39.60	1.06	1.40	3.20%	34.06	6.81	41.00	RPI increase
738	Parks - Football pitch only - Adults - (Season - Up to 30 matches)	*	4,032.00	0.00	4,032.00	129.00	129.00	3.20%	4,161.00	0.00	4,161.00	RPI increase
739	Parks - Football pitch only - Junior/9v9 - (Season - Up to 30 matches)	*	1,765.50	0.00	1,765.50	56.50	56.50	3.20%	1,822.00	0.00	1,822.00	RPI increase
740	Parks - Football pitch only - Mini - (Season - Up to 30 matches)	*	764.71	0.00	765.00	24.29	24.00	3.18%	789.00	0.00	789.00	RPI increase
741	Parks - Rugby Pitch - Adults - 30 matches	*	3,774.94	0.00	3,775.00	121.06	121.00	3.21%	3,896.00	0.00	3,896.00	RPI increase
742	Parks - Rugby Pitch - Junior - 30 matches	*	3,774.94	0.00	3,775.00	121.06	121.00	3.21%	3,896.00	0.00	3,896.00	RPI increase
743	Parks - Rugby Pitch - Mini - 30 matches	*	1,893.50	0.00	1,893.50	60.50	60.50	3.20%	1,954.00	0.00	1,954.00	RPI increase

Description of Service			Current 2018/19 Charge		Proposed Increase / (Decrease)			Proposed 2019/20 Charge			Rationale for fee change	
744	Parks - Bowling Greens - club rental price per green (With Automated Watering)	*	10,785.50	0.00	10,785.50	345.50	345.50	3.20%	11,131.00	0.00	11,131.00	RPI increase
745	Parks - Bowling Greens - club rental price per green	*	13,042.53	0.00	13,043.00	417.47	417.00	3.20%	13,460.00	0.00	13,460.00	RPI increase
746	Parks - Bowling - Pavilion	*	1,322.50	0.00	1,322.50	42.50	42.50	3.21%	1,365.00	0.00	1,365.00	RPI increase
747	Hourly tennis charge per court (full rate)	**	4.50	0.90	5.40	0.14	0.60	3.20%	4.64	0.93	6.00	RPI increase
748	Hourly tennis charge per court (discounted rate)	**	2.96	0.59	4.00	0.09	0.00	3.20%	3.06	0.61	4.00	RPI increase
749	Pavilion Hire: (min charge 2hrs) Cost per hour	**							0.00	0.00	0.00	RPI increase
	DIRECT SERVICES											
	Pest Control											
750	Pest Control Low Risk - Low Income Rate	**	65.92	13.18	79.00	2.11	3.00	3.20%	68.03	13.61	82.00	RPI increase
751	Pest Control Low Risk - Standard rate	**	98.90	19.78	119.00	3.16	3.00	3.20%	102.06	20.41	122.00	RPI increase
752	Pest Control Low Risk -Commercial rate	**	131.84	26.37	158.00	4.22	5.00	3.20%	136.06	27.21	163.00	RPI increase
753	Pest Control - Squirrels per trap per visit - Low Income Rate	**	70.83	14.17	85.00	2.27	3.00	3.20%	73.10	14.62	88.00	RPI increase
754	Pest Control - Squirrels per trap per visit - Standard rate	**	141.67	28.33	170.00	4.53	5.00	3.20%	146.20	29.24	175.00	RPI increase
755	Pest Control - Squirrels per trap per visit - Commercial rate	**	215.00	43.00	258.00	6.88	8.00	3.20%	221.88	44.38	266.00	RPI increase
756	Pest Control - Fleas/Bedbugs 3 visits up to 3 rooms - Low Income Rate	**	98.90	43.00	142.00	23.60	5.00	23.86%	122.50	24.50	147.00	Cost recovery
757	Pest Control - FleaBedbugs 3 visits up to 3 rooms - Standard rate	**	197.80	43.00	241.00	6.33	4.00	3.20%	204.13	40.83	245.00	RPI increase
758	Pest Control - Fleas/bedbugs 3 visits up to 3 rooms - Commercial rate	**	297.00	59.40	356.40	9.50	11.60	3.20%	306.50	61.30	368.00	RPI increase
759	Landlord Charge for Flat rate Pest Control Treatment (Max 3 rooms)	**	363.00	72.60	435.60	11.62	14.40	3.20%	374.62	74.92	450.00	RPI increase
	Refuse											
760	Trade Refuse Collection - Refuse Sacks	*	5.50	0.00	5.50	0.00	0.00	0.00%	5.50	0.00	5.50	Rates kept as last year to keep service competitive
761	Trade Refuse Collection - Euro or Paladin Bin Per Collection	*	25.98	0.00	26.00	0.00	0.00	0.00%	25.98	0.00	26.00	Rates kept as last year to keep service competitive
762	Trade Refuse Collection - Euro or Paladin Bin Per Collection - Recycle	*							22.00	0.00	22.00	New Lower rate for Recycling
763	Trade Refuse Collection - 660l Bin Per Collection	*							20.00	0.00	20.00	New Rate for smaller bin
764	Trade Refuse Collection - 660l Bin Per Collection - Recycle	*							15.00	0.00	15.00	New Rate for smaller bin
765	Trade Refuse Collection - 360l Bin Per Collection	*							14.00	0.00	14.00	New Rate for smaller bin
766	Weekly Collection Charge per Bin - Charity Rate	*	16.62	0.00	17.00	0.00	0.00	0.00%	16.62	0.00	17.00	Rates kept as last year to keep service competitive
767	Trade Refuse Collection - Euro or Paladin Bin Per Collection where there are more than four units on site	*	20.78	0.00	21.00	0.00	0.00	0.00%	20.78	0.00	21.00	Rates kept as last year to keep service competitive
768	Trade Refuse Collection - Euro or Paladin Bin Annual rental	*	134.50	0.00	134.50	0.00	0.50	0.00%	134.50	0.00	135.00	Rates kept as last year to keep service competitive
769	9 Cubic yard Demountable container -Charge per Collection	*	277.50	0.00	277.50	0.00	0.50	0.00%	277.50	0.00	278.00	Rates kept as last year to keep service competitive
770	9 Cubic yard Demountable container - Annual rental	*	917.50	0.00	917.50	0.00	0.50	0.00%	917.50	0.00	918.00	Rates kept as last year to keep service competitive
771	Bulky Waste - Standard Service (Up to 4 items)	*	12.50	0.00	12.50	0.50	0.50	4.00%	13.00	0.00	13.00	RPI increase + rounded up
772	Bulky Waste - Standard Service (Additional Item)	*	4.68	0.00	5.00	0.32	0.00	6.94%	5.00	0.00	5.00	RPI increase + rounded up
773	Green Garden Waste subscription	*	40.00	0.00	40.00	0.00	0.00	0.00%	40.00	0.00	40.00	Cabinet (18-Sep-2018) agreed no increase in 2019/20
	Cemeteries											
	Grave fees - EROB - A Grade Traditional (50 years)	*	3,414.50	0.00	3,414.50	109.50	109.50	3.21%	3,524.00	0.00	3,524.00	RPI increase
774	Grave fees - EROB - B Grade Traditional (50 years)	*	3,215.50	0.00	3,215.50	102.50	102.50	3.19%	3,318.00	0.00	3,318.00	RPI increase
775	Grave fees - EROB - Muslim with mounded finish (50 years)	*	2,181.90	0.00	2,182.00	70.10	70.00	3.21%	2,252.00	0.00	2,252.00	RPI increase
776	Grave fees - EROB - Lawn (50 years)	*	1,887.50	0.00	1,887.50	60.50	60.50	3.21%	1,948.00	0.00	1,948.00	RPI increase
777	Grave fees - EROB - Children's Corner (50 years) depth for one only	*	486.54	0.00	487.00	15.46	15.00	3.18%	502.00	0.00	502.00	RPI increase
778	Grave fees - EROB - Ashes only grave in Garden of Rest (25 years)	*	360.68	0.00	361.00	11.32	11.00	3.14%	372.00	0.00	372.00	RPI increase
779	Grave fees - EROB - Ashes only above ground vault (25 years)	*	1,603.56	0.00	1,604.00	51.44	51.00	3.21%	1,655.00	0.00	1,655.00	RPI increase
780	Internment fees - Private Grave - Non-private Grave (excluding still-born)	*	1,075.01	0.00	1,075.00	33.99	34.00	3.16%	1,109.00	0.00	1,109.00	RPI increase
781	Internment fees - Child in Non-private Grade (Aged between 3 weeks and 12 years)	*	178.75	0.00	179.00	5.25	5.00	2.94%	184.00	0.00	184.00	RPI increase
782	Internment fees - Child up to the age of 12 years old in Children's Corner (depth for 1 only)	*	139.62	0.00	140.00	4.38	4.00	3.14%	144.00	0.00	144.00	RPI increase
783	Internment fees - Still Born Babies & Children up to 3 weeks old	*	133.27	0.00	133.00	4.73	5.00	3.55%	138.00	0.00	138.00	RPI increase
784	Additional fee for Saturday burial (8-11AM only appointments only, Direct to grave and subject to staff availability)	*	464.50	0.00	464.50	14.50	14.50	3.12%	479.00	0.00	479.00	RPI increase
785	Additional fee for Saturday cremated remains. 8-11AM appointments only, Direct to grave and subject to staff availability)	*							0.00	0.00	0.00	RPI increase
786	Cremated remains fees - Internment of child's cremated remains in Children's Corner	*	139.62	0.00	140.00	4.38	4.00	3.14%	144.00	0.00	144.00	RPI increase
787	Cremated remains fees - Internment of cremated remains in Private Grave - Internment of cremated remains in Ashes Grave in Garden of Rest - Cremated remains in Garden of Rest and two line inscription in Book of Remembrance (ONLY)	*	214.00	0.00	214.00	7.00	7.00	3.27%	221.00	0.00	221.00	RPI increase
788	Cremated remains fees - Each additional line in the Book of Remembrance	*	47.60	0.00	48.00	1.40	1.00	2.95%	49.00	0.00	49.00	RPI increase
789	Cremated remains fees - Second Internment of cremated remains in "above ground vault".	*	90.00	0.00	90.00	3.00	3.00	3.33%	93.00	0.00	93.00	RPI increase
790	Memorial fees - Right to place memorial on lawn & non-lawn type grave - Right to place single or double memorial vase on any grave - Right to place memorial book or plaque on non-lawn type of grave - Right to add kerbs - landing	*	169.50	0.00	169.50	5.50	5.50	3.24%	175.00	0.00	175.00	RPI increase
791	Memorial fees - Adding inscription, levelling/straightening memorials, cleaning/restoration works	*	62.50	0.00	62.50	2.50	2.50	4.00%	65.00	0.00	65.00	RPI increase
792	Use of Cemetery Chapel	*	110.00	0.00	110.00	0.00	0.00	0.00%	110.00	0.00	110.00	
793	Transfer of Exclusive Right of Burial	*	40.50	0.00	40.50	1.50	1.50	3.70%	42.00	0.00	42.00	RPI increase
794	Duplicate Deeds	*							0.00	0.00	0.00	RPI increase
795	Memorial Benches (Purchase of Cemetery Standard 1.8m Hardwood Bench) including delivery, installation, Concrete base and engraving of up to 120 characters into top rail of bench	*	1,460.00	0.00	1,460.00	47.00	47.00	3.22%	1,507.00	0.00	1,507.00	RPI increase
796	Planter Plaque (10 yrs)	*	410.50	0.00	410.50	13.50	13.50	3.29%	424.00	0.00	424.00	RPI increase
797	Barbican - Memorial Plaque (10 Yrs)	*	410.50	0.00	410.50	13.50	13.50	3.29%	424.00	0.00	424.00	RPI increase
798	Mushroom - Memorial Plaque (10 Yrs)	*	410.50	0.00	410.50	13.50	13.50	3.29%	424.00	0.00	424.00	RPI increase
799	Scattering of Ashes within Scatteringn Landscaped Areas	*	101.82	0.00	102.00	3.18	3.00	3.12%	105.00	0.00	105.00	RPI increase

Description of Service		Current 2018/19 Charge			Proposed Increase / (Decrease)			Proposed 2019/20 Charge			Rationale for fee change	
Pet Cemetery												
Ashes - Pets												
800	Burial of Ashes	*	140.50	0.00	140.50	(35.50)	(35.50)	-25.27%	105.00	0.00	105.00	Revised Charge (based on full cost recovery)
801	Scattering in landscaped gardens	*	101.82	0.00	102.00	(16.82)	(17.00)	-16.52%	85.00	0.00	85.00	Revised Charge (based on full cost recovery)
Burial - Pets												
802	Small - Less than 15kg	*							203.00	0.00	203.00	New: revised grouping and rate for competitiveness
803	Medium - 16 - 25kg	*							219.00	0.00	219.00	New: revised grouping and rate for competitiveness
804	Large - 26 - 50kg	*							234.00	0.00	234.00	New: revised grouping and rate for competitiveness
805	Extra Large - 51 kg plus	*							250.00	0.00	250.00	New: revised grouping and rate for competitiveness
806	Biodegradable Coffin -Small	*	36.50	0.00	36.50	1.50	1.50	4.11%	38.00	0.00	38.00	RPI increase and roundings
807	Biodegradable Coffin - Large	*	49.87	0.00	50.00	1.13	1.00	2.26%	51.00	0.00	51.00	RPI increase and roundings
Lease for Burial Options - Pets												
808	Memorial Plot Lease 10 years - Burial Only	*	228.58	0.00	229.00	7.42	7.00	3.25%	236.00	0.00	236.00	RPI increase
809	Memorial Plot Lease 30 years - Burial Only	*	467.55	0.00	468.00	15.45	15.00	3.30%	483.00	0.00	483.00	RPI increase
Memorials - Pets												
810	Memorial shrub in Landscaped gardens	*	22.86	0.00	23.00	0.00	0.00	0.00%	22.86	0.00	23.00	
811	Natural Memorial within Landscaped gardens 15x12" with inscription upto 50 letters	*	249.50	0.00	249.50	7.50	7.50	3.01%	257.00	0.00	257.00	RPI increase
812	Natural Headstone Supply and put in place	*	498.72	0.00	499.00	(153.72)	(154.00)	-30.82%	345.00	0.00	345.00	Revised fee to reflect lower negotiated prices
813	Inscription charge (per letter)	*	1.87	0.00	2.00	0.13	0.00	6.94%	2.00	0.00	2.00	RPI increase + rounded up
Street cleansing (Including Graffiti & Deep Cleaning)												
814	Driver up to 3.5 tonne vehicle (p/h)	*	35.06	0.00	35.00	0.94	1.00	2.68%	36.00	0.00	36.00	RPI pending pay rate increase
815	Driver over 3.5 tonne vehicle (p/h)	*	39.25	0.00	39.00	1.75	2.00	4.46%	41.00	0.00	41.00	RPI pending pay rate increase
816	Loaders (p/h)	*	35.06	0.00	35.00	0.94	1.00	2.68%	36.00	0.00	36.00	RPI pending pay rate increase
817	Graffiti & Jetwash Operatives (p/h)	*	43.25	0.00	43.00	1.75	2.00	4.05%	45.00	0.00	45.00	RPI pending pay rate increase
818	Other Cleansing operatives (p/h)	*	35.06	0.00	35.00	0.94	1.00	2.68%	36.00	0.00	36.00	RPI pending pay rate increase
819	3.5T Transit Tipper (p/h)	*	10.00	0.00	10.00	0.00	0.00	0.00%	10.00	0.00	10.00	RPI increase
820	Demount (7.5T) (p/h)	*	30.00	0.00	30.00	1.00	1.00	3.33%	31.00	0.00	31.00	RPI increase
821	Graffiti Vehicle (p/h)	*	8.00	0.00	8.00	0.00	0.00	0.00%	8.00	0.00	8.00	RPI increase
822	7.5T Caged Tipper (p/h)	*	31.00	0.00	31.00	1.00	1.00	3.23%	32.00	0.00	32.00	RPI increase
823	Digger (p/h)	*	12.00	0.00	12.00	0.00	0.00	0.00%	12.00	0.00	12.00	RPI increase
824	Street Sweeper (p/h)	*	26.00	0.00	26.00	1.00	1.00	3.85%	27.00	0.00	27.00	RPI increase
825	Disposal costs (per tonne)	*	149.00	0.00	149.00	0.00	0.00	0.00%	149.00	0.00	149.00	
Fleet Department												
826	Driving Assessments.	*	67.19	0.00	67.00	1.81	2.00	2.69%	69.00	0.00	69.00	RPI increase
827	Vehicle Hire w/ Driver - 20 Seat Wheel chair accessible mini coach (£35 Per Hour + 35p Per Mile)	*	38.68	0.00	39.00	1.32	1.00	3.41%	40.00	0.00	40.00	RPI increase
828	Vehicle Hire w/ Driver - 16 Seat Wheel chair accessible minibus (£30 Per Hour + 30p Per Mile)	*	33.59	0.00	34.00	1.41	1.00	4.20%	35.00	0.00	35.00	RPI increase
829	Vehicle Hire w/ Driver - 16 Seat minibus - (£30 Per Hour + 25p Per Mile)	*	33.59	0.00	34.00	1.41	1.00	4.20%	35.00	0.00	35.00	RPI increase
830	Driver CPC Training	*	74.67	0.00	75.00	2.33	2.00	3.12%	77.00	0.00	77.00	RPI increase
831	Private MOT Class IV	*	40.72	0.00	41.00	1.28	1.00	3.14%	42.00	0.00	42.00	RPI increase
832	Private MOT Class V	*	50.90	0.00	51.00	2.10	2.00	4.13%	53.00	0.00	53.00	RPI increase
Core Services												
Registrars												
833	Nationality Checking Service Flat Charge per Document (All Ages)	**	49.83	9.97	59.80	4.34	5.20	8.70%	54.17	10.83	65.00	Inflation plus demand
834	Individual Citizenship Payments (Per Adult)	*	100.00	0.00	100.00	0.00	0.00	0.00%	100.00	0.00	100.00	Not Stat
835	Marriages/Civil Partnerships at Woodlands (Mon - Thurs)	*	141.00	0.00	141.00	19.00	19.00	13.48%	160.00	0.00	160.00	Inflation, plus demand.
836	Marriages/Civil Partnerships at Woodlands (Friday)	*	190.84	0.00	190.84	19.16	19.16	10.04%	210.00	0.00	210.00	Inflation, plus demand.
837	Marriages/Civil Partnerships at Woodlands (Saturday)	*	286.00	0.00	286.00	14.00	14.00	4.90%	300.00	0.00	300.00	Inflation, plus demand.
838	Marriages/Civil Partnerships at Woodlands (Sunday and Bank Holiday)	*	415.56	0.00	415.56	14.44	14.44	3.48%	430.00	0.00	430.00	Inflation, plus demand.
839	Marriages/Civil Partnerships at Approved Premises	*	375.52	0.00	375.52	9.48	9.48	2.53%	385.00	0.00	385.00	Inflation, less down to nearest £5.
840	Marriages/Civil Partnerships at Approved Premises (Sundays)	*	415.56	0.00	415.56	9.44	9.44	2.27%	425.00	0.00	425.00	Inflation, less down to nearest £5.
841	Dusk Marriages (Late Fridays)	*	355.60	0.00	355.60	9.40	9.40	2.64%	365.00	0.00	365.00	Inflation, less down to nearest £5.
842	Non-Statutory Ceremonies (Renewal of Vows & Baby Naming) (Mon-Thurs)	**	117.50	23.50	141.00	15.83	19.00	13.48%	133.33	26.67	160.00	Inflation, plus demand.
843	Non-Statutory Ceremonies (Renewal of Vows & Baby Naming) (Fri)	**	159.03	31.81	190.84	15.97	19.16	10.04%	175.00	35.00	210.00	Inflation, plus demand.
844	Non-Statutory Ceremonies (Renewal of Vows & Baby Naming) (Saturday)	**	237.98	47.60	285.58	12.02	14.42	5.05%	250.00	50.00	300.00	Inflation, plus demand.
845	Non-Statutory Ceremonies (Renewal of Vows & Baby Naming) (Sunday)	**	346.50	69.30	415.80	11.84	14.20	3.42%	358.33	71.67	430.00	Inflation, less up to nearest £10.
846	Additional fee for all Bank Holidays, New Years Eve, Christmas Eve and Valentine's Day	*	85.00	0.00	85.00	0.00	0.00	0.00%	85.00	0.00	85.00	No change
847	Cancellation of ceremony / date change fee	*	35.00	0.00	35.00	5.00	5.00	14.29%	40.00	0.00	40.00	Inflation, plus demand.
848	Notice appointment booking fee	*	35.00	0.00	35.00	0.00	0.00	0.00%	35.00	0.00	35.00	Statutory Price
849	Non refundable wedding booking fee	*	120.00	0.00	120.00	0.00	0.00	0.00%	120.00	0.00	120.00	No change
850	Application for place of Worship excluding the cost of advertisement	*	27.73	0.00	27.73	0.27	0.27	0.98%	28.00	0.00	28.00	Rounded up
851	Application for place of marriage excluding cost of advertisement	*	125.00	0.00	125.00	5.00	5.00	4.00%	130.00	0.00	130.00	Inflation, plus demand.

Description of Service			Current 2018/19 Charge			Proposed Increase / (Decrease)			Proposed 2019/20 Charge			Rationale for fee change
852	Application to be an Approved Premises- Non refundable application fee for 3 year approval excluding the cost of advertisement which is the responsibility of the applicant	*	625.00	125.00	750.00	135.00	250.00	21.60%	760.00	129.00	1,000.00	Demand only
853	Application for an Approved Premises- Non refundable application for renewal excluding the cost of advertisement which is the responsibility of the applicant	**	666.50	133.30	799.80	166.83	200.20	25.03%	833.33	166.67	1,000.00	Demand only
854	Approved Premises- Fee for review by the Review Officer or Assembly following refusal	**	291.58	58.32	349.90	8.42	10.10	2.89%	300.00	60.00	360.00	Inflation, less down to nearest £10.
855	Web Casting for Civil Marriages	**	16.33	3.27	19.59	0.34	0.41	2.09%	16.67	3.33	20.00	Rounded to nearest pound
856	Non-Statutory services - commemorative certificate	**	16.33	3.27	19.59	0.34	0.41	2.09%	16.67	3.33	20.00	Rounded to nearest pound
857	Citizenship - Framed Certificate	**	16.60	3.32	19.92	0.06	0.08	0.38%	16.67	3.33	20.00	Rounded to nearest pound
858	Priority service for copy certificates issued same day	**	16.60	3.32	19.92	0.06	0.08	0.38%	16.67	3.33	20.00	Rounded to nearest pound
859	Marriage Rehearsals	**	37.20	7.44	44.64	0.30	0.36	0.82%	37.50	7.50	45.00	Rounded to nearest pound
860	Appointments for Marriage Notices outside of normal office hours	**	20.64	4.13	24.77	0.19	0.23	0.94%	20.83	4.17	25.00	Rounded to nearest pound
861	Birth/Death/Marriage General Search (historical search by public in indexes)	**	22.62	4.52	27.15	0.71	0.85	3.13%	23.33	4.67	28.00	Rounded to nearest pound
862	Marriage - historical searches (if copy not provided)	**	12.11	2.42	14.54	0.39	0.47	3.20%	12.50	2.50	15.00	Inflation
863	Copy full & short certificates (open)	*	4.00	0.00	4.00	0.00	0.00	0.00%	4.00	0.00	4.00	Statutory Price
864	Copy full & short certificates (open) after day of registration	*	7.00	0.00	7.00	0.00	0.00	0.00%	7.00	0.00	7.00	Statutory Price
865	Copy full certificates (closed)	*	10.00	0.00	10.00	0.00	0.00	0.00%	10.00	0.00	10.00	Statutory Price
866	Copy short certificates (closed)	*	10.00	0.00	10.00	0.00	0.00	0.00%	10.00	0.00	10.00	Statutory Price

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Appendix B - Fees and charges to be deleted from the 2019/20 schedule

Description of Service	Current 2018/19 Charge Exclusive of VAT £	Reason for Deletion of Charge
Internment fees - Additional Charge per Casket up to 26"	334.50	No longer used
Internment fees - Additional Charge per body over depth of two	170.50	No longer used
Memorial fees - Provision of soil in kerb sets	79.00	No longer used
Registration of declaration regarding Non-production of Registrar's Certificate	40.50	No longer used
Family Trace (per named entry)	32.00	No longer used
Photocopies per A4 sheet	3.50	No longer used
Grounds Annual Maintenance - non-lawn type grave	153.50	No longer used
Grounds Annual Maintenance - lawn type grave	98.50	No longer used
Provision of Memorial Tree - (8/10 Standard Sized)	203.00	No longer used
Provision of Memorial Tree Plaque	140.00	No longer used
Pet cemetery burial fees: Under 7kg - Size 1	203.00	No longer applicable
Pet cemetery burial fees: 7-20kg -Size 2	218.50	No longer applicable
Pet cemetery burial fees: 20 – 33kg - Size 3	234.00	No longer applicable
Pet cemetery burial fees: 33 – 50kg - Size 4	249.50	No longer applicable
Pet cemetery burial fees: Over 50kg - Size 5	270.50	No longer applicable

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CABINET**13 November 2018**

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

Reason(s)

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

1. Introduction and Background

- 1.1 The Council operates a balanced budget whereby cash raised during the year meets the Council's cash expenditure needs. Part of the treasury management operations is to ensure this cash flow is adequately planned, with surplus monies invested with counterparties of an appropriate level of risk, providing adequate liquidity before considering maximising investment return.
- 1.2 The second main function of treasury management is the funding of the Council's capital programme. These capital plans provide a guide to the Council's borrowing need, which is essentially the use of longer-term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer-term cash may involve arranging loans, using cash flow surpluses or restructuring previously drawn debt to meet Council risk or cost objectives.
- 1.3 A third main function of treasury management is the funding and treasury advice that is required for the Council's Investment and Acquisitions Strategy.
- 1.4 In accordance with the Chartered Institute of Public Finance Accountancy's (CIPFA) Code of Practice for Treasury Management, there should be a review of that strategy at least half yearly. The principal requirements of the Code include:
- i) Maintain a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management.
 - ii) Maintain a Treasury Management Practices which set out the how the Council will seek to achieve those policies and objectives.
 - iii) Receipt by full Council of a Treasury Management Strategy Statement, (TMSS) including the Annual Investment Strategy (AIS) and Minimum Revenue Provision (MRP) Policy for the year ahead; a Mid-Year Review Report; and an Annual Report covering activities during the previous year.
 - iv) Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
 - v) Delegation by the Council to a specific named body, for this Council this is Cabinet, to scrutinise the treasury management strategy and policies.
- 1.5 This mid-year report has been prepared in compliance with CIPFA's Code of practice on Treasury Management, and covers the following:
- 1. Economic Update and Interest Rate Forecast;
 - 2. Cash Position as at 30 September 2018;
 - 3. Interest Budget Position as at 30 September 2018;
 - 4. Council's Investment and Acquisitions Strategy;
 - 5. Investment Strategy Funding and Monitoring;
 - 6. Treasury Position at 30 September 2018;
 - 7. Debt Position as at 01 October 2018;
 - 8. Investment Portfolio as at 30 September 2018;

9. Commercial Lending;
10. Minimum Revenue Provision Review; and
11. The Council's Capital Position (Prudential Indicators).

2. Economic Update and Interest Rate Forecast

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

Chart 1: 25-year gilt rate



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

3.1 Council Cash Position

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

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

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

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

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

4. Interest Budget Position as at 30 September 2018

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

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

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

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

5. Council's Investment and Acquisitions Strategy

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

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

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

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

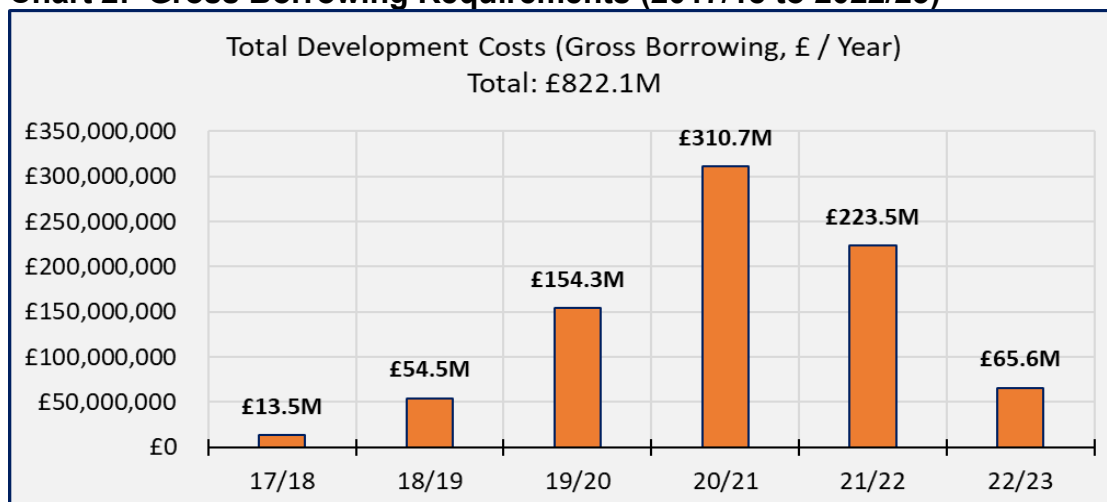
5.5 The IAS has an income objective and a target of delivering £5.12m by 2020/21. The investment programme will be delivered by the Council's development vehicle, Be First, and it is expected that Be First will accelerate the regeneration of the borough. The investments will be held in the Council's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

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

6. IAS Funding and Monitoring

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

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



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

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

7. Debt Position at 01 October 2018

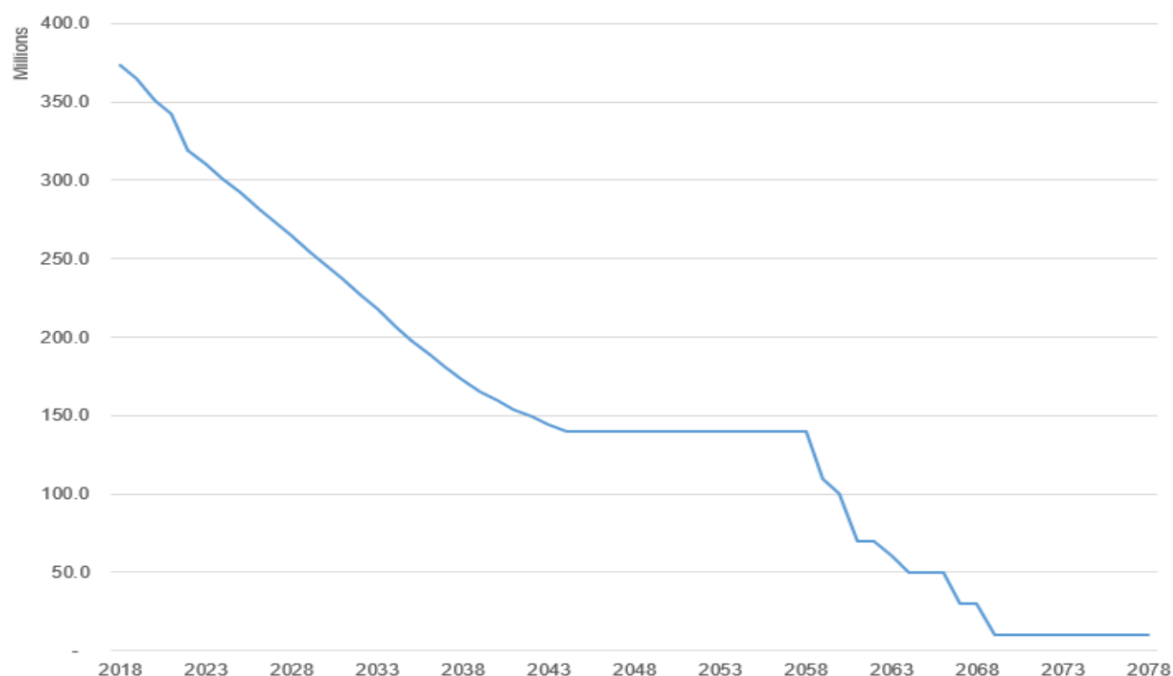
- 7.1 For the first half of the financial year, the treasury section has borrowed £60.0m from the PWLB to fund the IAS at a rate of 2.34% and for an average duration of 23 years. Details of the loans are below:

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

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

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

Chart 3: General Fund Debt Maturity



7.3 Debt Repayment and Rescheduling

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

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

8. Investment Portfolio as at 30 September 2018

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

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

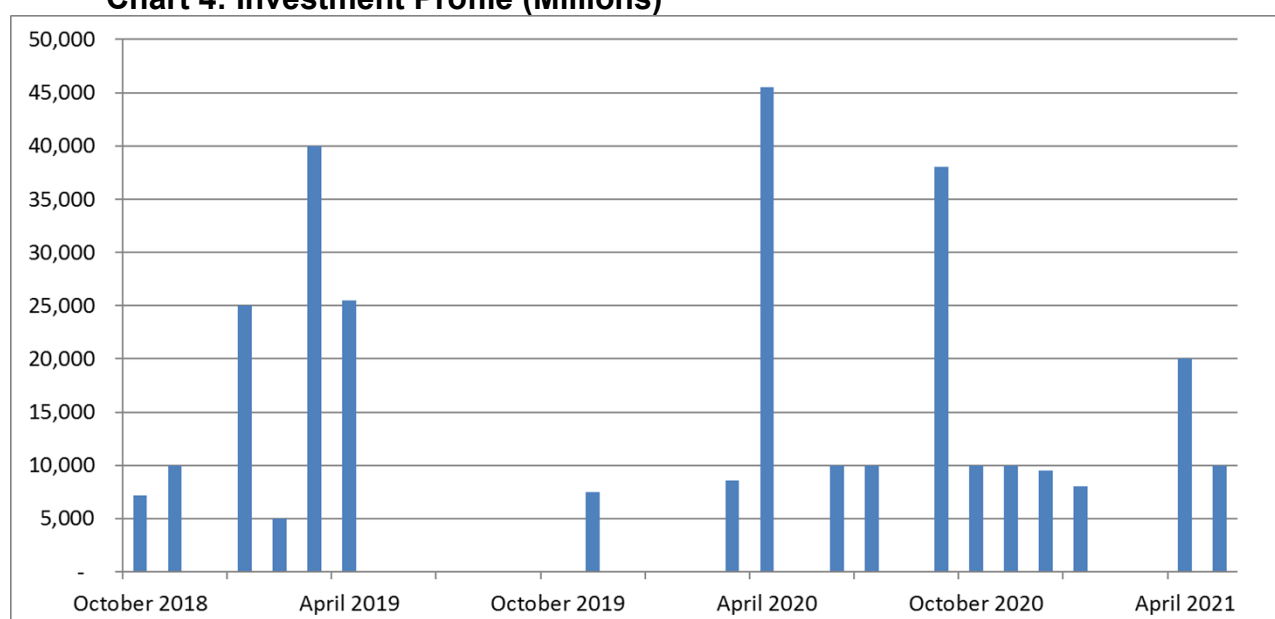
8.3 In addition the Council has several direct residential property investments through Reside, including Abbey Road 2 and Weavers. These investments are effectively loans from the Council to Reside, with an agreed loan and interest repayment schedule agreed. Any additional return is paid to the Council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

Table 4: Reside Loans as at 30 September 2018

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

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

Chart 4: Investment Profile (Millions)



9. Investment Strategy Performance and Benchmarking

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

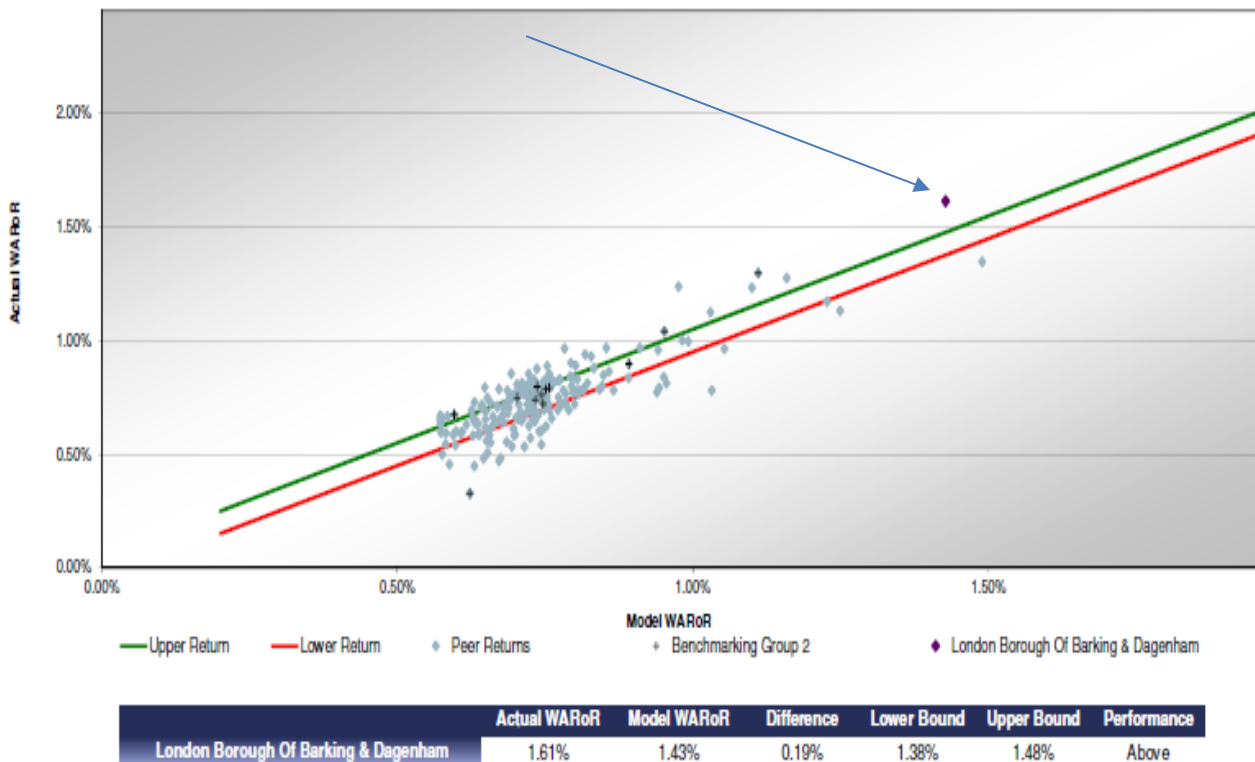
9.2 Due to the Council's increased investment and capital programme, investments will continue to be made to reduce the cost of carry of any borrowing. In addition, investment will be made to match the cashflow requirements to ensure that, where significant expenditure is required, sufficient cash is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

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

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

Chart 5: Population Returns against Model Returns

Population Returns against Model Returns



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

10. Commercial Lending

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

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

10.3 The commercial lending policy will include:

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

11. Minimum Revenue Provision (MRP) Review

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

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

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

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

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

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

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

12.1 Prudential Indicator for Capital Expenditure

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

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

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

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

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

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

12.2 Prudential Indicator – CFR

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

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

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

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

12.3 Treasury Indicators: Limits to Borrowing Activity

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

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

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

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

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

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

13. Consultation

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

14. Financial Implications

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

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

15. Legal Implications

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

- 15.1 The Local Government Act 2003 (the "Act") requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy which sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 15.2 The Council also has to 'have regard to' the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities when carrying out its functions under the Act.
- 15.3 A report setting out the Council's strategies in accordance with the Act was presented to Cabinet in February 2018. This report is a midyear review of the strategy's application and there are no further legal implications to highlight.

16. Options Appraisal

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

17. Other Implications

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

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

List of appendices:

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

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Revised Minimum Revenue Provision Policy Statement

Background

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

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

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

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

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

Loans to Special Purpose Vehicles

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

PFI leases

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

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Investments as at 30th September 2018

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

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CABINET

13 November 2018

Title: Development of former Abbey Sports Centre Site, Axe 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>After an open marketing exercise in 2013/4, Abbey Sports Centre was placed under contract for sale by way of a long leasehold interest to Sherhill (Barking) Ltd (Sherhill), a subsidiary of Lindhill Properties Ltd, for the development of a 147 unit build to rent residential led mixed use scheme (Cabinet 18 November 2014, Minute 65 refers).</p> <p>The developer subsequently received a Resolution to Grant planning permission for the scheme in late 2015 but, with the evolving GLA policy on affordable on-site residential accommodation in the last 18 months, the scheme has required adaptation to provide affordable housing units. This has resulted in viability issues for the developer and a reduced premium for the lease. A fresh planning application was submitted earlier this year for a new scheme which has officer support.</p> <p>The revised scheme shows 170 residential build-to-rent units of which at least 35% will be affordable (at a blended 70% of market rent). It retains the original proposals in a revised and amended configuration to provide accommodation for Care City (the joint venture between LBB and North East London Foundation Trust), a small community focussed cinema proposed to be operated by the company Art House plus two retail units.</p> <p>It is also now proposed that the Council will provide development finance for the scheme on market facing terms (i.e. commercial interest rate and terms).</p> <p>This report updates the Cabinet on progress with the development and recommends a revised deal structure and proposed loan arrangements which will enable the development to proceed in the quickest way to deliver the homes and facilities.</p>	
Recommendation(s)	
The Cabinet is recommended to:	

- (i) Approve the proposed changes to the scheme design and for the Council to provide short-term development finance to Sherhill (Barking) Limited up to the sum of £28m on the terms set out in Appendix 2 to the report, to be funded via borrowing through the General Fund from the Public Works Loan Board;
- (ii) 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 scrutinise the due diligence reports, negotiate final terms and agree the contract/loan documents to fully implement and effect the proposals set out in the report; and
- (iii) 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, loan, security and other documents on behalf of the Council.

Reason(s)

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.

1. Introduction and Background

- 1.1 In September 2015, the former Abbey Sports Centre site was placed under contract with Sherhill for redevelopment. This followed a formal competitive marketing campaign in 2013/4 with a planning brief for a residential led, mixed use development incorporating community uses.
- 1.2 Sherhill's original scheme proposed 147 residential units (all private), a three-screen cinema, two retail units and a 20,000 sqft floor of offices for Care City (the primary healthcare joint venture between the Council and NELFT).
- 1.3 During the course of negotiation, it was agreed that the land premium for the grant of the 150-year head lease on the site would be ring-fenced as a contribution to off-site affordable housing. The agreement also contained a number of conditions precedent including securing planning consent, having funding in place and having a cinema operator on board in order to ensure the land would only be handed over to the developer once the scheme could be delivered in full.
- 1.4 The agreement has since been extended twice and varied once to reduce the size of the Care City space from 20,000 sqft to 6,000 sqft (at Care City's request) enabling additional residential units.
- 1.5 Progress however stalled over the last 18 months following the Mayor's planning policy for on-site affordable units (AU). This seeks a minimum of 35% on-site AUs unless a formal viability study supports a lower figure which has impacted on the land receipt.

- 1.6 The developer has therefore chosen not to progress the original scheme as planning would not be approved for a viable scheme but instead negotiate a revised arrangement with the Council. The new plans show 170 residential units, a two-screen cinema, a 6,000 sqft ground floor office and two retail units. A planning application was made in March 2018 and pre-application meetings have been positive. Subject to approval by the Council to the revised deal and agreement from the GLA on the revised AU element, the scheme is capable of being progressed through planning and works starting on-site without further delay early next year.
- 1.7 Whilst the building was empty it was let on a temporary arrangement at a peppercorn to a Food Bank charity. There is a requirement to carry out intrusive survey work and boreholes within the building to inform the demolition and remediation strategy and foundation design followed by a number of pre-demolition and enabling works hence the charity were served notice.
- 1.8 The updated Investment and Acquisition Strategy identifies a potential commercial lending asset class with an allocated value of £200m, which is yet to be approved by Council Assembly. The proposed development finance falls into that asset class. Whilst this report is in advance of approval of the commercial lending evaluation process and procedures being in place, it covers the key areas requiring consideration including due diligence, an independent report on the interest rate addressing state aid and loan security issues.

2. Proposals

- 2.1 In order to move the scheme forward, it is proposed to revise the arrangements with Sherhill as follows:
- A new scheme comprising 170 build to rent residential units, a two-screen cinema, 6,000sqft of offices for Care City and two retail units (a CGI of the scheme forms Appendix 3).
 - The developer will provide at least 35% AUs on-site for the duration of the head lease (to be let at a blended 70% of market rent)
 - The premium for the head lease will be lowered as per the terms set out in Appendix 2
 - The Council will provide development finance of up to £28m as per the terms set out in Appendix 2
 - Planning approval will be sought this autumn, with works commencing on site in early 2019 and completion expected in early 2021.
 - The other terms of the original development agreement will remain as drafted including the obligation to professionally manage the block upon completion. It is understood that it remains Sherhill's intention to sell the completed scheme to a PRS fund.
- 2.2 The current agreement with Sherhill contractually runs until December 2018, however it can be extended if there is a pending planning application (which there is). The option therefore exists to let the contact run until planning determination, it would be feasible to regain control of the site upon a refusal and the option would be to promote an LBB/Be First scheme. Further delays would be experienced whilst a new scheme is prepared and planning permission sought. This option is assessed further below.

On balance, the preferred option will deliver new homes and facilities in the quickest way by some 12-18 months assuming the scheme is commenced and progresses without delays (whilst generating a short-term return for the Council against a higher expenditure figure but long-term income).

3. Options Appraisal

The following options have been assessed:

3.1 Option 1: Proceed with Sherhill as proposed with the Council providing development finance – The Preferred Option

This option would allow the enhanced scheme which includes affordable housing to proceed through planning without further delay and therefore aligns with the Council's aim of accelerating regeneration within the Borough. Planning consent is likely to be secured and GLA Stage 2 cleared by the year end for a start on site in early 2019. The existing documentation will be varied to reflect the revised scheme and a separate loan agreement prepared. Any development upside will be protected by overage clauses. As a result of the variations to deliver the affordable housing, the Council is foregoing the currently contracted land receipt. Further details are provided in Appendix 2, which is in the exempt section of the agenda as it contains the commercially confidential financial and legal advice (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.

Compared with Option 2, the provision of loan funding will give the Council greater control to ensure the development is completed within the proposed timescale alongside a short-term revenue return on its investment. Options 1 and 2 (below) ensure the Council receives New Homes Bonus, council tax and business rates income at least 18 months earlier than Option 3 and are expected to deliver additional revenue income of £750k (£300k for NHB, £300k for Council Tax and £150k for business rates) in addition to its investment income during the period Option 3 would be developed.

3.2 Option 2: Proceed with Sherhill as Option 1 but without the provision of development finance

This is Sherhill's preferred option and allows a Private Rented Sector investor to pay for the investment on a drawn-down basis. It still reduces the head rent in accordance with the preferred option as detailed in Appendix 2 but precludes the Council making a financial loan return. Otherwise similar to Option 1 in both security and timescale.

3.3 Option 3: Council to allow the current agreement to run until natural determination upon refusal/withdrawal of planning and deliver itself

This will allow the Council to retain the assets and move forward with their own development, or to seek a new partner. However, Sherhill would stand to lose both their initial deposit and considerable fees incurred to date if this option is progressed. Sherhill would seek to resist this option which could generate legal costs, delays to scheme delivery and would introduce additional risk and delay.

It is estimated that direct delivery would result in delivery of new homes, Care City space and the cinema being delayed by at least 18 months which is counter to the Council's aim of accelerating regeneration. It would also allow the Council to retain the developed assets which would yield long term income. It could present a reputational risk by not progressing with a selected development partner who are currently progressing a supported scheme in planning. However, these considerations are also impacted by sensitive commercial and legal issues which need to be evaluated and are addressed in the Appendix 2 (due to commercial sensitivity).

The 18-month delay to practical completion of the scheme, as proposed in this option would mean the loss of £750k from NHB, council tax and business rates as well as the loss of the initial short term investment return. It would also lose the opportunity to re-develop this strategic town centre site in the most expedient way.

3.4 Option 4: Sell existing building

This option envisages the retention of the existing building which is either let out or sold for existing use value. Be First's valuation advice highlights that a disposal for existing use would realise the highest consideration, avoiding the significant costs of redevelopment and the affordable housing requirement. Retaining the existing building however would fail to transform the area and would not secure the new homes and other facilities (and the associated income to the Council) from the larger regeneration.

3.5 Conclusion

On balance, despite the potential long-term investment returns that could be secured through direct delivery (the figures are set out in Appendix 2), the proposal to bring forward the development in the quickest way is seen as the favoured option particularly given Be First's significant programme of direct development activity on other sites and the aim of accelerating regeneration. Disposing of the property at existing use value (Option 4) will forgo a major regeneration opportunity and, potentially, future control of the site, hence, it is discounted.

4. Consultation

- 4.1 There has been significant consultation on the development proposals in advance of and as part of the statutory consultation process which saw broad support for the proposals.
- 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 in October considered the report.

5. Financial Implications

Implications completed by: David Dickinson, Investment Fund Manager

- 5.1 The report seeks to gain approval for a loan to the developer, Sherhill Barking Ltd (a subsidiary of Lindhill Properties Ltd), for a proportion of the construction costs. The Heads of Terms and initial due diligence have been reviewed by Investment Panel.
- 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 commercial lending is currently not an asset class within the IAS.
- 5.3 The full financial implications are set out in Appendix 2.

6. Legal Implications

Implications completed by: Suzan Yildiz, Deputy Head of Commercial Law and Governance

Council Powers

- 6.1 There are several relevant powers facilitating the Council power to participate in the preferred option. The general power of competence under section 1 of the Localism Act 2011 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 overlaps (to any extent) with the general power of competence provided that there are no other statutory restrictions or prohibitions against the proposed activity (section 2)). 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.
- 6.2 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.
- 6.3 Section 123 Local Government Act 1972 obliges the Council to secure the Secretary of State's consent to a disposal at less than the "*best consideration reasonably obtainable*" for its land. On the assumption that this is the relevant disposal power (i.e. the land is not held for planning or housing purposes), a general consent exists for disposals at 'up to' £2 million of undervalue. Section 24 of the Local Government Act 1988 requires the Secretary of State's consent to the provision of financial assistance (the loan in this case) for funding the delivery of residential property for rent – a general consent has been issued by the Secretary of State. In reaching a decision, the Council must carefully consider the options considered and also have regard to the following:

- 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 of land;
- iv. Compliance with state aid and procurement regulations;

The Proposals

- 6.4 In 2013/14, the Council procured Sherhill Barking Limited (whose obligations are guaranteed by its parent Lindhill Properties Limited) (the Developer) for an earlier iteration of the development scheme, and effectively entered into an agreement for lease (an option to acquire an interest in the land) with a premium being payable by the Developer. However, the original scheme has since become financially unviable, resulting in variations to the original contract which extended that option. It is now proposed to allow the Developer to pursue a revised scheme (in planning terms) (the details of which are set out in section 2 of the report). The consequential impact of this is a variation of the original agreement, as the scheme now includes affordable housing (unlike the previous scheme) and reducing the land receipt (as set out in Appendix 2) due under the current contract because the scheme with affordable housing tenure results in a negative residual value of the land. It is notable that the current agreement with the Developer could lapse unless extended to allow pursuit of a planning application which has been submitted or it could lapse if unconditional funding is not secured by the Developer.
- 6.5 The full legal implications which are intended to aid members in their consideration of the options and issues are set out in Appendix 2, which contains commercially sensitive material and legal advice.

7. Equalities and other Social/Customer Impacts

- 7.1 These issues will be considered as part of the assessment of the planning application for the scheme.

8. Other Implications:

8.1 Risk Management –

- **Construction Risk** – Sherhill will retain the construction risk during the development programme, thereby limiting the Council’s exposure. Security arrangements for the performance of Sherhill and, in turn, the contractor is set out in the Heads of Terms. Be First will monitor the scheme during construction and be live to any issues of construction and funding.
- **Market Risk** – The scheme has recently been financially appraised with Sherhill having a contractor lined up with a priced scheme. Sherhill will be obliged to deliver and manage long term 35% of the units as AUs irrespective of leasing of the market value units.
- **Funding risk** – Initial financial due diligence on the borrower and guarantor by both Be First and GVA have not given cause for concern. The Council will retain ownership of the land throughout. The head lease will only be granted once the scheme is practically complete. Appropriate safeguards will be built into the documentation including step-in rights in the event of developer default, direct

warranties secured with consultants with principle design responsibility and copyright of designs obtained. Loan advances will only be made on independent certification of expenditure. Sherhill will need to put their funding into the scheme prior to the Council's development funding and providing proof of funds is a condition precedent.

- **Ground contamination** – Full ground investigations are being undertaken by Sherhill as part of their due diligence process.

- 8.2 **Contractual Issues** - Contractual implications are as described and covered within the Legal Implications section of this report.
- 8.3 **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.
- 8.4 **Safeguarding Children** – Through the planning process the scheme has been designed to ensure it addresses policy requirements.
- 8.5 **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.
- 8.6 **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. The development proposals will therefore have a positive impact on the local community.
- 8.7 **Property / Asset Issues** - The transaction will see the Council leasing the site for a term of 150 years.

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

List of appendices:

- **Appendix 1: Site plan**
- **Appendix 2: Financial and Due Diligence Summary** (exempt information)
- **Appendix 3: Sherhill scheme CGI**

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Aerial View from St Pauls Road :



Notes

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Notes/revisions:

Rev	Date	Drawn	Chkd
*	23.02.2018	DW	

PLANNING ISSUE

Date:	02.18	Client:	Lindhill & The London Borough of Barking and Dagenham
Drawn:	DW	Project:	The former Abbey Sport Centre, Axe Street, Barking
Check:	CB	Title:	Aerial View from St Pauls road
Scale:	NTS	Drawn:	17-009 D-36
		Revision:	-

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CABINET

13 November 2018

Title: London-east UK Ltd – Proposed Asset Purchase	
Report of the Cabinet Members for Finance, Performance and Core Services and 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: Eastbrook	Key Decision: Yes
Report Author: Hilary Morris, Commercial Lead	Contact Details: Tel: 020 8227 3017 E-mail: hilary.morris@lbbd.gov.uk
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
<p>Summary</p> <p>The former Sanofi site at Dagenham East is identified within the Council’s Growth Strategy 2013 – 2023 as a ‘key opportunity site’. By Minute 74 (15 November 2016), Minute 85 (23 January 2018) and Minute 13 (19 June 2018), the Cabinet approved the purchase of various plots of land on the site in order to facilitate the delivery of world-class film studios and a hotel as part of a significant mixed-use development.</p> <p>The latest decision in June 2018 related specifically to the freehold purchase (rather than leasing) of The Cube site, owned by London-east UK Ltd (LEUK), alongside other land owned by LEUK. During the course of the discussions to finalise that deal, an opportunity has arisen for the Council to acquire 100% share capital in LEUK from SOG Limited together with the land and its business interests on the site.</p> <p>LEUK currently owns, operates and maintains land and assets primarily through directly employed staff on a site covering 15.5 acres. The company operates primarily in the field of Facilities Management and looks after all of the buildings on the former Sanofi site as well as other premises.</p> <p>Initial discussions with the Managing Director and Chairman of the Barking & Dagenham Trading Partnership (BDTP) have indicated an interest in BDTP acquiring the LEUK business as a going concern. Further due diligence and assessments of the business case for the acquisition, further viability assessment and valuations and legal/accounting due diligence need to be undertaken before contractually committing to the acquisition. This option could be progressed by way of a loan on commercial terms from the Council to BDTP, who would acquire the share capital in LEUK and, with it, the land and business interests.</p> <p>Should that option not proceed, it is expected that it would still be in the Council’s interests to seek to acquire the entire LEUK land interests at the site. An independent valuation of the LEUK land interests, advice on the state aid treatment of any loans given by the Council and legal due diligence on the corporate acquisition and real estate assets</p>	

will form part of the final due diligence before the Council or BDTP commit to the acquisition, but the provisional sums discussed between the Council and LEUK would not exceed market value.

Recommendation(s)

The Cabinet is recommended to:

- (i) Agree that the Council should seek to acquire London-east UK Limited's land and business interests at the former Sanofi site, in accordance with the strategy set out in the report and subject to all appropriate due diligence, viability / value for money assessments;
- (ii) Delegate authority to the Chief Operating Officer, following consideration by the Investment Panel and in consultation with the Director of Law and Governance, the Cabinet Member for Finance, Growth and Investment and the Cabinet Member for Economic and Social Development, to determine the preferred method of purchase and final terms including, if appropriate, a working capital loan to Barking and Dagenham Trading Partnership subject to:
 - a. a detailed business case;
 - b. appropriate due diligence and assessments, including viability / value for money / financial / tax related implications;
 - c. compliance with state aid law and principles in advancing a loan or other assistance on commercial market facing terms;
 - d. legal due diligence and advice from external advisers on the corporate acquisition;
- (iii) Authorise the Chief Operating Officer, in consultation with the Director of Law and Governance, the Cabinet Member for Finance, Growth and Investment and the Cabinet Member for Economic and Social Development, to enter into all necessary agreements to give effect to the proposals, subject to a recommendation from Investment Panel to approve the financial soundness and viability of the purchase.

Reason(s)

The proposal will contribute significantly to the Council Priority of 'Growing the Borough', in a number of ways: facilitating the Council to gain a controlling land interest in a strategically important site, enabling a short to mid-term income from investment in a going concern which supports the business case for BDTP and mid to long term, could enable the Council to bring forward industrial and creative mixed-use development.

This proposal could help deliver the 'No-one left behind' objective of the Growth Commission and the vision of the Borough Manifesto by through investment in the borough and enabling the development of a cohesive long-term strategy which would encourage more employment opportunities and raise aspirations of local residents.

1. Introduction and Background

- 1.1 The former Sanofi site at Dagenham East is identified within the Council's Growth Strategy 2013 – 2023 as a 'key opportunity site'. By Minute 74 (15 November

2016), Minute 85 (23 January 2018) and Minute 13 (19 June 2018), the Cabinet approved the purchase of various plots of land on the site in order to facilitate the delivery of world-class film studios and a hotel as part of a significant mixed-use development.

2 Proposal and Issues

- 2.1 The opportunity has arisen for the Council to acquire either the assets of, or 100% of the share capital of London East UK Ltd. The initial view is to proceed with the latter, the acquisition of the LEUK company (100% of shares), either by acquiring itself or by advancing a loan to BDTP to acquire the company. The company owns, operates and maintains land and assets primarily through directly employed staff.
- 2.2 London East UK Ltd owns 15.5 acres of land with seven existing industrial buildings with a combined floor area of 442,776 GIA sqft on land that was formerly part of the Sanofi site. The Company currently employs three permanent staff, a number of temporary staff as well as external sub contracted staff in order to maintain the existing tenancies at the assets.
- 2.3 The 15.5 acres of land has been externally valued by Savills in 2012 and BE Group 2013. An independent external valuation has now been commissioned to be undertaken by CBRE to verify this appraisal which is due to be received shortly. This will be analysed as part of the detailed due diligence required prior to any delegations related to this paper being exercised, i.e. before commitment to the acquisition.
- 2.4 There are 38 existing tenants on site with licence agreements ranging from 1 - 25 years in duration, although approximately 40% of the current licences are for a duration of less than 3 years. Additional income is generated by LEUK by utilising the site as a location for filming, corporate events and other activities
- 2.5 Cabinet has already approved the terms of the freehold purchase of The Cube and an adjacent strip of land [19 June 2018, Minute 13 refers] as part of the Land Assembly required to deliver the optimal Film Studio deal. There is an outline strategy to provide £6.5m of capital funding for improvement / extension works to The Cube to enhance its longer-term viability, which is expected to generate up to an additional £1m rental income pa.
- 2.6 The site, adjacent to the proposed Made in Dagenham film studio is an important strategic location and one which is expected to generate considerable interest for additional film studio space and creative industry space. Rental income forecasts in this area which have been evaluated by Lambert Smith Hampton suggest rental interest in Romford and Dagenham at between £12 and £18psf with some interest at £23 psf. However, the Council's preferred supplier for the delivery of the Film Studio has provided evidence from the US that suggests that office rents related to a film studio are double standard office rents which suggest there is opportunity to generate greater rental income and returns on this site over the longer term.
- 2.7 The Barking and Dagenham Trading Partnership (BDTP) commenced trading in April 2018 and has a long-term objective of growing its trading activity through securing new business. The London East UK Ltd company includes a repairs and maintenance function which delivers services to the company's tenants utilising

three permanent employees but also a variety of sub-contracted services which could be delivered in-house by BDTP if LEUK become another subsidiary within BDTP group structure

- 2.8 One of the Council's Investment and Acquisition Strategy objectives is to unlock regeneration and economic growth opportunities and generate income through lending which this proposal combined with the delivery of the Film Studio and the associated employment could facilitate.
- 2.9 Further details of the financial issues associated with the options are provided in Appendix 2, which is in the exempt section of the agenda as it contains the commercially confidential financial information (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.

Risks and Issues

- 2.10 The primary risks in this proposal relate to lost revenue from low occupation of the buildings or higher than expected maintenance or landlord liabilities. Mitigations would need to ensure that the immediate opportunities to maximise income are in place and that the medium-term strategy is sufficiently flexible to enable the decant and demolition of buildings to reduce revenue costs in the event that income could not be maximised.
- 2.11 It is recognised that Dagenham does not have an established office market and Barking and Romford have limited supply and this is expected to inform the medium-term strategy however the primary focus for longer term demand is predicted to be from firms related to the development of the film studios. There is strong evidence of production companies wanting to have short term lettable space as well as a wide range of associated industries wanting to locate close to film stages. As part of the expressions of interest stage in the Film Studio tender there were numerous companies offering film/TV related services wishing to locate. It is believed many will want some form of presence near the studios.
- 2.12 There is also potential to be some long and medium term demand relating to the proposed datacentre, however none of this is guaranteed and the Council would need to fund the purchase through borrowing which would need to be an additional net annual cost to the Council's revenue budget in the event rental income and/or development profits did not cover these costs.
- 2.13 The ground at the entire Sanofi site has contamination and raises environmental considerations. Remedial work has been undertaken by LEUK and warranties would be provided to the Council against those remediations, however, these remain a key risk in terms of costs for the longer-term development. Insurance can be bought to protect the Council against these risks which would cost approximately £350k for 10 years cover. This would need to be included in the costs of the project whichever option is pursued.

3. Options Appraisal

3.1 Option 1 – Do Nothing.

The Council has the option to do nothing and to not acquire a controlling interest in this wider site and to proceed with purchasing The Cube and the strip of land needed for the optimal Film Studio delivery as previously approved. This option would provide no further benefit to the Council and would incur no additional risks than those otherwise already considered in relation to The Cube. In this scenario, it is likely that the Companies that own the share capital of LEUK could jointly decide to market LEUK or the land interest separately to a third party. In this scenario the development of the site for uses which support the industrial and creative industry spaces that are likely to be required or complimentary to the film studios when delivered would be left to the market to deliver.

3.2 Option 2 – Acquire the land interest only.

An opportunity exists for the Council to purchase the land within LEUK as a straight land transaction. Through this approach, the Council could still benefit from the opportunity to acquire a controlling land interest but at an increased purchase price.

The Council would still need to develop a medium and long term strategy for the site as well as put resources towards immediately maximising income opportunities and reducing the revenue impact from the carry costs related to the purchase. One option the Council could exercise in due course, subject to due diligence, is to sell the vacant units although it is not yet clear if this would be feasible or desirable given a medium and longer term strategy has not yet been developed.

As with the option above, there are potential opportunities that could be exploited in the short to mid-term and then developed in the medium and longer term. Overall this remains the most expensive option for the Council

Option 3 – Purchase the Share Capital

3.3 This offers the most economically efficient way to acquire the site. In addition to the same risks and opportunities present in option 2 this option includes the purchase of an ongoing commercial concern through which the on-site staff are employed. This company was incorporated in August 2014 and has three years of audited financial accounts and an existing revenue income which could be maintained as is and then over the short term maximised. Purchase of the Share Capital provides the most economically efficient way of acquiring the land.

3.4 Further information on the potential costs associated with these options is set out in Appendix 2 in the exempt section of the agenda.

4. Consultation

4.1 Initial consultation has taken place with relevant Cabinet Members, the Managing Director and Chairman of BDTP and officers (including external advisers). Subject to Cabinet's approval to progress the proposals, the detailed arrangements will be subject to full assessment by the Council's Investment Panel.

5. Financial Implications

Implications completed by: Chris Randall, Interim Finance Accountant for Transformation

- 5.1 The Council is undertaking in depth financial due diligence on the proposed additional purchase option identified in the report. This includes the use of expert external financial and property advisors to ensure the acquisition represents best value to the Council and is structured in the most tax efficient way, and also that all current and future risks and opportunities are considered prior to any potential purchase. Initial costings associated with the options are set out in Appendix 2 in the exempt section of the agenda.
- 5.2 Whatever option, the Council will need to fund the purchase through borrowing which will be an additional annual cost to the Council's revenue budget. This will be offset by expected rental income and/or development profits from the site. However, in the short term during the development phase the borrowing costs will be an additional net cost to the Council's revenue budget and this will form part of the final option appraisal and will be included in the Council's medium term financial plan if appropriate.

6. Legal Implications

Implications completed by: Suzan Yildiz, Deputy Head of Legal Services (Commercial)

- 6.1 The report proposes the acquisition of LEUK Limited by the Council or an entity owned by the Council, together with its land and business interests. This is a corporate acquisition of a target company (with its assets and any liabilities). To enable the transaction the report delegates authority to the Chief Operating Officer, in consultation with others, to consider the most appropriate mechanism to facilitate the transaction which may involve acquisition through an entity owned by the Council subject to further due diligence on financial, legal and accounting matters before final terms are settled. If the acquisition proceeds through another company entity owned by the Council, such as BDTP, the Council would also advance a loan for the acquisition to that entity.

Relevant legislative powers

- 6.2 The Council has a number of relevant powers concerning borrowing, investment and other dealings. Section 1 of the Localism Act 2011, the general power of competence ("GPC") empowers local authorities to do anything that an individual can lawfully do provided that the activity is not expressly prohibited by other legislation. Activities authorised by the GPC can include investment, trading or charging decisions which may be undertaken through commercial vehicles with the aim of benefiting the authority, its financial management, its area or its local communities. The power is wide and provided that the specific activity is not expressly restricted or proscribed by other legislative provisions, it will be within the parameters of the GPC power. Section 4 of the Localism Act 2011 requires local authorities to carry out any activity which may be deemed for a commercial purpose through a company and to ensure that the proposal and the mechanisms to effect it are within the GPC power. As LEUK Ltd is already a company, acquiring LEUK will

be compliant with this requirement. The report states that the acquisition is to enable the Council's investment and regeneration priorities, as such the purpose of the acquisition is not necessarily for a primary commercial purpose, it is also intended in the mid to long term to facilitate the wellbeing of the area through regeneration of the land held in LEUK Ltd. A more detailed business case for the acquisition would clarify the purposes for which the company is to be acquired.

- 6.3 To the extent that borrowing and subsequent loans to an acquiring entity, such as BDTP are required, Sections 1 and 12 of the Local Government Act 2003 (as well as the GPC under s.1 of the Localism Act 2011) enable a local authority to borrow and invest for any purpose relevant to its functions, or for the purposes of the prudent management of its financial affairs. Speculative borrowing to invest purely for profit will not be deemed directly relevant to the authority's functions and will not, therefore, be authorised under this power.
- 6.4 Section 15 of the Local Government Act 2003 requires local authorities to have regard to the Statutory Guidance on Local Government Investments (3rd edition effective from 1 April 2018) ("the Statutory Guidance") in exercising borrowing and investment powers, which the Council may do to facilitate this transaction. The definition of an investment includes 'all of the financial assets of a local authority as well as other non-financial assets that the organisation holds primarily or partially to generate a profit' and for the avoidance of doubt it includes 'loans made by a local authority to one of its wholly-owned companies or associates' The CIPFA Code contains detailed recommendations in the context of prudent borrowing practice, such as prioritising security, liquidity and yield (in that order) and should be considered as individual investment decisions are made.
- 6.5 In exercising their powers to make decisions about the acquisition of LEUK, any associated borrowing and lending, the decision makers must have regard to:
- i) Compliance with the Statutory Guidance on Local Government Investments;
 - ii) Fulfilling its fiduciary duty to tax payers;
 - iii) Ensuring best value, effective risk and credit management, i.e. that the acquisition represents best value and an open market price (depending on the methods of valuation) and effective arrangements are in place to manage risk;
 - iv) Compliance with state aid requirements (see below).
- 6.6 The Council has a fiduciary duty to the tax payers of the Borough in respect of public funds. This means the Council is a trustee and holds, spends and manages money for the tax payer but does not own those public funds. Therefore, any investment powers must be exercised for a proper purpose and reasonably in all the circumstances. The decision maker/s need to be satisfied that the justifications, due diligence and risk management for the acquisition and providing funding/loan are in place and are consistent with what prudent investors would do in the market place.

State Aid Implications

- 6.7 As a public body (and an emanation of the state) the Council is required to comply with (and ensure its entities and companies comply with) the state aid rules. Article 107 (1) of the Treaty on the Functioning of the European Union (Treaty)('The Rules') declares that state aid, in whatever form, which could distort competition

and affect trade by selectively favouring certain undertakings, is incompatible with the common market, unless the Treaty and in practice the European Commission (through regulations and decisions) allows otherwise.

- 6.8 In respect of any loan arrangements, to mitigate the risk of giving illegal state aid, any commercial transactions or loans must be made on 'market terms' in order to satisfy the "Market Economy Investor Principle" (the MEIP). The MEIP means that when a public authority invests in an enterprise on terms and on conditions which would be acceptable to a private investor operating under normal market economy conditions, the investment will not be state aid. Therefore, if a loan is to be advanced by the Council to one of its companies to enable the acquisition of LEUK Ltd, such funding must be on commercial market facing terms which would be acceptable to a prudent private investor. In addition, considering the CIPFA Prudential Code and Statutory Guidance, which require Council's to ensure sufficient security, before liquidity and yield, senior security documents over both the shares of the borrower entity and the assets should be put in place to mitigate the risks of default.

Governance Implications

- 6.9 Section 9D(2) of the Local Government Act 2000 as amended establishes the functions of Executive Cabinets. This enables a Cabinet to carry out decisions on any function unless reserved by order of the Secretary of State. Investment decisions of an authority are not a reserved function. Under part 3 Chapter 1 paragraph 1.2 of the Council's Constitution, the Cabinet can in turn delegate its functions to an officer or authorise the officer to take investment decisions subject to established parameters, such as the need to consult prior to deciding. In the case of investments there can be a need to move quickly when opportunities arise. Hence, the Chief Operating Officer (as S.151 Local Government Act 1972 Chief Financial Officer) can be authorised to make investment decisions and in this case delegations are requested to finalise the transaction.
- 6.10 In addition to the above consideration and before contractual commitment to the acquisition of LEUK Ltd and any associated loan arrangements, decision makers are advised to: -
- i) Carry out valuations of the company and the real estate assets using appropriate methodology relative to the Council's business case for the acquisition. For example, the valuation methodology of a company versus real estate assets acquired for development purposes will differ. It is noted financial due diligence has been carried out by PWC (which is private and exempt as it contains commercially sensitive material);
 - ii) Further financial and legal due diligence to mitigate the risks associates with a corporate acquisition (i.e. the Council or its entity will acquire the company with its assets and liabilities);
 - iii) Ensure that borrowing complies with the relevant regimes and state aid requirements;
 - iv) Any loans and security documents (over shares and / or real estate assets) are robust and on commercial terms market facing terms and obtain an opinion that the arrangements are state aid compliant.

7. Other Implications

- 7.1 **Risk Management** – The risk assessment is detailed in the body of the report.
- 7.2 **Contractual Issues** – Any contractual issues will need to be resolved subject to approval of the method of purchase and will be subject to satisfactory due diligence at that point.
- 7.3 **Staffing Issues** – This paper outlines that the Company currently employ a number of permanent and temporary staff however the actual impact on these individuals cannot be identified until the method of purchase has been approved. Any impact would be overseen by LEUK as the employer.
- 7.4 **Corporate Policy and Customer Impact** - No issues relating to the specific recommendations as the existing tenants are unlikely to be impacted by the change in share ownership.
- 7.5 **Safeguarding Children** – The proposals should have no impact on safeguarding children.
- 7.6 **Health Issues** – No issues relating to the specific recommendations.
- 7.7 **Crime and Disorder Issues** – No issues relating to crime and disorder
- 7.8 **Property / Asset Issues** – There are a number of potential property and asset issues but these are currently subject to the due diligence process. Any impact will be covered.

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

List of appendices:

Appendix 1: Site Plan

Appendix 2: Financial and Due Diligence Summary (exempt information)

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Dagenham Site Boundary

APPENDIX I



- 1 - Visitors Centre
- 2 - X-House D77
- 3 - E-centre D35A
- 4 - E-centre D35B
- 5 - I-House D37
- 6 - 693 The Hub D31
- 7 - Net-Space D33
- 8 - The Cube D38

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