

Notice of Meeting

CABINET

Tuesday, 17 March 2020 - 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: 9 March 2020

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Chief Executive

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Please note that this meeting will be webcast, which is a transmission of audio and video over the internet. Members of the public who attend the meeting and who do not wish to appear in the webcast will be able to sit in the public gallery on the second floor of the Town Hall, which is not in camera range.

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AGENDA

1. Apologies for Absence

2. Declaration of Members' Interests

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

3. Minutes - To confirm as correct the minutes of the meeting held on 17 February 2020 (Pages 3 - 10)

4. Budget Monitoring 2019/20 - April to January (Month 10) (Pages 11 - 21)

5. Corporate Plan 2018-2022 - Quarter 3, 2019/20 Performance Reporting (Pages 23 - 107)

6. Proposed Disposal of Pondfield House Depot, Wantz Road, Dagenham (Pages 109 - 117)

Appendix 2 to the report is exempt from publication, in accordance with paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended), as it contains the commercially confidential terms of the proposed purchase of land and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

7. Appropriation and Acquisition of Land at North Street / London Road, Barking (Pages 119 - 127)

8. Barking Riverside Land Transfers (Pages 129 - 137)

9. Wivenhoe Road Temporary Accommodation Project - Appointment of Contractor (Pages 139 - 147)

10. Margaret Bondfield Avenue Temporary Accommodation Project - Appointment of Construction Contractor (Pages 149 - 157)

11. Debt Management Performance and Write-Offs 2019/20 (Quarter 3) (Pages 159 - 171)

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

13. 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. ***There are no other items at the time of preparing this agenda.***

14. Any other confidential or exempt items which the Chair decides are urgent



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

Monday, 17 February 2020
(7:02 - 8:27 pm)

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

99. Declaration of Members' Interests

Councillor Geddes declared a non-pecuniary interest in agenda item 17, "Use of Appropriation Powers - Land at Crown House and Linton Road Car Park, Barking" as a Director of the Barking Enterprise Centre and left the meeting prior to the matter being discussed in accordance with paragraph 10.3, Chapter 1, Part 5 (Councillors' Code of Conduct) of the Constitution.

100. Minutes (21 January 2020)

The minutes of the meeting held on 21 January 2020 were confirmed as correct.

101. Budget Monitoring 2019/20 - April to December (Month 9)

The Cabinet Member for Finance, Performance and Core Services presented a report on the Council's revenue budget monitoring position for the 2019/20 financial year as at 31 December 2019 (Month 9) and the revised Capital Programme.

The General Fund showed a projected end of year overspend of £8.214m against the budget of £148.82m. There was an increase of £0.395m in the overall expenditure forecast made up of small increases across a number of services, £0.286m in Community Solutions and £0.318m in Contracted Services. However, there had been an improvement in the Public Realm forecast for the first time in many years. The increase in expenditure forecast was offset by a £0.5m increase in Corporate Income resulting in a net reduction of £0.1m since month 8.

Members were critical of the Government's reliance on 2011 census data to calculate the Council's funding need, as that data no longer accurately reflected the Borough population. Concern was also expressed at proposals to end the census altogether, which would potentially create gaps in local data and therefore make service planning more difficult.

Cabinet **resolved** to:

- (i) Note the projected revenue outturn for Council services as set out in sections 2 to 12 and Appendix A to the report;
- (ii) Note the implications for the reserves position and the need to identify in year action in relation to General Fund expenditure;

- (iii) Approve the additions to the Capital Programme as set out in section 13 and Appendix C to the report; and
- (iv) Note the projected outturn on the Capital Programme as set out in section 13 and Appendix B to the report.

102. Budget Framework 2020/21 and Medium Term Financial Strategy 2020/21 - 2023/24

The Cabinet Member for Finance, Performance and Core Services introduced the Council's proposed budget framework for 2020/21 which incorporated the following:

- The General Fund revenue budget for 2020/21;
- The level of Council Tax for 2020/21;
- The Medium Term Financial Strategy (MTFS) for 2020/210 to 2023/24;
- The draft Capital Investment Programme for 2020/21 to 2023/24; and
- An update on the Dedicated Schools Grant and Local Funding Formula for Schools.

The Cabinet Member stated that, notwithstanding the fast-growing population and huge increases in demand for services, the Council must strive to attain its vision of a Borough where people thrived and were proud to live.

The Cabinet Member for Educational Attainment and School Improvement referred to the need to top-slice the schools funding block and the pressure that would create, particularly in special schools. She also referred to the fluctuations in school numbers, largely stemming from new housing developments in the Borough.

Members discussed the social impacts of the Government's austerity measures, including extortionate rents, poverty and inadequate support for schools and the challenges these posed to the Council and its partners in meeting residents' needs.

Cabinet **resolved to recommend the Assembly** to:

- (i) Approve a base revenue budget for 2020/21 of £155.796m, as detailed in Appendix A to the report;
- (ii) Approve the adjusted Medium Term Financial Strategy (MTFS) position for 2020/21 to 2023/24 allowing for other known pressures and risks at this time, as detailed in Appendix B to the report, including the additional cost of borrowing to accommodate the capital costs associated with the implementation of the MTFS;
- (iii) Delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Performance and Core Services, to finalise any contribution required to or from reserves in respect of the 2020/21 budget, pending confirmation of levies and further changes to Government grants prior to 1 April 2020;

- (iv) Approve the Statutory Budget Determination for 2020/21 as set out at Appendix C to the report, which reflects an increase of 1.99% on the amount of Council Tax levied by the Council, an Adult Social Care precept of 2.00% and the final Council Tax proposed by the Greater London Assembly (3.6% increase), as detailed in Appendix D to the report;
- (v) Note the update on the current projects, issues and risks in relation to Council services, as detailed in sections 9-12 of the report;
- (vi) Approve the Council's draft Capital Programme for 2020/21 totalling £318.006m, of which £72.540m are General Fund schemes, as detailed in Appendix E to the report;
- (vii) Approve the Flexible Use of Capital Receipts Strategy as set out in Appendix F to the report;
- (viii) Note the update on Dedicated Schools Funding and approve the Local Funding Formula factors as set out in section 15 and Appendix G; and
- (ix) Note the Chief Finance Officer's Statutory Finance Report as set out in section 15 of the report, which includes a recommended minimum level of reserves of £12m.

103. Housing Revenue Account: Estimates and Review of Rents and Other Charges 2020/21

The Cabinet Member for Regeneration and Social Housing presented a report on the Housing Revenue Account (HRA) estimates, rents and other related charges for 2020/21, and the available HRA resources within the context of the 30-year Business Plan.

The Cabinet Member advised that the Council was able to increase rents for the first time since the Government imposed a 1% rent reduction policy on all providers of social housing from April 2016. The report proposed that rents increase by the Consumer Price Index (at September 2019) plus 1% from April 2020, which meant that the average weekly rent for a HRA property would rise by £2.52 per week, from £93.35 to £95.87 per week.

Members referred to the investment made as part of the Housing Capital Programme and commended services for achieving the rate of 91% of council homes to the 'Decent Homes' standard.

Cabinet **resolved** to:

- (i) Agree that rents for all general needs secure, affordable and sheltered housing accommodation be increased by CPI (September 2019) of 1.7% + 1%, from the current average of £93.35 per week to £95.87 per week;
- (ii) Agree the following service charges for tenants:

Service	Weekly Charge 2020/21	Increase / reduction
Grounds Maintenance	£2.93	£0
Caretaking	£7.65	£0
Cleaning	£3.68	£0
Estate Lighting	£3.92	£0.07
Concierge	£10.06	£0
CCTV (SAMS)	£6.17	£0
Safer Neighbourhood Charge	£0.50	£0
TV aerials	£0.62	£0.02

- (iii) Agree that charges for heating and hot water increase by CPI (September 2019), as follows:

Property size	Weekly Charge 2020/21
Bedsit	£13.34
1 bedroom	£14.16
2 bedroom	£16.99
3 bedroom	£17.30
4 bedroom	£17.75

- (iv) Agree that the above charges take effect from 1 April 2020;
- (v) Agree the 18-month Investment in Existing Stock programme at Appendix 5 to the report and the HRA Capital Programme for 2020/21, as set out in paragraph 4.4 of the report; and
- (vi) Agree that the street purchase properties listed in Appendix 6 to the report be appropriated from the General Fund to the Housing Revenue Account, by use of section 122 of the Local Government Act and section 17 of the Housing Act 1985 for the purposes of Part II of the HRA, on the terms set out in section 8 of the report.

104. Treasury Management Strategy Statement 2020/21

The Cabinet Member for Finance, Performance and Core Services introduced a report on the Treasury Management Strategy Statement 2020/21 which set out the Council's borrowing, investment and funding plans for the year ahead.

Cabinet **resolved to recommend the Assembly** to adopt the Treasury Management Strategy Statement for 2020/21 and, in doing so, to:

- (i) Note the current treasury position for 2020/21 and prospects for interest rates, as referred to in section 7.2 of the report;
- (ii) Approve the Annual Investment Strategy 2020/21 outlining the investments that the Council may use for the prudent management of its investment balances, as set out in Appendix 1 to the report;

- (iii) Approve the Council's Borrowing Strategy 2020/21 to 2023/24, as set out in Appendix 2 to the report;
- (iv) Note that the Capital Strategy 2020/21, incorporating the Investment and Acquisitions Strategy, shall be updated and presented for approval in June 2020;
- (v) Approve the Capital Prudential and Treasury Indicators 2019/20 – 2023/24, as set out in Appendix 3 to the report;
- (vi) Approve the Minimum Revenue Provision Policy Statement for 2020/21, representing the Council's policy on repayment of debt, as set out in Appendix 4 to the report;
- (vii) Approve the Operational Boundary Limit of £1.25bn and the Authorised Borrowing Limit of £1.35bn for 2020/21, representing the statutory limit determined by the Council pursuant to section 3(1) of the Local Government Act 2003, as referred to in Appendix 4 to the report; and
- (viii) Delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Performance and Core Services, to proportionally amend the counterparty lending limits agreed within the Treasury Management Strategy Statement to consider the increase in cash from borrowing and any subsequent decrease in cash balances as payments are made to the Special Purpose Vehicle.

105. Contract for Provision of SIA Security and Ancillary Services

The Cabinet Member for Enforcement and Community Safety presented a report on proposals to retender the Council's SIA security and ancillary services contract.

In response to questions, the Cabinet Member confirmed that:

- The opportunity would be advertised on the Council's website and in local papers, as well as other sources;
- The procurement procedure would encourage bidders from within the Borough;
- It would be a condition of the contract that the successful company attend job fairs and local job shops to provide assistance for job seekers; and
- The selected company would be encouraged to source any new staff from the local area.

Cabinet **resolved** to:

- (i) Agree that the Council proceeds with the procurement of a contract for SIA Security and Ancillary Services in accordance with the strategy set out in the report; and
- (ii) Delegate authority to the Operational Director of Enforcement, in consultation with the Cabinet Member for Enforcement and Community Safety, the Director of Law and Governance and the Chief Operating Officer, to conduct the procurement and award and enter into the

contract(s) and all other necessary or ancillary agreements with the successful bidder including any period of extension.

106. Contract for Provision of Temporary / Interim Staff and Ancillary Services

The Cabinet Member for Finance, Performance and Core Services presented a report on the provision of temporary/ interim staff and ancillary services.

Cabinet **resolved** to:

- (i) Approve the re-procurement and award of contract for the provision of temporary / interim staff and ancillary services, through the ESPO framework (Mstar3) Lot 1b – Managed Service Provider, to Adecco UK in accordance with 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 award and enter into the contract and all other necessary or ancillary agreements including the period of extension.

107. Procurement of a Strategic Advisory Framework

The Cabinet Member for Finance, Performance and Core Services presented a report on the procurement of a Strategic Advisory Framework (SAF).

The Cabinet Member advised that the SAF sought to bring together the Council's recent requirements for specific technical and investment advisors for its commercial investments as well the provision of services, currently delivered via Elevate, which could not be procured via that route post December 2020.

Cabinet **resolved** to:

- (i) Approve the procurement of a Strategic Advisory Framework in accordance with 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 enter into the framework agreements, call off contracts and all other necessary or ancillary agreements with the successful bidder(s) plus any access agreements with participating authorities.

108. Pay Policy Statement 2020/21

The Cabinet Member for Finance, Performance and Core Services presented a report on the Council's Pay Policy Statement for 2020/21 in accordance with the requirements of the Localism Act 2011.

Cabinet **resolved** to:

- (i) Agree the implementation of the London Living Wage increase from £10.55

to £10.75 per hour for employees and apprentices operating in service areas covered by Green Book terms and conditions, with effect from 4 November 2019; and

- (ii) Recommend the Assembly to approve the Pay Policy Statement for the London Borough of Barking and Dagenham for 2020/21 as set out at Appendix A to the report, for publication on the Council's website with effect from April 2020.

109. Purchase of the former Muller Factory Site, Selinas Lane, Chadwell Heath

The Cabinet Member for Finance, Performance and Core Services introduced a report on the proposed purchase of the former Muller Factory Site, Selinas Lane, Chadwell Heath, which was currently designated as a 'Locally Significant Industrial Site' (L-SIS). The report proposed to acquire the plot by means of newly formed special purpose vehicles (SPV) which would be 100% owned by the Council.

Cabinet **resolved** to:

- (i) Agree that the Council company Be First Developments Limited shall be activated;
- (ii) Agree, as shareholder, to the change of name of Be First Developments Limited to Be First Developments (Muller) Limited and to authorise the Chief Operating Officer to take all necessary action on behalf of the Council to effect that change, to agree the articles and to negotiate and agree service contracts for the directors and any shareholder agreements;
- (iii) Agree to the proposed purchase of the former Muller site by Be First Developments (Muller) Limited on the terms set out in the report and authorise the Chief Operating Officer to negotiate and enter into all the necessary agreements on behalf of the Council and give approvals on behalf of the Council as shareholder and Chief Operating Officer, in consultation with the Director of Law and Governance, to complete on the proposed transaction subject to satisfactory due diligence and an independent valuation;
- (iv) Agree to the Council borrowing the sum set out in Appendix 2 to the report, to finance the acquisition of the Former Muller Site including site purchase planning promotion and ground investigations works subject to all necessary due diligence dependant on confirmation, or otherwise of the site being a Transfer of a Going Concern;
- (v) Agree to the formation of a new development holding company 'Be First Development (Holdings) Ltd' on the terms set out in the report, to be owned by the Council and hold Be First Developments (Muller) Limited as its subsidiary and to authorise the Chief Operating Officer to take all necessary action in connection with the creation of the company as Shareholder and Chief Operating Officer, in consultation with the Director of Law and Governance, including agreeing an interim business plan, Shareholder Agreement, making any necessary resolutions and entering any other associated legal documents and contracts to give effect to this proposal;

- (vi) Agree to the appointment of Directors to the new companies as detailed in the report and to authorise the Chief Operating Officer, in consultation with the Director of Law and Governance, to agree any changes to the Boards;
- (vii) Authorise the Chief Operating Officer, in consultation with the Director of Law and Governance, to agree the loan agreement and any associated guarantees and debentures referred to in the report and grant any indemnities subject to all necessary due diligence; and
- (viii) Authorise the Chief Operating Officer, in consultation with the Investment Panel, to set up Companies with a nominal share value or Partnerships in preparation for Council Projects and to appoint interim Directors to those Companies or nominee partners to the partnerships.

110. Private Business

Cabinet **resolved** to exclude the public and press for the remainder of the meeting by reason of the nature of the business to be discussed which included information exempt from publication by virtue of paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

111. Use of Appropriation Powers - Land at Crown House and Linton Road Car Park, Barking

(The Cabinet Member for Regeneration and Social Housing left the meeting prior to consideration of this item and did not partake in any discussions or the decision-making).

The Cabinet Member for Finance, Performance and Core Services introduced a report on the use of appropriation powers in relation to development of land at Crown House and Linton Road Car Park, Barking.

Cabinet **resolved**, having given due consideration to the Human Rights Act 1998 and the Council's Public Sector Equality Duty as set out in Section 149 of the Equalities Act 2010, to approve the exercise of the Council's powers under Section 122 of the Local Government Act 1972 to appropriate the land at Crown House and Linton Road, as shown edged blue in Appendix 3 to the report, for planning purposes and the subsequent reliance on section 203-206 of the Housing and Planning Act 2016 to override third party interests of neighbouring properties infringed by the development.

CABINET**17 March 2020**

Title: Budget Monitoring 2019/20 - April to January (Month 10)	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision: No
Wards Affected: All	Key Decision: No
Report Author: Katherine Heffernan, Group Manager – Service Finance	Contact Details Tel 020 289 3262 Email: katherine.heffernan@lbbd.gov.uk
Accountable Director: Philip Gregory – Director of Finance	
Accountable Strategic Director: Claire Symonds - Chief Operating Officer	
<p>Summary</p> <p>This report provides a high-level overview of the key financial risks and issues faced by the Council in this financial year. There are significant demand and cost pressures within the forecast which are being monitored carefully but which carry a degree of uncertainty and are may still change during the remainder of the year. The report describes the potential impact of these pressures in high level terms and the forecasts have been made on a prudent basis. The position may therefore be overstated but the scale of the challenge means that there is no room for complacency.</p> <p>The forecast expenditure in the General Fund is £158.677m against a budget of £148.820m which equates to a gross General Fund overspend of £9.858m, before Collection Fund and Business rates surpluses including monies brought forward from the previous year are added which puts the overall variance at £6.743m (see Appendix A)</p> <p>This is an improvement since last month of £1.421m reflecting improvements in Care and Support Public Realm and Central Expenses. In addition to this decrease in expenditure there has been a small increase in forecast income.</p> <p>The net result is an overall forecast variance of £6.743m. As at the end of 2018/19 the budget support reserve stands at £12m. Up to £4m of this however has been earmarked to fund Transformation programmes. This would mean that this year's overspend can be covered from this reserve no further impact on the unearmarked General Fund reserve of £17m.</p> <p>Although the reduction in reserves in 2019/20 is foreseen and can be managed, it is not desirable and will limit our future ability to respond to unforeseen events or invest in the borough. If this level of expenditure continues into next year it would exceed the funding plans set out in our Medium Term Financial Strategy (MTFS) and so would require the identification of further savings or income in order to set a balanced budget. For these two reasons the overspend must not be allowed to continue to grow and serious consideration needs to be given to possible remedial measures.</p>	

Recommendations

The Cabinet is recommended to:

- (i) Note the projected revenue outturn for Council services as set out in sections 2 to 12 and Appendix A to the report;
- (ii) Note the implications for the reserves position and the need to identify in year action in relation to General Fund expenditure;

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 The final outturn for 2018/19 was an overall overspend of just under £3m (after transfers to and from reserves were taken into account). This was the net position after collection fund surpluses and there was an underlying overspend of £7m in service expenditure budgets. In addition, it must be remembered that last year the budget setting approach was that as far as possible services would be expected to contain their own growth. Only a limited amount of additional funding was identified, and this was applied in the most part to Care and Support Services. This reduced the gap for budget setting purposes and meant that additional savings proposals were not required to be identified so 2018/19 could be a "consolidation" year.
- 1.2 However, the expectation that services could contain their own growth is a challenge for many. The small amount of growth funding that could be identified was used both to deal with some specific issues in the budget and then to provide additional care and support funding. The sums available for this purpose (£1m for Children's, £1.3m for Disabilities) were lower than the 2018/19 pressures. This means that those services with existing pressures have continued to overspend into 2019/20.

2 2019/20 Budget Monitoring Position – Summary - Katherine

- 2.1 Across the Council there are known budget pressures of up to **£16.3m, with some underspends of £6m forecast centrally giving rise to a forecast net spend position of £9.9m.** It should be noted that this forecast has been made on a prudent basis and so there is potential for further reduction although there is also the potential for additional costs to be incurred especially in Care and Support where we are seeing high levels of client and demand growth
- 2.2 As in previous years there is an expected underspend within Central Expenses. The £2m provision for non-delivery of savings included in the budget in 2018/19 is still available. There are other contingency budgets such as the Redundancy budget (£1.3m of which half is currently assumed in the forecast) and the Council consistently over-achieves on gainshare against its budget (c£1.5m) and a forecast

underspend on levies of £0.2m. The Council's MRP policy has also been revised and this along with a review of capital financing requirement has meant a reduction in forecast of £0.5m. Altogether this is resulting in net forecasted **underspend of £6m** on central budgets.

- 2.3 The change to the MRP policy was approved by Cabinet and Assembly as part of the mid year review Treasury Management report in November/December respectively. From 1 April 2019 MRP for capital expenditure incurred from 1 April 2008 will be calculated using the annuity method. The MRP annuity method makes provision for an annual charge to the General Fund which takes account of the time value of money and 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 provide that "debt [should be] repaid over a period that is reasonably commensurate with that which the capital expenditure provides benefits".
- 2.4 Included within Corporate Income are additional corporate grants, Collection Fund surpluses and business rates via the London pool totalling **£3.114m additional income**. Overall the net overspend forecast at the end of January is now expected to be £6.743m.

	MAR-20			
DEPARTMENT	ADJUSTED BUDGET	OUTTURN	VARIANCE	Change
SDI COMMISSIONING	7,016,490	6,796,490	(220,000)	(70,000)
CORE	6,807,740	6,855,740	48,000	(129,000)
CENTRAL MINUS F30080	34,930,527	28,834,937	(6,095,590)	(533,590)
EDUCATION, YOUTH & CHILDCARE	3,918,400	3,918,400	0	98,000
LAW, GOVERNANCE & HR	(1,180,906)	(1,300,906)	(120,000)	(91,724)
POLICY & PARTICIPATION	2,909,765	3,347,718	437,953	287,607
CARE & SUPPORT	72,433,998	86,406,998	13,973,000	(753,400)
INCLUSIVE GROWTH	994,880	994,880	0	0
COMMUNITY SOLUTIONS	9,790,605	10,273,605	483,000	0
MY PLACE	6,259,591	6,237,591	(22,000)	(164,000)
CONTRACTED SERVICES	4,938,920	6,312,315	1,373,395	(64,605)
RESIDE PARENT	0	0	0	0
TOTAL GENERAL FUND BUDGET	148,820,010	158,677,768	9,857,758	(1,420,712)
TOTAL CORPORATE FUNDING	(148,820,010)	(151,934,326)	(3,114,316)	(50,000)
				0
NET GENERAL FUND POSITION	0	6,743,442	6,743,442	(1,470,712)

- 2.5 More information about the key areas of risk are given below. The overall impact on reserves will be a drawdown of around £6.7m from reserves. This is manageable as there is sufficient funding to do this, but it would restrict our ability to respond to future unforeseen events and to invest in the borough. If this level of spending continues it could also put at risk our Medium Term Financial plans, requiring the identification of future savings.

3. Care and Support/ People and Resilience

3.1 The overall budget for People and Resilience (excl Education) in 2019/20 is £81.810m. The total expenditure forecast (main case) for these services 2019/20 is £95.56m which would result in an overall budget pressure of £13.75m. There is also a significant savings gap which is contributing to the budget gap.

3.2 Further information on the specific services is given below.

People & Resilience Group	19/20 Budget £000	19/20 Forecast £000	Variance £000	Period Movement £000	Change since 18/19 £000
Adults Care & Support	19,774	22,517	2,743	(282)	746
Adults Commissioning	4,427	4,427	0	0	(1,189)
Disabilities Service	19,432	24,922	5,490	(446)	3,993
Children's Care & Support	34,490	40,230	5,740	0	2,859
Children's Commissioning	4,387	4,167	(220)	(70)	167
Public Health	(700)	(700)	0	0	0
Group Total	81,810	95,563	13,753	(798)	6,576

4. Adults' Care and Support

4.1 The total forecast for Adults Care and Support is £22.5m resulting in a budget overspend of £2.74m, this is a £280k improvement in the position from the previous period. There continues to be underlying upwards pressures in expenditure and demand.

Service Area	19/20 Budget £000	Forecast £000	Variance £000	Period Movement £000
Adult packages	7,781	8,093	312	(347)
Adult teams	3,735	3,735	0	(40)
Adult homes and centres	2,031	2,131	100	(60)
Mental Health	4,867	7,198	2,331	126
Adults Other (Support Serv)	1,360	1,360	0	39
Directorate Total	19,774	22,517	2,743	(282)

4.2 The main area of increase and budget pressure is in the Adults' Care Packages and Mental Health. This forecast includes provision for the expected care fee increases (which will be funded from the IBCF) and assumes a continuation of the clear upward trend in demand. This means that if demand growth slows or ceases the position may improve. There are no further savings targets within Adults. However, the brought forward savings shortfall from previous years is a significant part of the current overspend.

4.3 The main areas of pressure in this area are spread across the range of provision:

- £1.2m in Homecare – although this makes up a significant portion of the overspend, compared to last year, this area has actually seen a significant reduction in net expenditure mostly due better collection of client contributions, but due to insufficient budgets still remains one of the main causes of the overall overspend.

- £1m overspend in Direct Payments. It is expected that Direct Payments will decrease in the future as more regular reviews mean that the amount paid to clients is more accurate of their needs.
- £294k pressure in Residential and Nursing, £405k pressure under Day Care and Transport and £361k pressure in Supported Living, these are relatively in line with last year's outturn
- The above is partially offset by a £1.6m forecast on direct payment refunds, this is where unspent balances are clawed back from clients' accounts where overpayments on DP has been made. If the reviews above start to take place, we will see a drop in this figure as less will be paid out to clients in the first place thus not requiring as much claw back.
- The above is further offset by the £913k of winter pressures money and £400k BCF year growth ratified back in September.

- 4.4 Adults Homes and Centres - £100k overspend due to Relish Café income shortfall. Relish is currently undergoing an options appraisal which seeks to improve the commercial viability of the café with a better pricing structure, improved menu, better sourcing supplies and marketing, which should bring in greater income.
- 4.5 Mental Health has a £2.3m overspend the bulk of which (£1.5m) is on supported living, this is due to 14 new service users in 19/20, as well as several packages having been reviewed and uplifted. The overspend in this area has increased by £0.7m from last year. Residential and Nursing across both Younger and Older MH has a pressure of £410k, this is an area which has significantly increased from last year with there being a lack of in borough provisions to support these complex cases causing the costs to significantly rise as we have to place clients in costly out of borough homes. A net £350k pressure across Direct Payments, Homecare and Day Care make up the remainder of the overspend.
- 4.6 Mental Health has also seen over 350 Dementia cases transfer over from the Locality teams this year, which has caused a significant increase in Homecare, Residential and Nursing expenditure. A lack of in borough provisions to support these numbers is also partially to blame in the significant rise in spend within Mental Health this year. The level of income has been improving steadily since the implementation of changes to the Charging Policy and the latest evidence shows that the previous estimate of £0.4m can be confirmed.
- 4.7 There has been an improvement project running this year looking at business processes and data within Adults. The project's successes have been well documented but, alongside the changes from the Charging Policy (which has resulted in additional contributions of £300k in year) income has jumped considerably, with £279k in one off income received and £748k of on-going income (full year effect) identified. Additionally, the overall impact on income has been significant. The ripple effect of a new focus and understanding of the financial assessment process has led to around £3m of increased income from client contributions. Around half of this can be attributable to a larger number of clients, resulting in more contributions. However, the remaining £1.5m is believed to be attributable to the project.

4.8 There are further mitigations built into the budget which could see the position improve as we get to the year-end position however It should be noted that although the forecast has been improving over the last few months there is still potential for it to change as a result of new demands if these are higher (or lower) than allowed for in the forecast.

5. Disabilities Care and Support

5.1 The total forecast for Disabilities Care and Support is £24.9m and would result in a budget overspend of £5.5m. This is a £446k improvement of the position from last month.

Service Area	19/20 Budget £000	Forecast £000	Variance £000	Period Movement £000
Adults Care Packages	10,313	13,610	3,297	(359)
Children's Care Costs	1,074	1,960	886	(46)
SEND transport	2,619	3,329	710	0
Centres and Care Provision	1,756	2,034	278	(11)
Staffing/Management	3,670	3,989	319	(30)
Directorate Total	19,432	24,922	5,490	(446)

5.2 The main budget variances after these changes are as follows:

- £3.3m overspend on Learning Disabilities Adults across Direct Payments, Homecare, day care and residential care;
- £886k Overspend on Children with Disabilities across Direct Payments, Respite packages and legal / court costs;
- £597k overspend on Teams and Centres, made up of pressures within the education psychology service, 80 Gascoigne Road and Life Planning; and
- £710k overspend on SEND Transport, due to existing pressure in the cost of the routes- the growth that was given to meet this pressure doesn't fully cover it.

5.3 The forecast is based on known commitments and has not been adjusted for future placement growth. The assumption is that the care package review activity, improved life planning and increased CHC will be enough to contain the costs of growth. If these initiatives produce greater benefits, then this would reduce the forecast, however so far demand and complexity of care needs has meant costs have increased and reviews are revealing more care costs than savings. It should be noted that there is a large cohort of young people who are due to move from Children's to Adult Services over the next few years. This may result in a large net increase in cost (for several reasons – a net increase in client numbers, Education funding drops out, care packages may increase as parents may not provide the same level of care and needs can increase.)

5.4 Including this year's savings, the service has a cumulative total of £0.835m undelivered savings built into its budget which is contributing to the pressure. There are two MTFs savings initiatives in 2019/20 – the expansion of Shared Lives and

new provision at 80 Gascoigne. It is now clear that the 80 Gascoigne savings can no longer be delivered as the CQC has deemed the additional room unfit for use, whereas the shared lives scheme is still considered high risk, thus the position is unlikely to improve this year.

- 5.5 Due to the high levels of growth in this forecast – which is largely outside the services control then this forecast is a reasonable main case. The position is unlikely to improve and if anything may worsen with further transition cases being identified that will be coming into the disability service.

6. Children’s Care and Support

- 6.1 The total forecast for Children’s Care and Support is £40.2m and would result in a budget overspend of £5.7m, this position has not changed from last month.
- 6.2 The third year of MTFS savings of £1.126m has been taken from the Looked After Children and Placements budget. Growth funding to support the new TOM has been added to the service and has now been vired to the relevant areas required.

Service Area	19/20 Budget £000	Forecast £000	Variance £000	Period Movement £000
Corporate Parenting	21,090	25,657	4,567	(66)
Safeguarding	5,327	6,349	1,022	(102)
Assessment Teams	3,811	4,415	604	144
Other/Central	1,873	2,091	218	0
Adolescence & YOS	1,726	1,389	(337)	24
Specialist Intervention Service	663	329	(334)	0
Directorate Total	34,490	40,230	5,740	0

- 6.3 The additional costs of the Children’s TOM can be met from budget available within this growth funding. However, there are staffing pressures on the service in addition to this. Currently there are posts above the TOM establishment in the forecast – additional staff in Rapid Response and staff to support the probationary period of the social workers recruited from overseas. The usage of agency has come down from the high point of around 60% to approx. 26% but is still in excess of the budgeted ratio of 15%. This is the main factor in the overspends in Assessment and Care Management.
- 6.4 The service are confident of achieving the low risk targets which amount to £0.55m, most of these are to do with contract frameworks that are currently in place and costs are reducing as and when client packages are being transferred over to the cheaper framework rates, therefore these are effectively savings already within the projections and will not improve the outturn significantly as they will be converted to the new framework over time as reviews are undertaken.
- 6.5 The high-risk savings targets are unlikely to be achieved in this financial year as progress on these are still very minimal. Edge of Care may have up to 8 clients by the end of the year, but this will only at best achieve half of the target savings due to timing. The specialist in house provision will not be fully operational till January thus minimising the amount of savings this can generate in year. Most of the pressure, however, relates to the cost of Looked After Children as follows:

- £1.881m overspend on Residential Homes
- £1.3m overspend in the Leaving Care Service
- £563k overspend in Specialist Agency Fostering
- £354k overspend Family Assessment Units
- £346k overspend in Children in Care
- £299k overspend on Secure Units
- £227k overspend in the Fostering Team
- £222k overspend in the Leaving Care Team
- £152k overspend on Adoption Placements

6.6 There is growth funding allocated in the MTFs to address some of these pressures.

7. My Place

7.1 My Place are forecasting to underspend by £22k. This is an improvement of £163k on the overspend of £141k which was forecast at Month 9, and is attributable to an improvement of the position within Public Realm.

7.2 Public Realm are forecast to overspend by £673k, which is a reduction of £163k on the Month 9 position. This is due to a combination of a reduction in the salaries and agency forecast and additional income.

7.3 The forecast underspend of £695k across other services within My Place is largely within Business Development and is due to vacant posts. There are also underspends within Contract Management and Property and Asset Management. An overspend of £609k is forecast for Landlord Services, which is attributable to interim management costs and repairs and maintenance costs outside the scope of the contract with BDMS.

8. Contracted Services

8.1 Contracted Services are forecasting a budget pressure of £1.373m, which is a reduction of £65k on the pressure of £1.438m which was forecast at Month 9.

8.2 The overspend on ICT has increased by £229k to £355k. This is after a planned drawdown of £615k from the ICT Core Fund. The overspend is due to increases in the ICT target cost which have not been reflected in increases to the budget.

8.3 Housing Benefits Admin is forecast to overspend by £117k. Again this is due to increases in the target cost which have not been reflected in increases to the budget.

8.4 The Revenues and Benefits contract is forecast to overspend by £406k, largely due to under-recovery of courts income.

8.5 B&D Direct are forecast to overspend by £909k. This is attributable to a savings target which Elevate were unable to achieve. The overspend has reduced from last month due to an SPCN (change notice) of £44k chargeable to Care and Support.

8.6 It is anticipated that there will be an underspend of £172k on Elevate Overheads.

- 8.7 The variance on Accounts Payable has reduced by £253k. This is because the AP Fixed Procurement fee payable to Agilisys was pre-paid at the end of last financial year, and the budget monitoring forecasts to date had assumed that this fee was still to be paid.
- 8.8 The first set of services have been transferred back to the Council from Elevate. These are Accounts Payable/Procurement and the Customer Contact Centre (with the exception of the Out of Hours Service) which has been transferred to Ealing. There is expected to be an increase in the cost of these services as transferred employees will have the right to enter the Local Government Pension Scheme which requires a higher rate of employers' contribution. As the full impact of this will depend to some extent on customer choice and there are other variable factors such as overtime and allowances the in year impact is not yet confirmed. However it is expected to be in the region of £50k for two months. This will be offset against the expected gainshare underspend within Central Expenses for this year. A longer term solution will need to be found as part of the Core Savings programme.

9. Policy and Participation

- 9.1 Policy and Participation are forecast to overspend by £438k. This is an increase of £288k on the £150k overspend which was forecast at Month 9. This is largely due to an increase in the forecast overspend on Parks Commissioning of £372k offset by an increase of £123k on the underspend in Strategy and Communications.
- 9.2 Within Parks Commissioning there is an MTFS savings target of £400k. It was intended that this would be realised through income of £300k from soil importation and £100k from commercial events in Parks. As this project has slipped, the £400k income will not be achieved in 2019/20. This has not previously been reported as an overspend as it was a timing issue. It may still be possible to cover through use of reserves.

Strategy and Communications was forecast to underspend by £19k at Month 9. This has increased by £123k to £142k at Month 10. This is due to a combination of an increase in the underspend from vacancy savings, a reduction in the agency forecast and additional income of £7k.

10. Core

- 10.1 Core services are anticipating to overspend by £48k which is a reduction of £129k on the overspend of £177k which was forecast at Month 9. The £48k consists of an overspend on the Elevate Client unit of £56k, £76k on Strategic Leadership, £53k on Registrars and £25k on the FOI team less an underspend on Finance of £162k.
- 10.2 The overspend on the Client unit is attributable to Added Years Compensatory payments and the cost of maternity leave cover.
- 10.3 The overspend of £76k on Strategic Leadership is due to agency and consultancy costs.
- 10.4 The FOI team is overspent by £25k on agency costs. All agency staff have now been released. The overspend on Registrars is due to £100k income under-recovery which is in part due to loss of income from no longer providing the

Nationality Checking Service plus £5k on salaries, less an underspend of £52k on non-pay budgets.

11. Law, Governance and HR

- 11.1 Law, Governance and HR are forecast to underspend by £120k. There is currently a nil variance on Law and Governance. Enforcement are forecast to underspend by £120k after transferring a £45k surplus within the Markets cost centre to the Markets reserve.
- 11.2 Within Enforcement where there are underspends across a number of service areas, offset by a forecast overspend of £186k within Parking which is due to a pressure on staffing budgets. However, following the introduction of more CPZs in recent months there has been an increase in income that should offset the costs of scheme implementation and capital financing and the additional staffing costs. The Parking forecast may therefore reduce to an on-budget position before year-end.

12. Community Solutions – £0.483m overspend

- 12.1 At month 6, Community Solutions reported a pressure in their staffing budgets especially within Intervention services where there appear to be nine staff above the funded establishment. In addition, this service also has an inherent shortfall in its staffing budget as the result of the unfunded pay award. Since this issue was identified, the Director and his management team have been putting in place mitigations to offset this pressure. However, the current forecast is a £0.483m overspend.
- 12.2 There are challenging targets for Temporary Accommodation reductions built in the budget which have been achieved as at the end of October. There are some associated risks around income collection in the hostels and the costs of the rent deposit and other prevention schemes, but these are being managed closely. However this remains an area of risk for the Council.

13. Financial Implications

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

14. Legal Implications

Implications completed by Dr Paul Field, Senior Governance Lawyer

- 14.1 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.

BUDGET MONITORING REPORT - JAN-20

APPENDIX A

CODE	DEPARTMENT	MAR-20	JAN-20	FORECAST	RESERVE TRANSFERS		OUTTURN	VARIANCE	Change	
		ADJUSTED BUDGET	ACTUAL		TO	FROM				
F1000A	SDI COMMISSIONING	7,016,490	1,582,896	6,796,490			6,796,490	(220,000)	(70,000)	
F1500A	CORE	6,807,740	11,203,183	6,855,740			6,855,740	48,000	(129,000)	
F1600A,~	CENTRAL MINUS F30080	34,930,527	23,260,836	28,834,937			28,834,937	(6,095,590)	(533,590)	
F2000A	EDUCATION, YOUTH & CHILDCARE	3,918,400	12,234,004	3,918,400			3,918,400	0	98,000	
F3000A	LAW, GOVERNANCE & HR	(1,180,906)	(5,076,253)	(1,345,906)	45,000		(1,300,906)	(120,000)	(91,724)	
F4000A	POLICY & PARTICIPATION	2,909,765	1,384,145	3,347,718			3,347,718	437,953	287,607	
F4500A	CARE & SUPPORT	72,433,998	67,362,989	86,406,998			86,406,998	13,973,000	(753,400)	
F5000A	INCLUSIVE GROWTH	994,880	(731,476)	1,244,880		(250,000)	994,880	0	0	
F5500A	COMMUNITY SOLUTIONS	9,790,605	10,246,734	10,273,605			10,273,605	483,000	0	
F6500A	MY PLACE	6,259,591	(8,657,474)	6,237,591			6,237,591	(22,000)	(164,000)	
F7000A	CONTRACTED SERVICES	4,938,920	13,128,883	6,927,086		(614,771)	6,312,315	1,373,395	(64,605)	
F8000A	RESIDE PARENT	0	142,878				0	0	0	
	TOTAL GENERAL FUND BUDGET	148,820,010	126,081,345	159,497,539	45,000	(864,771)	158,677,768	9,857,758	(1,420,712)	
	TOTAL CORPORATE FUNDING	(148,820,010)	(145,161,822)	(151,118,300)			(151,934,326)	(3,114,316)	(50,000)	
									0	
	NET GENERAL FUND POSITION	0	(19,080,477)	8,379,239	45,000	(864,771)	6,743,442	6,743,442	(1,470,712)	
									0	
F2500A	DEDICATED SCHOOLS GRANT	0	4,632,967	2,201,095			2,201,095	2,201,095	2,201,095	
F3500A,~	HRA MINUS F51020	0	(9,868,452)	2,870,000			2,870,000	2,870,000	2,870,000	
OVERALL LBBD POSITION		0	(24,315,962)	13,450,334	45,000	(864,771)	11,814,537	11,814,537	0	3,600,383

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CABINET**17 March 2020**

Title: Corporate Plan 2018 – 2022: Quarter 3, 2019/20 Performance Reporting	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: All	Key Decision: No
Report Author: Laura Powell, Policy and Partnerships Officer	Contact Details: Tel: 020 227 2517 E-mail: laura.powell@lbbd.gov.uk
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
<p>Summary</p> <p>The Corporate Plan 2018-2022 articulates the Council's vision and priorities for the four-year lifespan, following a period of significant change and service transformation. To support this, the Council's Corporate Performance Framework evolved to support and monitor our progress and service delivery, as a new kind of council.</p> <p>The framework demonstrates how the Council will achieve the long-term vision for the borough as set out in the Borough Manifesto, by focusing on clearly defined medium and short-term targets, alongside output measures and budgetary information that monitor vital indicators of service transformation.</p> <p>Each component of the performance framework has been aligned to Cabinet Member portfolios to ensure that the Council's performance is effectively managed and service delivery remains on track. As a key element of the framework, the development of the Key Accountabilities and Key Performance Indicators (KPIs) was carried out in collaboration with senior officers and Cabinet Members.</p> <p>Now in the second year of the Corporate Plan, Cabinet is presented with the Quarter 3 2019/20 performance update against the Key Performance Indicators (KPIs) and Key Accountabilities. These elements of the performance framework will continue to be reported quarterly to Corporate Performance Group (CPG) and Cabinet throughout the coming year.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Note progress against the Key Accountabilities as detailed in Appendix 1 to the report; (ii) Note performance against the Key Performance Indicators as detailed in Appendix 2 of the report; and (iii) Agree any actions to address areas of deteriorating performance. 	

Reason(s)

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

1. Introduction and Background

- 1.1 Over the past few years, the Council has undergone a period of significant change, which has focused on establishing a new kind of council that transforms the way we deliver our services, as well as facilitate a change in the relationship we have with our residents.
- 1.2 In consultation with residents, we have shaped and defined the vision for Barking and Dagenham, with aspirations and outcomes clearly articulated through the production of the Borough Manifesto. These long-term outcomes provide a clear direction for the Council over the coming years.
- 1.3 The Corporate Plan 2018-2022 was developed to clearly articulate the Council’s vision and priorities over the four years, as we continue our journey and the Council’s transformation programme begins in earnest.
- 1.4 The Corporate Plan is a key part of the Council’s strategic planning, delivery and accountability framework. The development of a Corporate Plan ensures the Council’s contribution to achieving its vision and priorities is co-ordinated, and achievable and that it is resourced in line with the Medium-Term Financial Strategy. It allows both Members and residents to measure progress in the Council’s delivery of its vision and priorities

2 Corporate Performance Framework 2018-2022

- 2.1 The corporate performance framework demonstrates how the Council will achieve the long-term vision for the borough as set out in the Borough Manifesto, by focusing on clearly defined medium and short-term targets, alongside output measures and budgetary information that monitor vital indicators of service transformation.
- 2.2 The measures and clearly defined targets of the Borough Manifesto have been developed to assess the progress being made against the Barking and Dagenham vision and aspirations. The targets are the overarching long-term outcomes that the Council is striving to achieve and sit at the highest level of our corporate performance framework.
- 2.3 The Corporate Plan sets out the Council’s contribution over the next four years to deliver the Borough Manifesto. The supporting Key Performance Indicators (KPIs) and Key Accountabilities are those medium-term measures that will drive improvement and will be reported to Cabinet on a quarterly basis. Given their lifespan and supporting targets, if achieved, we will have progressed a quarter of the way to achieving the vision for the borough.
- 2.4 Commissioning Mandates and Business Plans feature performance indicators that will continue to show the overall health of services whilst remaining focussed on achieving outcomes for residents.

3 Key Accountabilities 2019/20

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

4 Corporate Plan Key Performance Indicators

- 4.1 Through the development of the Corporate Plan, clear medium and short-term targets have been identified and are defined as the Council's Key Performance Indicators (KPIs).
- 4.2 Through quarterly performance reporting at Cabinet, Cabinet Members are able to keep track of our progress against agreed performance targets, and ultimately, our progress against delivery of the vision and priorities.
- 4.3 This report provides a performance update at Quarter 3 (1st April 2019 – 31st December 2019) against the Key Performance Indicators for 2019/20 (Appendix 2).
- 4.4 The KPIs are reported with a RAG rating, based on performance against target. Where relevant, in-year targets have been set to take into account seasonal trends / variations, as well as provide performance milestones. Assessing performance against in-year targets will make it easier to identify progress at each quarter, allowing for actions to be taken to ensure performance remained on track with the aim of reaching the overall target for the year.

5 Performance Summary - Key Performance Indicators

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

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

- 5.2 The table below provides a summary at Quarter 3, 2019/20 of the direction of travel for all KPIs. Depending on the measure, direction of travel is determined by comparing performance with the same period last year (Quarter 3 2018/19), or performance from the previous reporting period (Quarter 2 2019/20). This should be considered in the context of significant budget reductions and our continuation to improve services.

Direction of travel			
↑	↔	↓	N/A
24 (49%)	3 (6%)	20 (41%)	2 (4%)

- 5.3 The following table provides a summary of the number of indicators with either a Red, Amber or Green rating, according to their performance against the 2019/20 target.

RAG Rating against 2019/20 target			
G	A	R	N/A
15 (31%)	16 (33%)	11 (22%)	7 (14%)

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

- 5.4 At Quarter 3, some indicators have been allocated a Direction of Travel, or RAG Rating of 'Not Applicable'. The reasons for which are set out in the tables below.

Reason for Not Applicable Direction of Travel	Number of indicators
Awaiting data	2

Reason for Not Applicable RAG rating	Number of indicators
Good performance neither high or low – no target set	6
Awaiting data / target	1

6 Focus on Performance

- 6.1 For Quarter 3 2019/20 performance reporting, focus has been given to a selection of indicators which are presenting good performance against target or areas where performance is showing a level of deterioration since last year and falling short of the target. It is hoped that by focusing on specific indicators, senior management and Members will be able to challenge performance and identify where remedial action may be required.

6.2 Improved Performance – The percentage of Care Leavers in employment, education or training (EET)

- 6.2.1 Quarter 3 performance has risen to 64% (122 of 192 care leavers), an increase from 51% at Quarter 3 in 2018/19.
- 6.2.2 Performance remains above target and above the London average of 52% and the National average of 51%.
- 6.2.3 Of the 70 young people not in employment, education or training as at the end of Quarter 3, 8 are in prison, 16 not in contact with the local authority and 46 are not in employment, education or training (NEET).
- 6.2.4 The council has launched the enhance care leavers offer which includes dispensation from Council tax and specific championing work for UASC.
- 6.2.5 The multi-agency EET panel is in place to secure improvements in EET and progress has been made with regards to the development of internships and apprenticeships within the council for care leavers.

6.3 Area for Improvement – The weight of fly-tipped material collected (tonnes)

- 6.3.1 The December 2019 tonnage figure is not yet available from ELWA. Performance for April 2019 to November 2019 is 536 tonnes of fly-tipped material collected.
- 6.3.2 Performance for 2019/20 is currently 117 tonnes higher than Quarter 3 performance in 2018/19.
- 6.3.3 The work of the service's area managers and Enforcement Team to pursue and prosecute fly-tippers will continue to contribute in the improvement of this indicator.
- 6.3.4 Hotspot mapping of incidents also helps to target problematic areas and this information is being shared with the Enforcement Team.

7. Consultation

- 7.1 The data and commentary in this report were considered and endorsed by the Corporate Performance Group at its meeting on 30 January 2020.

8. Financial Implications

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

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

9. Legal Implications

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

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

10. Other Implications

- 10.1 **Risk Management** - There are no specific risks associated with this report. The corporate plan report and ongoing monitoring will enable the Council to identify risks early and initiate any mitigating action. The Council's business planning process describes how risks are mitigated by linking with the corporate risk register.
- 10.2 **Contractual Issues** - Any contractual issues relating to delivering activities to meet borough priorities will be identified and dealt with in individual project plans.
- 10.3 **Staffing Issues** – There are no specific staffing implications.
- 10.4 **Corporate Policy and Equality Impact** - The vision and priorities give a clear and consistent message to residents and partners in Barking and Dagenham about the Council's role in place shaping, community leadership and ensuring no-one is left behind. The key accountabilities and KPIs monitored allow the Council to track delivery ensuring resources and activity are effectively targeted to help achieve the vision and priorities.
- 10.5 **Safeguarding Adults and Children** - The priority **Empowering People** encompasses activities to safeguard children and vulnerable adults in the borough. The Council monitor a number of indicators corporately which relate to Children's safeguarding and vulnerable adults. By doing so the Council can ensure it continues to discharge its duties.
- 10.6 **Health Issues** - The priority **Empowering People** encompasses activities to support the prevention and resolution of health issues in the borough and is delivered through the Health and Wellbeing Board. The borough has a number of health challenges, with our residents having significantly worse health outcomes than national averages, including lower life expectancy, and higher rates of obesity, diabetes and smoking prevalence. Although delivery of health services is not the responsibility of the Council, together with health partners the Council is committed to tackling the health issues prevalent in the borough.
- 10.7 **Crime and Disorder Issues** - The priority **Citizenship and Participation** encompasses activities to tackle crime and disorder issues and will be delivered through the Community Safety Partnership. Whilst high level indicators provide Cabinet with an overview of performance, more detailed indicators are monitored locally. Data for the borough shows that Barking and Dagenham is a relatively safe borough with low crime. There is some work for the Council and partners to do to tackle the perception of crime and safety.

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

List of appendices:

- Appendix 1: Progress against Key Accountabilities 2019/20
- Appendix 2: Key Performance Indicators – Performance at Quarter 3 2019/20

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What we will deliver in 2019/20

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
Community Leadership and Engagement		
Deliver the Cohesion Strategy and dedicate Faith Policy.	Mark Tyson	<p>The Cohesion and Integration strategy: The Cohesion and Integration strategy, “No One Left Behind: We All Belong”, has been designed and published on the Council’s website. It is now being operationalised with actions across the Council and partners.</p> <p>Faith Policy :</p> <ul style="list-style-type: none"> • Faith Builds Community Policy agreed by Cabinet on 15th October • The Faith Policy was launched as part of interfaith week in November alongside Interfaith Flag Raising event. • Review meetings planned to take place every 6 weeks with chair of B&D Faith Forum to discuss delivery of actions • Faith Inclusion Training will be offered to council staff in the spring of 2020 • Full policy design in progress, due before start of new financial year
Implement the Connected Communities Fund and the Counter Extremism Programmes.	Mark Tyson	<p>Connected Communities programme: The programme is funded until June 2020, with the majority of the spend before the 31st March 2020. To date:</p> <ul style="list-style-type: none"> • Further funding secured to deliver work with specific communities, outreach now taking place with Black African, Eastern European and Albanian communities in a targeted way • Effective Conversations Training has been approved for roll out to My Place through Train the Trainor and now been delivered. It is being led within the departments now. • The Campaign Company delivered one intervention in support of the development of the emerging strategies of the council. The remain two are being designed with the Community Amplifiers • Interventions by Community Amplifiers have seen three community projects emerge from the Barking round of co-production. They will run a second round of co-production starting in Dagenham in February.

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
		<ul style="list-style-type: none"> • Youth Arts programme has recruited and trained young commissioners and are deciding on the artists this month • Formal evaluation by IPSOS began in December and will be completed by February <p>Counter extremism programme:</p> <ul style="list-style-type: none"> • Awaiting announcement re: extension or cessation of funding for 2020/21. • Interfaith Week events supported to build relationships between different faiths/beliefs • National Hate Crime Awareness Week activities supported • Places of Worship Fund – Three B&D groups have been supported with applications, awaiting results from funder. • Continued support of both Tension Monitoring Group and Hate Crime, Intolerance & Extremism Subgroup. • Communicated reassurance messaging to faith leadership using the emergency comms WhatsApp platform, including after London Bridge attack (2019). • Communication continued through Belief in Barking & Dagenham newsletter network • Programme supporting Madrassah's with Faith Associates continues. • Package of hate crime awareness training advertised widely to include faith/community leadership • Continued to build relationships with key faith leadership
Continue to develop Every One Every Day, monitoring impact and outcomes.	Mark Tyson	<p>Every One Every Day:</p> <ul style="list-style-type: none"> • The funders board and project board have continued to meet quarterly for oversight, with the exception of the December funders board meeting which was cancelled due to a family emergency. The dates for the 2020 meetings are currently being finalised. • The autumn programme of 2019 was delivered across the 4 locations, including an increased programme at the warehouse. • The year two report has been completed and published. The headline findings include: activity plays a role in supporting individual agency and working with families is significant. • The Autumn programme was delivered, expanding the reach into communities. There has been a delay in the opening of the Mark's Gate shop space due to some faulty plumbing in the building which has had to be resolved between the council and tenants. The shop is now expected to open in line with the new Spring programme.

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
		<ul style="list-style-type: none"> The project has successfully secured the first tranche of Cities Programme Funding in fees covering the Chief Officer's advisory role on the development of Participatory City Canada. Work to expand The plans for Participatory Scotland have developed, with a funding bid made through the Communities and Local Government Department in the Scottish Government to support feasibility studies in several Scottish towns and cities.
Support the development of the community and voluntary sector, including a Local Giving Model.	Mark Tyson	<p>Community and Voluntary Sector:</p> <ul style="list-style-type: none"> Following the adoption of the VCSE strategy, a new tender for social infrastructure support was published and interviews were held. The new provider, Community Resources, facilitates the Barking and Dagenham Collective. BD Collective is a new platform that builds on what has already been established in the sector, intentionally growing cross-sector partnerships, connecting people, places and projects across Barking and Dagenham, and growing participation and volunteering in the borough. BD Collective is not an organisation, its core function is to facilitate the sharing of power across the sector and to facilitate an environment of collaboration to increase impact on the ground. The social infrastructure contract has continued to be delivered, with regular meetings taking place between Council Officers and representatives from the provider. The Collective co-hosted the State of the Borough conference and an action plan has been developed to follow up between the council and VCSE sector. A piece of work is underway to look at how to grow and measure volunteering levels in the Borough using existing online platforms. <p>Local Giving:</p> <ul style="list-style-type: none"> As part of the Local Giving Model we are using the DCMS grant on Growing Place-based Giving in order to second one officer to develop Barking and Dagenham Giving, a new platform that aims to 'make it easy for everyone to give to things that matter'. The scheme is under development and will be launched in the spring of 2020. As part of Giving Tuesday, 'Barking & Dagenham Giving' launched a social media campaign to acknowledge and celebrate all those who have given in Barking & Dagenham in 2019, whether it is time, money, or skills. The purpose of this campaign was to raise awareness that this platform exists in the borough, as well as to highlight the great work that residents are doing, and to entice others to join in

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
		<p>and spread the love in 2020.</p> <p>Existing giving programmes:</p> <p>NCIL:</p> <ul style="list-style-type: none"> • The NCIL grant programme is a fund for community groups, charities and social enterprises in the borough to bid for funding of up to £10,000 from a pot raised from the Neighbourhood Community Infrastructure Levy (NCIL). • We have now completed the second round. 14 organisations applied to the fund from a wide range of organisations, totalling just over £115k. Of those 12 groups were funded to a total of £88,303. Two of the groups did not meet the necessary criteria to go forward to the dragons' dens and two groups were not approved for funding by the residents' panel. All organisations have been contacted and are aware of the outcomes. • Preparations are now starting for round 3, with the expectation that the application window for organisations will open week commencing 10 February and will remain open for 5 weeks. • There is now also a web page which has an overview of crowdfunding, NCIL and lottery, https://www.lbbd.gov.uk/community-funding <p>Lottery: Small pot of money to be redistributed to groups that have sold tickets (approximately £10k).</p> <p>Crowdfunding:</p> <ul style="list-style-type: none"> • One successful campaign. "Shed Life" raised £2000 (£1000 of which was matchfunded by the platform) • £5,000 matchfund for Dagenham Rugby Club • £5,000 matchfund for Free Period for Girls
Continue to strengthen the Barking and Dagenham Delivery Partnership to work towards the vision of the Borough Manifesto.	Mark Tyson	Dates for the 2020 meetings of the Barking and Dagenham Delivery Partnership (BDDP) are currently being co-ordinated and shared with members. Simultaneously, building on conversations at the BDDP in 2019 the council is working with partners to refresh the purpose and Terms of Reference of the BDDP to cement its standing as a partnership for shared learning throughout the system of public services across the borough. Its refreshed aim will seek to draw together and co-ordinate learning from partnership programmes that span the full breadth of agendas contributing to the vision of the Borough Manifesto, supporting and complimenting existing governance

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
		partnership structures, rather than overlapping or duplicating.
Deliver the master plans and commercialisation of Parsloes Park and Central Park.	Mark Tyson	<p>Parsloes Park The planning application for the Parsloes Park regional football hub (£7.4 million) has been approved. This has now been submitted to the GLA for Stage 2 approval. At that time the Football Foundation, which is the principal funder of the scheme, will confirm their grant support (c£5 million) and the contractor will be appointed to implement the scheme.</p> <p>Central Park The submission of the planning application was delayed until September due to ongoing discussions with Sport England regarding the reduction of playing pitches and the GLA regarding flood protection. The contractor has been appointed for this scheme.</p>
Implement the improvement plan funded by Community Interest Levy (CIL).	Mark Tyson	<p>Strategic Community Infrastructure Levy sponsored bids Cultural Commissioning (Tamara Horbacka, Cultural Policy and Commissioning Manager) has been the project sponsor for four SCIL bids submitted in July 2019:</p> <ul style="list-style-type: none"> • East End Women’s Museum: £490,000 (£250,000 for capital works and £240,000 for revenue). To develop a robust new museum and sustainable community asset for Barking and Dagenham and the East End of London. Capital funding has been marked for approval. • Create London: £950,000 for public realm improvements on the Becontree Estate as part of the centenary celebrations in 2021. Capital funding of £774,789 has been marked for approval. • Company Drinks: £135,800 for Green Community infrastructure development, the ecology and biodiversity of green spaces and offer sustainable programmes for the community. Capital funding of £117,800 has been marked for approval. • Kingsley Hall: £300,000 to support the upgrade of the community infrastructure and public realm improvements to the site including a community roof garden, refurbishment of the sports hall and improved heritage and culture provision for the community on the Becontree Estate. Strategic partnership development as Kingsley Hall are funded by the GLA’s Good Growth Fund and other key national

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
		agencies. Capital funding of £300,000 has been marked for approval.
Renew focus on community heritage assets and develop a new offer including the East End Women's Museum and Industrial Heritage Museum feasibility.	Mark Tyson	<p>East End Women's Museum</p> <ul style="list-style-type: none"> • Cabinet agreed the lease for the East End Women's Museum in 2017. • The Museum secured a grant of over £90,000 to deliver a 'pop up' programme of events, talks, and exhibitions as part of the HerStory programme to celebrate women's suffrage in 2018. A celebratory event was held in November 2018 to recognise the work undertaken by the museum in 2018 and to set out the next steps for the Museum and programme for 2019. • The council committed 75K of funding to support the development of the EEWM. The last payment of 20K was made on 31 March 2019 and supported the following: • Continue to pay salaries for the Museum Director and Volunteer and Outreach Manager, supporting capacity to develop the relationships, ideas, fundraising strategy and business model to create a sustainable museum • Consultations took place throughout 2019 with the local community on their needs and interests, enabling staff to create a relevant, inspiring and inclusive museum and establish relationships with key stakeholders, including local schools, community groups, women's groups, history societies, universities, cultural organisations. Cultural Commissioning has made introductions to key organisations in the borough, including CU London and local community and voluntary sector groups such as Excel Women's Centre and Shpresa Programme • Establishment of a Steering Group of local residents and representatives from organisations and community groups to help make key decisions and advocate to their networks. • Regular participation in local events throughout 2019 and meetings with partners, peers and stakeholders to promote the project and explore working together. These included, White House Dagenham, Creative B&D, Birkbeck University, Hackney Museum, V&A East, Company Drinks and a number of community centres, promoting the project and exploring how we might work together. We have taken part in several events around London for International Women's Day, and attended DAGFEST, One Borough Festival, Eastbury Summer Fete and more. • The Museum has established a Trustee team of seven, with a range of experience

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
		<p>such as capital projects, risk, compliance and fundraising. This additional capacity and expertise enabling the Museum to establish robust policies and procedures, apply for full charitable status (currently it is a CIC) and will help to create a strong fundraising strategy for both for capital and revenue campaigns.</p> <ul style="list-style-type: none"> • Cultural Commissioning met with developers Eco-World International, who are building the housing development in which the museum will be located, earlier this year to discuss lease, Heads of Terms, handover schedule, timeline of get-in and installation of the museum. • A recent SCIL bid (490K), project sponsored by Cultural Commissioning, was granted capital funding (250K) to cover the development, fit out of the commercial unit, exhibition material and delivery of the museum. Revenue funding (£240K over four years: 17% average of total revenue; the % reducing year-on-year, to 4% in year 4) to cover museum staffing costs was not funded. • The EEWM is in discussion with the National Heritage Lottery Fund (NHLF) to submit an application for a mid-level general fund of up to 200K in Spring/Summer 2020 (application will include staffing costs). The museum has made a number of approaches to trusts, foundations, individuals and charitable bodies to build a resilient consortium of funders to support long term ambitions. To date no other revenue sources have been confirmed which puts the museum at risk of delay in terms of delivery and opening by September 2021. Cultural Commissioning is in dialogue with the EEWM to assess options and opportunities to secure the necessary funding to ensure the timely delivery of the museum and will be appointing Barbara O'Brien to write funding bids on behalf of the EEWM. <p>East End Industrial Heritage Museum</p> <p>Following a review of the different options that have so far been produced, the feasibility study for a new heritage and culture centre on the site of the former-Ford Stamping Plant was finalised and presented to the Corporate Strategy Group in December 2018. The feasibility study, developed by Ralph Appelbaum Associates, was reviewed by Peabody Estates earlier in 2019. Peabody are currently at the early stages of the pre-application stage. Currently this project sits with Be First. There is no further update on this project.</p>
Ensure culture is a driver of change through the Borough of Culture Schemes, Creative	Mark Tyson	<p>New Town Culture, Cultural Impact Award, London Borough of Culture</p> <p>The Council secured funding of £233,000 from the London Borough of Culture funding</p>

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
<p>Enterprise Zone, Summer of Festivals & Alderman Jones's House. Planning for the Centenary Celebration of Becontree Estate (Festival of Suburbia).</p>		<p>pot and an additional £30,000 in business sponsorship to deliver a three-year creative programme with looked after children, care leavers and older people:</p> <ul style="list-style-type: none"> • New Town Culture is a programme of artistic and cultural activity taking place in adult and children's social care across the entire borough. • Funded by a Cultural Impact Award, part of London Borough of Culture, a Mayor of London initiative. <p>New Town Culture responds to the stories, knowledge and skills of the residents of Barking and Dagenham to deliver a programme of workshops, exhibitions, radio broadcasts, live performances and courses targeted to people using social care services in our borough. Delivered in partnership with the Foundling Museum, Serpentine Gallery and several local arts organisations:</p> <ul style="list-style-type: none"> • In Your Time in partnership with the Foundling Museum creates new artistic and cultural activity with young people and artists across social care services • Radio Ballads in partnership with The Serpentine Gallery will enable local residents to come together with artists from around the globe to reflect on the many stories of labour and employment today. • The New Town Culture programme is working with the Social, Therapeutic and Community Studies Team at Goldsmiths University of London to understand how these projects could support social care professionals to build communication, notions of belonging and life skills with the people they support. <p>Creative Enterprise Zone</p> <p>A grant of £50,000 was secured from the GLA to enable detailed research to be undertaken that has informed the development of an evidence base and action plan for the establishment of 'Roding Made - Creative Enterprise Zone', which will bring together artists, local businesses and landowners to create and develop new jobs, establish and secure new spaces for creative production and open up opportunities for talented young people who are considering careers in the creative industries.</p> <p>A further funding bid was submitted to the GLA to support the delivery of the Creative Enterprise Zone action plan but this was unsuccessful. A feedback meeting was scheduled with the GLA to investigate alternative funding opportunities, such as the Good Growth Fund, that could be utilised to deliver key elements of the proposed Roding-Made Creative Enterprise Zone. Further discussions have been taking place with the GLA's Cultural Infrastructure and Public Realm Culture and the Creative Industries team and Regeneration and Economic Development.</p>

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
		<p>In September 2019, Be First allocated a commercial unit on Abbey Road for use as a pop up Architecture Gallery (until December 2019) hosting the partnership work between Cultural Commissioning and Cass School of Architecture. Students from Unit 14, developed a large scale model and architectural drawings of the River Roding, new housing development and cultural infrastructure within the context of the research and action plan as set out in the Creative Enterprise Zone bid. Students produced a large handmade book entitled 'Barking Miniatures' that can be viewed at the gallery.</p> <p>There is no further update on the Creative Enterprise Zone.</p> <p>Alderman Jones's House and the Becontree Estate Centenary 2021</p> <p>The borough will be celebrating the national significance of the Becontree estate in 2021 through a major public programme, developed in partnership with arts and cultural organisations, artists, residents, schools, community and voluntary sector groups living and working on the Becontree Estate.</p> <ul style="list-style-type: none"> • The former home of Alderman Fred Jones located in the heart of the Becontree estate has been renovated so that it can be used as live/work space for artists until the end of 2021. In April this year, the artist Verity Jane Keefe launched a series of participatory workshops and engagement sessions with residents and communities. • Cultural cluster of arts, cultural and heritage venues will be utilised for the public programme including; Valence House Museum and Local Studies Centre, Valence Library, the White House, Alderman Jones's House and potentially Kingsley Hall. The use of parks and green spaces will also be used to host festivals, activities and workshops. • LBBD (Cultural Commissioning, Heritage and Parks) is working in partnership with Create London to develop and deliver the centenary programme which include a commissioned programme by local artists and arts organisations as well as projects with national heritage and architecture agencies. • Successful funding from the Arts Council England (£30,000) and the Heritage Lottery Fund (£400,000) to support the delivery of a wide-ranging programme, which will include: <ul style="list-style-type: none"> • The collection of a new archive which will chart the lived experience of the residents of Becontree • A major exhibition complemented by a series of tours, talks, walks and community activities across Becontree during 2021

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
		<ul style="list-style-type: none"> • A schools and education programme in collaboration with the Barbican to mark the centenary • A programme of public realm improvements on the estate developed with local people • Becontree Festival Roundtable event with Wayne Hemingway 22 October at Valence House museum and local studies archive • Becontree Centenary Steering Group – first meeting took place with internal LBBD colleagues from Culture team and Inclusive Growth in September. Currently developing the Steering Group cohort to develop a comprehensive working group to ensure a transparent governance structure and oversight of the curatorial direction of a wide range of initiatives and projects. The SG will include key council officers across Culture, Events, Heritage, IG and P&P, Be First, external partners, local organisations and community groups to promote collaboration, shared resources, funding opportunities and partnership working. <p>Summer of Festivals</p> <p>The Summer of Festivals programme for 2019 has been a huge success which concluded with the Youth Parade on 22 September. The programme was well attended and well received by residents especially the One Borough Festival this year with a ‘Back to the 80s’ theme headlined by the Fizz (formally Bucksfizz) attended by 10,000 residents and visitors (approx.). The Events team has also provided guidance and assistance to enable more events by the community to be presented in the Borough’s parks, we have a new event coming to the borough this year Defected London Festival, which will see a large scale dance music event coming to Central Park.</p>
Equalities and Diversity		
Implement the Equality and Diversity Strategy action plan.	Mark Tyson	<p>The Equalities and Diversity strategy 2017-2021 sets out the Councils vision to tackle equality and diversity issues across the borough and within the Council. It sets out an action plan which is monitored and reported annually.</p> <p>As the existing Equality and Diversity Strategy action plan continues to be implemented, the Cabinet Member is keen to ensure that the strategy reflects the whole strategic framework and is embedded within the broader base of policy that makes up the strategic framework. As such, the contextual information within the strategy and supporting narrative are being updated to reflect the council’s strategic approach as it develops.</p>

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
Continue to promote the Gender Equality Charter.	Mark Tyson	Preparations continue with the Events team in conjunction with our commissioned partner for this year's Women's Empowerment Month, which presents another opportunity to promote the Gender Equality Charter.
Celebrate equality and diversity events, and where possible, enable community groups to take the lead.	Mark Tyson	<p>The council has facilitated a number of events, including;</p> <ul style="list-style-type: none"> ▪ World Aids Day ▪ Albanian Independence Day ▪ International Day for the Elimination of Violence Against Women ▪ Transgender Day of Remembrance ▪ Interfaith Week ▪ World Menopause Day ▪ Black History Month
Continue the Council's vision to be an Exemplar Equalities Employer, working towards Investors in People gold standard.	Mark Tyson	The council is commissioning BAME-focused reverse mentoring opportunities from Business in the Community and undertaking workshops with staff to identify the potential and opportunities possible through the BAME staff network. A sub-group of the Women's Network is undertaking work focusing on the council's approach to maternity and support for people returning to work. While the LGBT staff network is working with partners to co-ordinate the programme of activity for this year's LGBT History Month in February.
Promote a partnership approach to tackling equality and diversity issues through the development of the Fairness and Equalities sub-group.	Mark Tyson	Tackling equality and diversity issues is not something the Council can do alone. It requires the support of everyone. The Barking and Dagenham Delivery Partnership therefore agreed to set up a Fairness and Equalities sub-group tasked with bringing a partnership approach to tackling inequality. The group has met on five occasions to date.
Public Realm		
Redesign all services delivered by Public Realm to meet the agreed budget and service standards.	Robert Overall	The investment into the Waste service continues to pay dividends with performance continuing at a high level. Missed bins and missed streets data shows that the service is consistently maintaining high standards. The launch of a new Public Realm campaign to support this investment in October 2019 has been well received and as a result we have now a number of resident's groups playing their part in supporting the cleansing of the Borough by organising community clean ups.
Embed the new street cleansing operating	Robert Overall	Whilst the new cleansing model that was implemented has significantly improved the Town Centre environment it has failed to deliver the level of improvement in residential

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
model.		areas. A further review has now been completed and is being piloted in 2 key areas to ensure it can deliver the residential improvements required. These pilots will be reviewed and a decision about full implementation will be made by the end of the 4th quarter.
Work with Enforcement to help drive behavioural change with regard to waste and flytipping	Robert Overall	A full programme is being developed around joint initiatives with Enforcement following the initial success over fly tipping. The programme will ensure that all known hotspots will have a targeted joint working approach. The new Public Realm campaign which will continue into 2020 has a key Enforcement element that will support the continued success of the CCTV appeal on Youtube which has helped raise the profile of environmental crime.
Develop the procurement strategy for the replacement of our vehicle fleet.	Robert Overall	Following Cabinet approval of the business case for replacement, new vehicles have been progressively delivered. All the Refuse freighters have arrived and new street cleansing vehicles continue to be delivered.
Enforcement and Community Safety		
Develop a new borough wide Private Licensing Scheme to be agreed by MHCLG.	Fiona Taylor	<p>The Councils boroughwide selective licensing scheme started 1st September 2019. This is a fantastic achievement and means that LBBB are the first council in the country to have a whole borough scheme approved by the Secretary of State. Discussions have taken place with MHCLG who praised LBBB on the quality of their submission and we will continue to work with them as the scheme develops. Some restructuring and shifts in staff capacity are currently underway to ensure that LBBB is ready for delivering the new scheme and that the increased focus on enforcement of non-compliant landlords is managed effectively</p> <p>In addition, the implementation of the online application and back office system (Metastreet) has been successfully rolled out. The system allows for start to end integration for landlords allowing them to make an application, payment and check the status of their application. There have been nearly 10,000 applications received for the new scheme and the system is working well. The system also integrates back office and front-line functions and enables officers to work remotely and update inspection reports whilst they are out in the field. The new process is paperless and has created significant efficiencies within the team.</p>
Implement the Parking Strategy and agreed	Fiona Taylor	The parking fees and charges report was adopted in July 2018 and set out a range of changes to the charging structure for pay and display, permits and the introduction of

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
subsequent parking schemes.		<p>a diesel surcharge. It also introduced proposals for increasing the range of CPZ schemes in the borough, consolidating existing schemes and expanding CPZ's around schools.</p> <p>A new CPZ policy was approved by cabinet in September 2018 and the first 4 zones were implemented on 1st July 2019 having completed a full consultation process. A further zone was rolled out in Nov with 4 more scheduled to rollout between Feb and April. Consultation on a further 4 zones is scheduled to commence in March 2020. The timetable for the rollout of new CPZs has been revised based on the actual timescale for the zones implemented so far and means that the overall programme will be slightly longer.</p> <p>New unattended CCTV cameras have been installed for 5 schools as part of the CPZ programme.</p> <p>New Parking CCTV operating, and Reviewing Control Centre has been restructured, is now live and fully operational.</p> <p>The parking team have been restructured to ensure that there is sufficient leadership and capacity to deliver the parking strategy. New posts are now being recruited.</p>
Develop the BCU to deliver Local solutions for policing in the borough.	Fiona Taylor	<p>Lobbying of MOPAC to address the crime and safety challenges for the borough now and in the next decade are ongoing. This also includes discussions on more visible policing, reporting hubs, knife bins, and new police bases.</p> <p>There are challenges in fully utilising the combined enforcement capability across the police, council and other key services. There are weekly tasking meetings in place which are having some positive results, but more intel capacity and a longer-term problem-solving approach to issues is needed. Plans are in place for this at both a tri-borough BCU level and a LBB level and were launched in May/June 2019. A new intelligence officer started in June and further capacity will be in place, including a new council enforcement team focussing on tackling anti-social behaviour by April 2020.</p> <p>The council funded police team, the crime and enforcement taskforce, is in place and focussing on tackling council priorities in relation to crime and ASB. The ambition is to have a joint police/council enforcement team that is operating and being tasked out of a single base in Barking Town Centre. The aim is to have this up and running by April 2020 subject to the satisfactory conclusion of negotiations with the police.</p>

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
<p>Maintain focus on serious youth violence through the work of the Community Safety Partnership.</p>	<p>Fiona Taylor</p>	<p>Serious youth violence continues to remain a core priority for the LBBB Community Safety Partnership. The recent Community Safety Partnership Plan 2019/2022 has been produced and published onto the council website which highlights the six key priorities and areas of focus including “tackling serious violence” and “keeping children and young people safe”.</p> <p>The LBBB Serious Violence and Knife Crime action plan has recently been refreshed, which has a range of interventions including enforcement in key hotspot locations, targeting of perpetrators/gang nominals, taking weapons off the street, engagement with the community, rollout of the long term trauma informed model and early interventions and diversionary support for people at risk. LBBB were recently awarded additional grant funding to tackle violence and have had a plan agreed to rollout the Ben Kinsella Trust, expand the Youth At Risk Matrix work and support Step Up Stay Safe.</p> <p>The Community Safety Partnership continue to implement a long-term trauma informed approach to addressing serious violence and exploitation at a local level. Successful funding from the Early Intervention Youth Fund and London Crime Prevention Fund has supported implementation and delivery. Trauma informed programmes have been designed with local community voluntary organisations in partnership with young people and are now running and delivering positive activities to children and young people. Trauma informed training has been delivered to professionals across Barking and Dagenham. Staff across the council, voluntary and community organisations have been trained to deliver trauma informed training, so this can be rolled out on a wider scale when funding comes to an end.</p> <p>LBBB hosted the first EAST BCU Serious Violence Summit 16 January 2019 which started challenging conversations around serious violence and the impacts of serious violence across the tri-borough. Redbridge held the second summit on 16 May and Havering has booked their event for Nov 2019. LBBB have booked another event for 12th Feb 2020, which will bring together the learning from the previous events and focus on what more we can do as a tri-borough partnership to tackle this important issue.</p>
<p>Social Care and Health Integration</p>		
<p>Publish a new Health and Wellbeing Strategy 2018-2023.</p>	<p>Elaine Allegretti</p>	<p>HWBB strategy is now published.</p>

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
<p>Deliver campaigns to raise awareness of safeguarding issues.</p>	<p>Elaine Allegretti</p>	<p>Plans to produce a social media campaign around various safeguarding themes will be discussed and agreed in the Adults Improvement Board.</p> <p>The aim will be to raise awareness within the community and encourage people to report issues or concerns. This will run across October, November and December 2019, covering Safeguarding month in November.</p> <p>Meetings have taken place between key players in Care and Support and Policy and Participation to look at engagement with the voluntary and faith sector on safeguarding matters such as radicalisation, exploitation, transitional safeguarding, modern slavery, forced marriage and FGM. We are also launching the Step up Stay safe campaign before April this year in our commitment to tackling youth violence and keeping children safer during “lost hours”.</p>
<p>Change our approach and systems for keeping children and young people safe from exploitation.</p>	<p>Elaine Allegretti</p>	<p>Since the set-up of the Adolescent service, sitting alongside the Youth Offending service, work is progressing well to define the remit of the team, referral pathways and partnerships.</p> <p>The Multi Agency Sexual Exploitation meeting (MASE) has a robust single oversight of all children at risk of sexual exploitation, with increased focus on trends, offenders and unsafe location. Partners contribute to the profiling of our CSE cohort.</p> <p>A Criminal Exploitation Group has now been set up, a strategic and tactical meeting ensuring single oversight of children at risk of criminal exploitation and modern slavery. This group is adopting the same model as MASE.</p> <p>Work is progressing with the University of Bedfordshire to embed a contextual safeguarding approach to exploitation; the first phase involved undertaking a self-evaluation against the CS Tools developed in the Hackney pilot. A Contextual Safeguarding multi agency working group is in place to drive forward the work required.</p> <p>The Partnership is currently testing the tools in their settings. Dr Firmin (lead) has confirmed that MOPAC has awarded extra funding, resulting in a dedicated team from the University to support us in delivering this project. This is welcomed as we have</p>

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
		<p>struggled to take this forward at pace due to capacity.</p> <p>We were successful in our application to two bids to the Young Londoners Fund to boost interventions for this vulnerable cohort. We will receive a £1.6 million in total. The first amount will go towards increasing the use of detached youth work with those most at risk of criminal exploitation and youth violence. The second is to enhance our New Town Culture work that started last year aimed at embedding the use of culture and arts to effectively engage vulnerable children and young people known to our exploitation and YOS service.</p> <p>Care and Support's new Specialist intervention Service will provide additional interventions and resource for vulnerable adolescents and their parents; this includes developing the voluntary offer. We will be appointing 6 extra YARM (Youth at risk matrix workers) who work with schools and offer early intervention to prevent adolescent risk. This is welcomed by our schools.</p> <p>The DCS has commissioned work to learn from the recent Croydon Serious Case Review of adolescents led by Independent Charlie Spencer. A pilot with three primary schools is underway giving focus to an improved approach to exclusions and transitions.</p> <p>The monthly multi agency Missing Panel chaired by the Exploitation and Missing manager ensures oversight and tracking of those missing during the month, ensuring procedural compliance and the right plans are in place to reduce risk. The DCS and Director receives daily reports on children missing as well as detailed information on those considered at high risk. EDT colleagues recently reported back that they were always impressed by B&D use of "grab packs" which is essential information and pictures of our vulnerable children which partners particularly police can use to support finding a young person.</p> <p>Work is beginning with early help colleagues to align the targeted Youth Service work with the work being undertaken by our statutory services to ensure they are working with the correct cohort of young people, reducing demand and providing a robust step-down offer.</p> <p>Step up, Stay Safe work is well underway to providing schools with a clear understanding and offer of interventions to tackle serious youth violence and knife carrying. This work is integral to the wider B&D approach to exploitation (strategy)</p>

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
Continue to deliver continuous improvement in services and improve quality.	Elaine Allegretti	<p>Continuous improvement of services and outcomes is a key component of business as usual for the Care and Support and partners. In response to the ILACS inspection back in spring 2019, an Improvement Plan has been published and approved by OFSTED.</p> <p>To deliver the required improvements, including the OFSTED Improvement Plan – the Children’s Transformation Programme has also been developed. This was approved by Cabinet in July 2019 and has now commenced as a programme through which improvements will be delivered over the next two years. This programme is progressing well and is on track to be delivered in timescale.</p> <p>The monthly DCS chaired Improvement Board continues and has overseen progress against the OFSTED improvement plan in relation to recommendations. Good progress is continuing with evidence of improvements in PLO and permanence; an in-depth analysis of strengths and challenges of practice within early help. There continues to be ongoing focus on improving quality and effectiveness of management oversight and provision with focus on some key services such as MASH and assessment with focus on improving quality of direct work and consistent application of thresholds in key areas.</p> <p>Permanence and adoption have begun to show signs of improvement over the last six months, the latter being recognised by the recent letter from the children’s minister which acknowledges we are no longer on the adoption task force improvement radar. There has been a good and steady reduction in use of agency staff and staff stability is improving together with more manageable caseloads for social workers.</p> <p>In response to the YOS full joint inspection by Her Majesty’s Inspectorate of Probation (HMIP) in September 2018, an improvement plan to HMIP has also been submitted. This plan is being monitored by the YOS board, a sub-group of the Community Safety Partnership. The YJB has released a set of National Standards with the expectation that Youth Offending services will self- evaluate themselves against the standards which is due March 2020.</p>
Reboot the health integration agenda, including delivering a vision for health and	Elaine Allegretti	Thames Health & Social Care Locality Board is now established and had its first meeting on 25 th September 2019.

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
wellbeing at Barking Riverside.		
Respond appropriately to the Social Care Green Paper on older people and the Children's Social Work Act.	Elaine Allegretti	Publication of the social care green paper is waited. BCF plan for 2019/20 was developed with CCG and submitted on 27 September. Ratification from the BCF national team was received on Wednesday 8 January 2020.
Strengthen the understanding of corporate parenting responsibility with every Member playing their part.	Elaine Allegretti	<p>The new targeted operating model for Care and Support has a new approach to Corporate Parenting and Permanence. This new service aims to ensure children and young people have less transition points, good quality well supported placements and achieve permanency without delay. Children in care and care leavers will also experience a service where key parts of the Council and our Health and Education partners have the highest aspirations for our children, and all play their part in helping children and young people achieve those aspirations.</p> <p>The enhanced Local offer for care leavers has now been launched by the Chief Executive at the recent Care Leavers Awards Ceremony. The enhanced offer evidences the Council's ambition to be the best corporate parent we can be. The offer includes dispensation from Council tax and specific championing work for UASC.</p> <p>Group membership for Corporate Parenting Board has been reviewed and all new members have been fully inducted, and each key promise is being led by a member. The Board is now well attended, offers challenge and holds all members to account in their role in delivering a quality service. The agenda for the year has been set at a recent Board led by the young Skittles representatives, ensuring our young people in care and Care leavers were instrumental in the priorities going forward. Young people are represented on the Board and all Board members are expected to attend the training session led by Care leavers.</p> <p>As outlined above Ofsted made a key recommendation around Health and the provision for children in care and care leavers – insufficient provision of CAMHS, undertaking IHA's in timely way and providing health passports. The LAC nurses have now moved into the Care service and Liquid logic systems improved and we are seeing some improvements all be it slow. CAMHS are now providing a consultation line as well as drop in service to Care and support offices so referrals can be discussed, and children sign posted to the correct services. A Health subgroup was set up in October chaired by the Designated nurse for Safeguarding and LAC, this group will drive these health improvements and report back to Corporate parenting</p>

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
		<p>Board and Children's Improvement Board.</p> <p>We are beginning to see improvements in placements stability, adoptions rates and care leavers that are NEET over the last 12 months.</p>
Develop strategy and proactive campaign of work to end loneliness.	Elaine Allegretti	<p>With support from Care City, Barking and Dagenham, Havering and the aligned CCGs have successfully received £700k of grant investment to pilot a model of personalised support to overcome loneliness for older people. Following a successful project in Worcestershire, Independent Age will provide around £700k of grant investment to cover the majority of service costs for the two-year piloting phase, with the expectation that the full costs of service delivery would then be covered by the local system if the service demonstrates success. The local authority will provide £25k over two years as match funding for the investment. The pilot will begin in January 2020.</p>
Educational Attainment and School Improvement		
Develop a new Education and Participation Strategy.	Elaine Allegretti	<p>The Education & Participation Strategy for 2018-22 was approved by Cabinet on 13 November 2018 and is now published. The strategy was developed in partnership with schools, Barking and Dagenham School Improvement Partnership (BDSIP), Barking and Dagenham College and CU London. The strategy's priorities focus on the following outcomes:</p> <ol style="list-style-type: none"> 1) All children and young people have a place in a school or early years' setting judged 'Good' or 'Outstanding' by Ofsted. 2) Exceeding national and then London standards where we have not already achieved this. 3) Improving opportunities for young people post-16 and post-18 and reducing numbers of young people not in education, employment or training. 4) Supporting the wellbeing and resilience of children and young people and the educational settings which nurture them. 5) Maximising the council's levers and influences to raise aspirations and increase opportunities for all children and young people. <p>Headline actions for key partners are set out in the strategy and underpin each priority. The November 2019 Education Annual Performance report to Cabinet sets out progress over the first year of the strategy.</p>

Key Accountability	Strategic Director	Quarter 3 2019/20 Update												
Publish a new Special Educational Needs and Disability (SEND) Strategy 2019-2022.	Elaine Allegretti	<p>Development of the new Special Educational Needs and/or Disabilities (SEND) and Inclusion Strategy is being discussed. It remains in its early stages while recommendations from the 'All Age Disability Review' are considered. Several workstreams are underway to inform next steps including a review of Additional Resourced Provisions (ARPs), further work with health and better understanding what 'good' looks like for children, their families and their outcomes.</p> <p>The SEND Strategic Leadership Group has been reconstituted with a new Terms of Reference and is now chaired by the DCS.</p>												
Ensure that school place planning is meeting demand by creating new places, both mainstream and specialist provision.	Elaine Allegretti	<p>The 'Review of School Places and Capital Investment – January 2020 Update' has been considered in the context of the Borough Manifesto's aspirations to raise the number of homes in the borough. Work has been undertaken to analyse the impact on demand for education places to support the future growth of the borough. The 41,000 new homes planned for 2034/35, which are on top of those already in construction, could generate a further 45,580 young people, based on historical data and once the developments are completed. This would be broken down as follows:</p> <table border="1" data-bbox="976 842 1411 1077"> <thead> <tr> <th>Provision</th> <th>Pupils no.</th> </tr> </thead> <tbody> <tr> <td>Pre-School</td> <td>10,910</td> </tr> <tr> <td>Primary</td> <td>19,091</td> </tr> <tr> <td>Secondary</td> <td>13,637</td> </tr> <tr> <td>6th Form</td> <td>1,942</td> </tr> <tr> <td>Total</td> <td>45,580</td> </tr> </tbody> </table> <p>To facilitate the numbers of pupils anticipated through the growth, there would need to be significant investment in new school places. At this stage it is difficult to forecast where the burden of cost will fall. This inevitably relates back to central government policy. Further, there will be a rise in revenue implications across the whole range of provision and, for pupils who need support to get to school, there are some specific additional transport-related costs. These increases will also need to be considered in relation to other Children's Services including for children in social care and children with health needs. The number of new schools and costs are estimated as follows:</p>	Provision	Pupils no.	Pre-School	10,910	Primary	19,091	Secondary	13,637	6 th Form	1,942	Total	45,580
Provision	Pupils no.													
Pre-School	10,910													
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Secondary	13,637													
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Total	45,580													

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
		<p>Pre School Nursery - 22 new pre-school nursery provision at a cost overall of £27m.</p> <p>Primary Schools - 4 new schools at a total cost of £147m and up to 17 further schools at additional costs of £178.5m.</p> <p>Secondary Schools - 6 new schools at a total cost of £252m and up to a further 4 schools at an additional cost of £160m.</p> <p>Special Schools - 2 new schools at a cost of £60m.</p> <p>The total initial cost for schools and pre-school provision would be £486m, rising to £824.5m, subject to clarification about housing type and tenure. These figures exclude land costs. As Major Housing schemes come forward these will be considered as part of the Council's response to providing community facilities to meet the need.</p>
<p>Improve engagement with young people to incorporate their voices into Council policy.</p>	<p>Elaine Allegretti</p>	<p>A top priority across Care and Support is to strengthen children's' voices in social work practice and to focus on improving the lived experience of the child in all areas of Care and Support.</p> <p>The Principal Social Worker (PSW) leads a '<i>Lived Experience of the Child</i>' group which is tasked to build participation and incorporate feedback of children into the development of Care and Support. The PSW also led a whole service session on direct work where a child in preventative services and a care leaver were able to share their experiences of direct work with their practitioner. Two former care leavers are seeking to establish a mentoring programme and have presented to Members' Corporate Parenting Group (MCPG) with approval given. The PSW supporting its introduction.</p> <p>The PSW is also leading on a piece of work with the Digital Team around building a digital platform so children and young people can participate in the design and review of services used by them.</p> <p>Two new Skittlz groups are now in place – for ages 7-14 and 14+. The Virtual School has secured participation in the Jack Petchey Awards Scheme, with Skittlz leading on allocating the awards. Skittlz delivered a very successful 'Takeover' of MCPG, which has set priorities for the Group for the coming year, rooted in the results of the annual Looked After Children survey.</p>

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
		<p>The 2020 BAD Youth Forum is to be elected in January 2020 with an anticipated 8000+ votes cast. All but one secondary school is represented. The 2019 Forum is finishing a variety of pieces of work, such as giving their views on the introduction of Relationships and Sex Education and inspecting the School Nursing service (following a survey conducted by the Forum with 855 responses). The outgoing Young Mayor has raised £2.5k for his chose charity, Sane, through social action.</p> <p>Public Health's school survey is complete with over 3000 responses alongside a survey from Healthy Schools, with results being disseminated this term to inform borough commissioning priorities.</p> <p>The issue of contextual safeguarding was explored by 10 schools at a Young People's Safety Summit in November 2019, with intelligence around safe and unsafe spaces in schools shared with schools and key partners which continues to be used. A primary summit is planned.</p> <p>The borough's Youth Independent Advisory Group continues to meet quarterly with the Police to discuss key issues.</p> <p>'VotesforSchools' is providing over 90% of schools with access to resources that encourage debate and a weekly ballot. The Council has access to voting patterns and results, providing key data on local young people's views on a wide range of themes.</p> <p>The systematic incorporation of the child's voice at all levels of practice and at a strategic level remains a local priority. As a result, this will form a key plank of new multi-agency safeguarding arrangements for the local Safeguarding Board. This will include work with children and families to assess local strengths and what needs to be different in our local approach to children's and the family's voice and advocacy.</p>
Employment, Skills and Aspiration		
Develop the Job Shop and Adult College new work and skills offer.	Mark Fowler	Over the first half of the year we have reshaped working across our adult college and job shop. This has resulted in pathways and closer working across both areas. In Q3 we have seen improving performance in both areas an example of which is a 15% increase in the number of residents we have helped into work.
Develop a new Locality Strategy for Community Solutions, to maximise the use of assets and shape an integrated local offer.	Mark Fowler	In Q1 we launched our first community hub at Marksgate, which included the expansion of our healthy lifestyle work and mobile employment offer. In Q3 we have launched further community supermarkets in Marksgate and with the Osborne partnership in Albion. Plans have also progressed on our new health hub offer at

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
		Parsloes park.
Work collaboratively with partners to develop a Barking and Dagenham Employment Framework.	Graeme Cook	A paper on the strategic framework for work and skills (or employment framework) has been agreed with ComSol. This was discussed at the ComSol board and Portfolio meetings in November, and used to inform the Inclusive Growth Strategy and ComSol draft mandate documents. A follow up paper was also discussed at the December board meeting on the challenges in meeting aims to increase employment outcomes for Care and Support clients. This is due to be discussed with colleagues in adult services in Q1 2020.
Agree a strategic and practical level approach to business and employer engagement.	Graeme Cook	We launched a new Business Forum in Q1 2019, with quarterly events, a database and newsletter to better engage local businesses, supported by a steering group of local business leaders. So far three events have taken place, with a further one planned for February 2020 that will launch a new Growth and Improvement pilot we have developed with the BEC. We will conduct a survey to better understand how we can help businesses to grow and improve in 2020 (delayed due to the general election). We have recruited an officer to lead on work engaging with and supporting businesses in the inclusive growth team.
Continue development of clear progression pathways and post-18 opportunities for young people.	Mark Fowler	Focussed worked has been agreed with the head of employment & skills now part of the NEET panel. Relationships are also developing with colleagues from looked after children (LAC). Since these changes and across Q3 we have seen increased levels of performance.
Hold a series of events to promote employment opportunities to local residents.	Mark Fowler	We held 8 job fairs up to the end of Q3, with a further 2 planned in quarter 4. Our ambition is to hold 5 events more than last year.
Monitor the impact of the Universal Credit roll out and address any emerging issues.	Mark Fowler	<p>Monthly monitoring continues, although owing to limited information sharing from the department of works and pensions (DWP) precise impacts are difficult to track. What we have found is that the number of residents applying for council tax support (CTS) is reducing due to needing to apply for UC and CTS.</p> <p>In relation to tracking housing rents of those in receipt/applying for UC we have seen an impact in collection levels, with UC council tenants now in arrears at an average of £831 per account, compared to £118 of those in receipt of housing benefit.</p> <p>A review of the wider impacts to the council started in April 2019, which is set to</p>

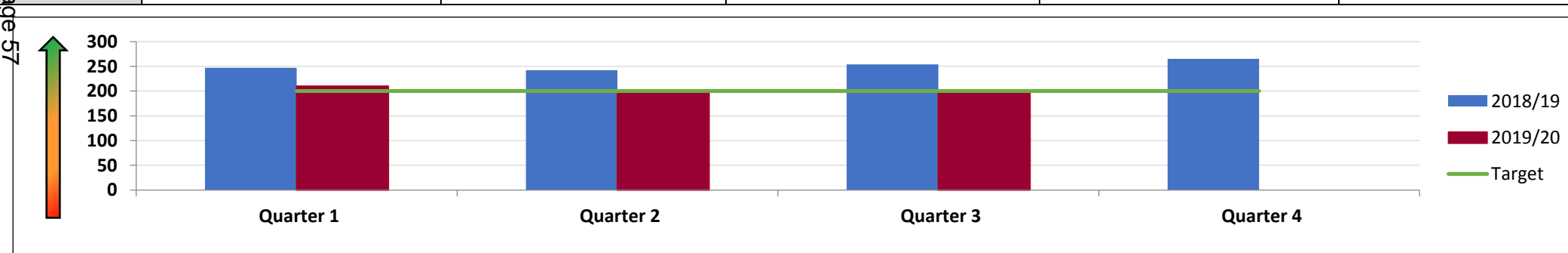
Key Accountability	Strategic Director	Quarter 3 2019/20 Update
		conclude in October 2019 with the findings if required reflected, in the medium-term financial strategy.
Regeneration and Social Housing		
Deliver the Be First regeneration and housing pipeline.	Graeme Cooke	Be First is making strong progress in accelerating the pace and scale of regeneration in the borough. The company's latest business plan sets out plans to build over 3,000 new homes by April 2024, over 70% of which will be affordable (i.e. rented or shared ownership at lower than market prices, including a substantial proportion at council comparative rents). Be First is also focusing on securing key socio-economic benefits for residents, such as through strong local labour clauses in its framework contracts for construction activity.
Work with Be First to identify further, future regeneration and development opportunities.	Graeme Cooke	Be First has increased its projected housing delivery from around 2,200 when the company was first established to over 3,000 now (for delivery by April 2024). In addition, Be First has progressed a number of strategic regeneration projects – such as the film studios in Dagenham East and attracting the relocation of London's wholesale markets to Barking and Dagenham. Be First is also working closely with the Corporation of London about the re-location of the wholesale markets and the potential for wider regeneration benefits, such as the development of a world class food college to train the chefs of the future.
Identify the need and demand for future housing supply, to inform the Local Plan and commissioning intentions for Be First.	Graeme Cooke	A Strategic Housing Market Assessment has been completed to identify future housing supply needs based on population change – and Be First have updated the long-term housing trajectory as part of producing a draft Local Plan (which is now out for public consultation). Further detailed work is taking place to assess future demand for specialist accommodation for vulnerable residents.
Transition Reside to the next phase of delivery, ready to let, manage and increase the number of affordable homes.	Graeme Cooke	A new independent Board for Reside is now fully in operation, along with the new Managing Director. The Reside business plan has been approved by cabinet, in response to a commissioning mandate from the council.
Agree key policies and strategies for Reside.	Graeme Cooke	A comprehensive review of Reside's policies – and the legal framework underpinning them – has been undertaken. Key elements of this were incorporated into a commissioning mandate for Reside, which clarifies the council's objectives for the company and the parameters within which it operates.
Update allocations policy for HRA and Reside properties.	Graeme Cooke	The Cabinet has approved a revised housing allocations policy, which will be implemented in the Spring. A key aim of these changes is to make it easier for local

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
		working residents on low incomes to access Reside homes.
Deliver the Sustainable Housing Project and shape the future of the Street Purchasing Programme.	Graeme Cooke	A decision has been taken not to proceed with the implementation of the Sustainable Housing project. Work is underway to finalise the purchase of all the identified street properties and to determine their future use (with as many as possible set to be used for care leavers and other vulnerable groups of residents).
Agree property standards across new and existing HRA and Reside properties.	Graeme Cooke	The council has agreed a consolidated set of Employers Requirements for all future new build developments (with agreed protocols for any variations). Work is underway to explore how these new build principles could be applied to the council's existing housing stock, as part of long-term stock investment and improvement plans.
Agree a new Corporate Asset Management Strategy (CAMS), shaping a long-term investment plan, based on the stock condition survey.	Graeme Cooke	A comprehensive stock condition survey is now being used to inform the long-term stock investment programme for council homes. The insights from this work will inform the annual update to the 30-year HRA business plan, to be approved by Cabinet in February 2020. A series of further, more specialist asset reviews are underway (considering the council's operational buildings, commercial portfolio and sheltered housing stock).
Ensure all existing council housing meet the Decent Homes standard.	Graeme Cooke	The council met its target to achieve the Decent Homes standard on internal elements of its housing stock by April 2019 and is aiming to achieve decency on external elements by April 2020.
Deliver on-going Tower Blocks safety improvement works.	Graeme Cooke	All blocks have received Health and Safety inspections and type 3 intrusive fire risk assessments. A Fire Safety Policy Annual Report has been agreed by Cabinet, which further strengthens the fire safety management of blocks.
Lead the development of a 'Green Capital of the Capital' Strategy, incorporating the future direction of B&D Energy and rollout of Beam Energy.	Graeme Cooke	Beam Energy is now offering gas and electricity to local people at competitive prices – with the focus now on increasing take up and securing the most competitive tariffs. The Cabinet has approved an updated business plan for B&D Energy which will see the development of a strategically significant district heat network in Barking Town Centre providing heat to around 8,000 households.
Finance, Performance and Core Services		
Embed a performance challenge process for the corporate performance framework.	Claire Symonds	Challenge sessions continue to be held and lead by the Cabinet Member of Finance, Performance & Core Services – work is being done to refine the reporting to these and the development of a new performance framework for the new year.

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
Develop a clear Medium-Term Financial Strategy (MTFS) and robust budget monitoring.	Claire Symonds	Budget update presented to the December Cabinet setting out the challenges for the coming year and the basis for public consultation on increasing the Council Tax next year.
Review and monitor the Investment and Acquisition Strategy.	Claire Symonds	A refreshed IAS was agreed by Cabinet which includes new classes of investment.
Deliver excellent customer services.	Claire Symonds	Call reduction to the contact centre is also being demonstrated and work continues to improve the website. Significant amount of work now being undertaken to ensure smooth transfer of Contact Centre to the Council in February.
Maintain excellent Treasury Management.	Claire Symonds	Progress and monitoring reports presented to Cabinet and Assembly.
Re-design the Commissioning Centre of the Council.	Claire Symonds	With the phased return of Elevate services being agreed, work is now being undertaken to ensure a smooth transfer to the council of the first tranche of services with are Customer Contact and Procurement. Work is also being undertaken on the new blueprints for services within the core; including Commercial, Finance and HR.

Appendix 2: Community Leadership and Engagement – Key Performance Indicators 2019/20

COMMUNITY LEADERSHIP AND ENGAGEMENT					Quarter 3 2019/20
The number of active volunteers					
Definition	How this indicator works				
People who have actively volunteered their time in the previous 3 months within any area of Culture and Recreation or been deployed to volunteer by the volunteer coordinator Culture and Recreation.	This indicator measures the average monthly number of active volunteers that support Culture and Recreation, Healthy Lifestyle and Adult Social Care activities.				
What good looks like	Why this indicator is important				
We are working towards a continuous increase in the number of active volunteers within the borough.	Volunteering not only benefits the individual by increasing their skills and experience, it also has a significant impact on the health and wellbeing on the community as a whole.				
History with this indicator	Any issues to consider				
2017/18 – 230 active volunteers 2018/19 – 265 active volunteers	Volunteering can be more frequent during Summer months particularly in support of outdoor events programmes such as Summer of Festivals.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	210	202	200		↓
Target	200	200	200	200	
2018/19	247	242	254	265	

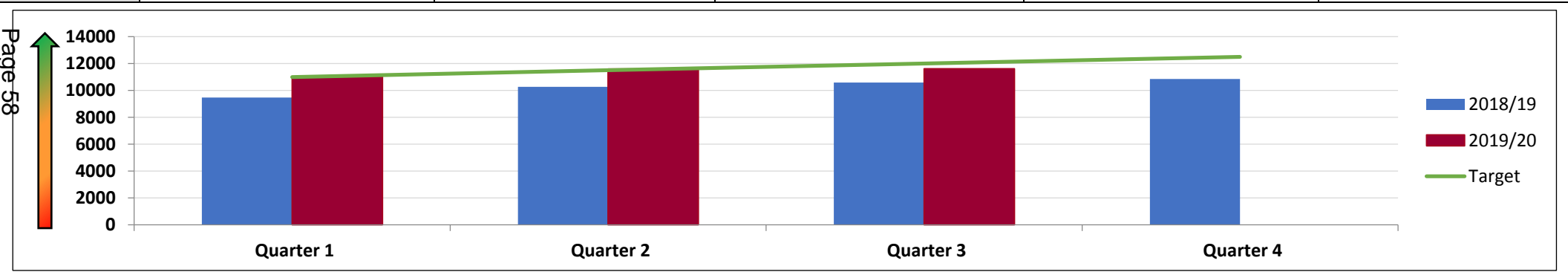


RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>Across quarter 3 of 2019 (October to December) there was an average of 200 active volunteers. This is in line with the quarterly target of 200 volunteer. This figure reflects the seasonal variation in volunteering and the possible change in opportunities for volunteering with the council wide reorganization being established. We currently have a total number of 131 volunteer applicants within all schemes Community Solutions (123 applicants) other voluntary schemes (8 applicants).</p>	<p>We have continually surpassed the volunteer target of 200. This is due to the wide range of volunteer opportunities across Culture and Recreation and the use of Better Impact software by other service areas to manage volunteer deployment and recruitment. The availability of extra data is seen here and the ability for an individual volunteer to offer their time to a number of service areas. There has been an increase in venues with volunteer opportunities around the borough and the events programme is consistent throughout the year. There are also many public health funded projects running via the Healthy Lifestyles Team, The Volunteer Drivers Scheme, Heritage volunteers, volunteering in libraries and the wider offer in Community Solutions have consistently attracted regular volunteer numbers. In addition, the success of volunteers going on to gain employment with the council is also an incentive for local people to gain experience via volunteering with LBBd and can be used to increase the uptake of the expanded offer.</p>
Benchmarking	Local Performance measure	

COMMUNITY LEADERSHIP AND ENGAGEMENT Quarter 3 2019/20
The number of engagements with social media (Facebook)

Definition	How this indicator works
The number of engagements with the Council’s Facebook page over the previous quarter.	This figure will look at the number of Facebook followers we have.
What good looks like	Why this indicator is important
We are working to increase the number of residents in our social media network.	To track the growth of our social network.
History with this indicator	Any issues to consider
2017/18 – 8,145 engagements 2018/19 – 10,847 engagements	None at this time.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	11,020	11,600	11,608		↑
Target	11,000	11,500	12,000	12,500	
2018/19	9,479	10,264	10,586	10,847	




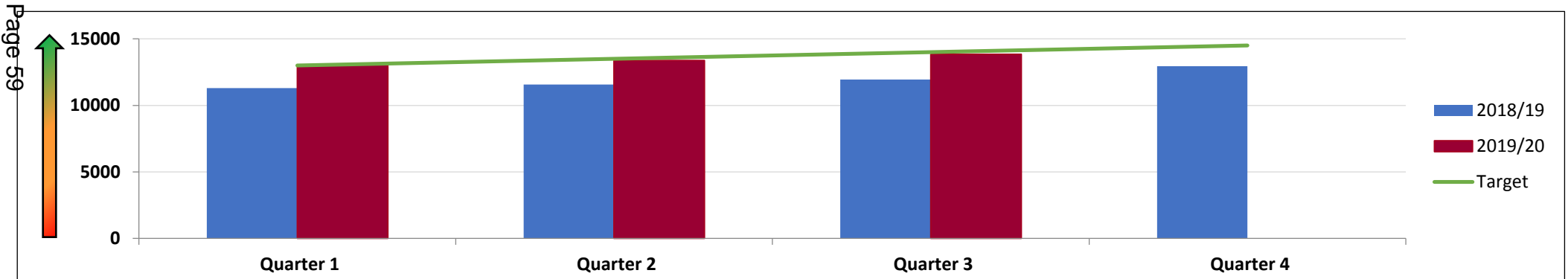
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	11,608 followers (400 under the Q3 target, generally on). This trend may well be reflective of an overall shift in Facebook’s approach of late. A big focus for the future of the platform is around privacy and community and how important that is to its users. This is seeing an overall increase in groups over pages. Facebook are creating a new layout of the platform in the near future in response.	<ul style="list-style-type: none"> • Refresh content plan to increase reach and engagement • Cross promote Facebook account on all other comms channels (all print, email, digital banners etc across other social channels, borough events, internal comms, customer contact centre) • Potential digital ad campaign promoting our digital channels (Xads / community digital screens, Social Media ads) • Continue to monitor developments in Facebook’s approach to pages and groups as described.
Benchmarking	Local performance measure.	

COMMUNITY LEADERSHIP AND ENGAGEMENT

Quarter 3 2019/20

The number of engagements with social media (Twitter)

Definition		How this indicator works			
The number of followers of the Council’s Twitter page.		This figure will look at the number people following our Twitter account.			
What good looks like		Why this indicator is important			
We are working to increase the number of residents in our social media network.		To track the growth of our social network.			
History with this indicator		Any issues to consider			
2017/18 – 10,584 followers 2018/19 – 12,953 followers		None at this time.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	13,040	13,380	13,832		
Target	13,000	13,500	14,000	14,500	
2018/19	11,304	11,563	11,940	12,953	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<ul style="list-style-type: none"> 13,832 Twitter followers (180 below the Q2 target, but generally in line – we’ve had 452 new followers in Q3 – bigger increase than Q2 when we had 340 new followers). This should be viewed as a positive result, given sentiment towards the council is generally more positive on this platform than Facebook. 	<ul style="list-style-type: none"> Refreshing content plan to increase reach and engagement Cross promote Twitter account across all channels (all print, email, social channels, borough events, internal comms, CCC) Digital ad campaign promoting our channels (Xads/community digital screens, Social Media ads)
Benchmarking	Local performance measure.	

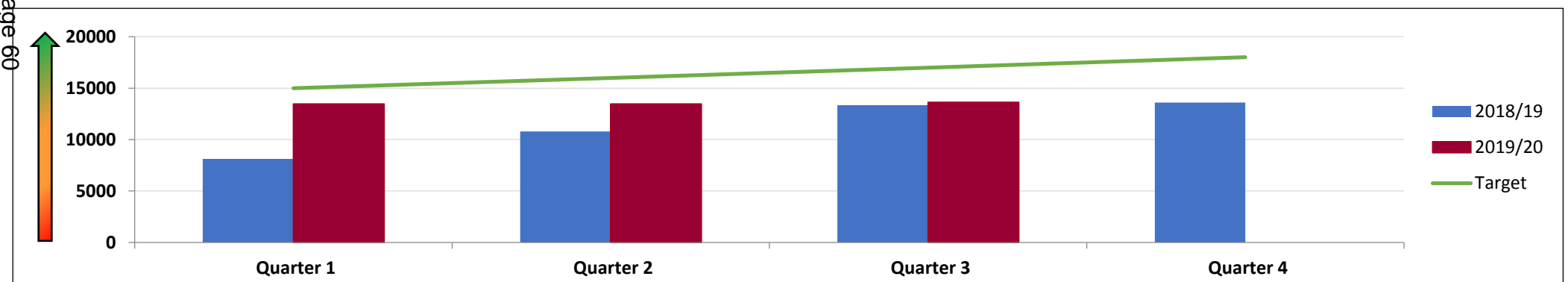
COMMUNITY LEADERSHIP AND ENGAGEMENT

Quarter 3 2019/20

The number of One Borough newsletter subscribers

Definition	How this indicator works
The number of subscribers to One Borough newsletter.	This indicator monitors the number of subscribers we have to the mailing list.
What good looks like	Why this indicator is important
We are working towards 18,000 subscribers by the end of quarter four.	We are looking to increase the number of residents who feel well informed of local news and key Council decisions. This figure indicates how many subscribers have opted to receive our communications, and therefore we're able to send important messages to.
History with this indicator	Any issues to consider
2017/18 – 66,341 subscribers (see issues to consider) 2018/19 – 13,610 subscribers	Due to GDPR, in May 2018 we had to erase all data and ask all subscribers (62,000) to re-subscribe to our newsletter.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	13,464	13,471	13,632		↑
Target	15,000	16,000	17,000	18,000	
2018/19	8,124	10,793	13,341	13,610	



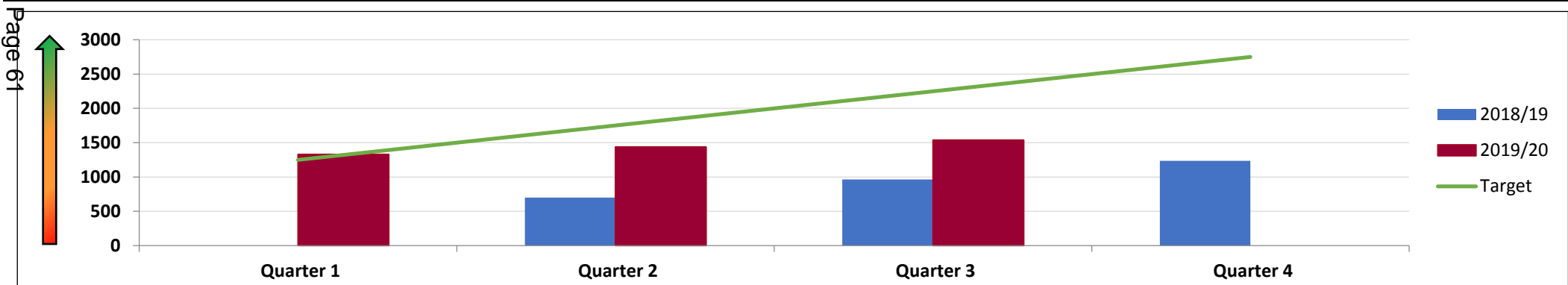
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	<ul style="list-style-type: none"> 13,632 subscribers – 161 organic new subscribers (subscriber numbers are significantly below the Q3 17,000 target as we haven't carried out targeted comms activity to drive up subscribers) 33.1% average open rate in Q3 6.75% average click rate in Q3 	<ul style="list-style-type: none"> Campaign to drive up sign ups including sign up overlays on web pages. Review Mailchimp, consider moving over to GovDelivery Refresh email layouts, uniform template, style guide Paid digital advertising (low cost) carried out to try and increase sign ups
Benchmarking	Local performance measure.	

COMMUNITY LEADERSHIP AND ENGAGEMENT

Quarter 3 2019/20

Number of Instagram followers

Definition		How this indicator works			
Number of followers we have on our Instagram account		The indicator monitors the increase of followers.			
What good looks like		Why this indicator is important			
To see an increase in the number of followers.		In line with the above measures, this indicator will help us to review the reach of our Instagram posts and therefore the strength of this touchpoint.			
History with this indicator		Any issues to consider			
2018/19 - 1,236 followers		A strategy clear strategy needs to be drawn up for this channel.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	1,330	1,436	1,540		↑
Target	1,250	1,750	2,250	2,750	
2018/19	n/a	768	965	1,236	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	1,540 subscribers – 104 new followers (approx. 700 below Q3 target as we haven't carried out targeted comms activity to drive up follower numbers)	Relaunch account, and agree the key driver for channel – could potentially focus on place / using the account as a growth and regen channel?
Benchmarking	Local performance measure.	

Evaluation of events

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

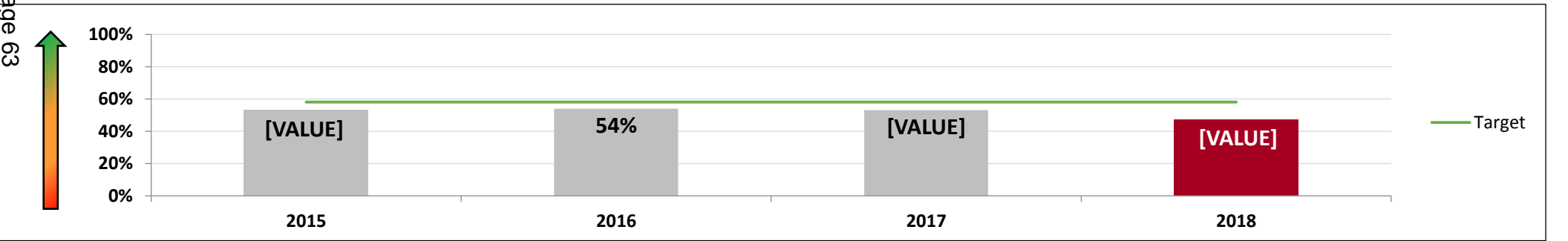
Survey Question	2016/17	2017/18	2018/19	2019/20	DOT
The percentage of respondents who agree that these annual events should continue	100%	91%	98%		↑
The percentage of respondents who live in the Borough	66%	64%	79%		↑
The percentage of respondents who were first time attenders at the event	43%	--	30%		↓
The percentage of respondents who had attended an arts event in the previous 12 months	56%	64%	70%		n/a
The percentage of respondents who heard about the event from LBBD social media activity	25%	28%	42%		↑
The percentage of respondents who agree that these events are a good way for people of different ages and backgrounds to come together	100%	92%	97%		↑

RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	Results for 2018/19 are included above. To allow comparison the results for the previous year are also included.	When we asked people what they particularly liked about the events and how they think they could be improved, a number of recurring themes were identified. Positive comments – free entry, atmosphere, good day out, family friendly; and seeing the community come together. Areas for improvement – more seating, cost of rides, more variety of food on sale, price of food, and more arts and crafts stalls.
Benchmarking	Local performance measure only.	

COMMUNITY LEADERSHIP AND ENGAGEMENT Quarter 3 2019/20
The percentage of residents who believe the Council listens to concerns of local residents

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

	Annual Result	DOT from 2017
2018	47%	↓
Target	58%	
2017	53%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	Performance dropped between 2017 to 2018, in line with national surveys. This may partly be linked to uncertainty surrounding Brexit and frustration with the state of affairs more generally. The Council has continued efforts to consult and engage residents. The Council is developing a relational, participatory approach, including a new participation and engagement strategy. However, to see real improvements, the Council needs to be better at responding to the concerns of residents through dealing effectively with service requests. A key part of this is setting clear expectations and service standards so that residents know what to expect.	To improve results, the Council needs to ensure it is doing the basics right through business as usual, ensuring the services delivered are relentlessly reliable. Development of campaign plans with key messages for priority areas, as well as continuing to work to improve consultation and engagement. The Council’s new consultation and engagement system will help increase participation and provide residents with a number of engagement opportunities.
Benchmarking	Local performance measure	

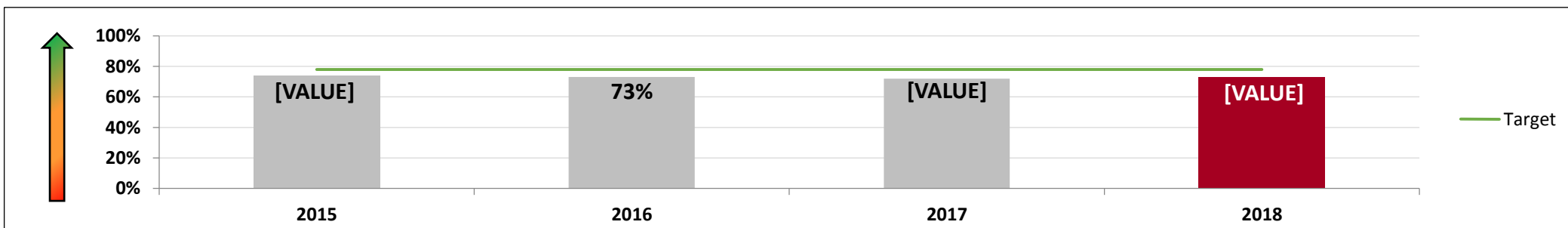
COMMUNITY LEADERSHIP AND ENGAGEMENT

Quarter 3 2019/20

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

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

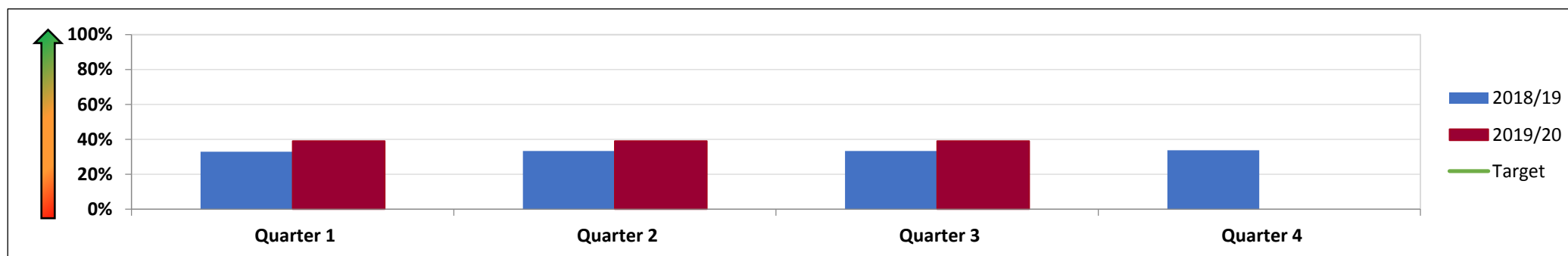
	Annual Result	DOT from 2017
2018	73%	↓
Target	78%	
2017	72%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Performance for this indicator has remained fairly consistent around 73% over the last few years. Given the circumstances, nationally as a result of Brexit and the reported rise in hate crime in places across the country, it is positive to note that performance for this indicator is holding steady.	The Council’s Cohesion Strategy recognises the interdependencies and includes actions that contribute to people connecting with and understanding one another. The Council has commissioned the Faith and Belief Forum to support grass roots faith communities and work with Barking and Dagenham Faith Forum. Community Amplifiers have been commissioned to engage with residents and Campaign company engagement with residents will help the council and partners to communicate more effectively.
Benchmarking	The national Community Life Survey Results – 89%	

Equalities and Diversity – Key Performance Indicators 2019/20

EQUALITIES AND DIVERSITY					Quarter 3 2019/20
The percentage of Council employees from BME Communities					
Definition		How this indicator works			
The overall number of employees that are from BAME communities as a percentage of the Councils workforce.		This is based on the information that employees provide when they join the council or choose to disclose during their employment. They are not required to disclose the information, and some chose not to, but they are able to update their details at any time they wish.			
What good looks like		Why this indicator is important			
That the workforce at levels representative of the local community (of working age).		This indicator helps to measure and address under-representation and equality issues within the workforce and the underlying reasons.			
History with this indicator		Any issues to consider			
Average 2018/19 – 33.4% 2018/19 Q2 – 33.4%		A small number of employees are “not-disclosed”, and the actual percentage from BAME communities may be marginally higher. Completion of the equalities monitoring information is discretionary and we are looking at how to encourage new starters to complete this on joining the council and employees to update personal information on Oracle.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	39%	39%	39%		↑
Target	Targets to be agreed				
2018/19	33.0%	33.4%	33.4%	33.8%	




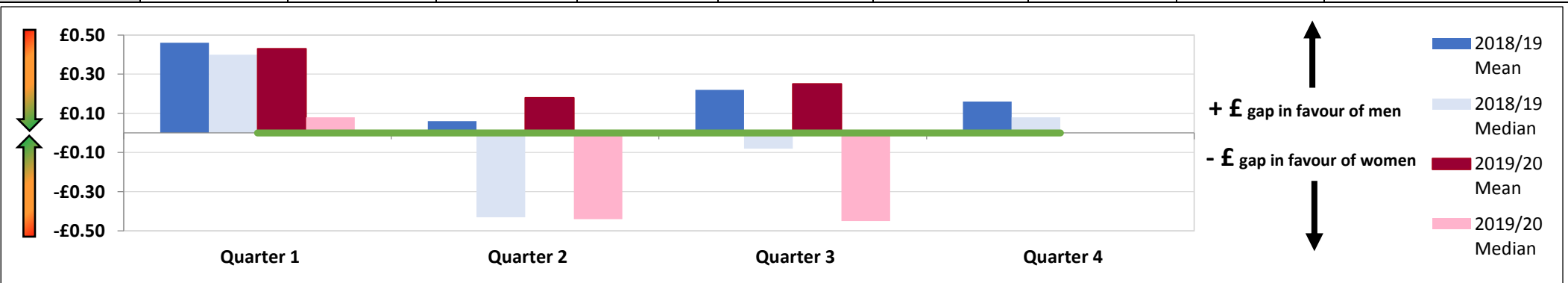
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The council's BAME% has remained the same as the previous quarter and above the figure for last year's quarter. We have seen an increase of 6% BAME representation since Quarter 1 in the previous year. We continue to track the number of new starters.	Monitoring of the workforce profile will continue and initiatives to attract candidates to greater align representation to the borough's profile will remain in place.
Benchmarking	Local performance measure.	

The percentage of employees from BME Communities – Service Breakdown

Service Block	BAME	Not-BAME	Not Provided	Prefer not to say
Adults Care and Support - Commissioning	2	13	1	0
Adults Care and Support - Operations	151	139	15	1
CE/ P&R/ Public Health	3	10	0	0
Services reporting to the Chief Operating Officer	10	22	1	2
Children's Care and Support - Commissioning	18	33	2	0
Children's Care and Support - Operations	142	83	11	1
Community Solutions	237	249	12	2
Education	38	126	4	2
Enforcement Services	60	61	0	0
Finance	23	27	2	0
Inclusive Growth	1	9	0	0
Law and Governance	57	89	5	7
My Place	44	82	3	10
Policy and Participation	19	67	6	0
Public Realm	60	299	11	1
Transformation	4	14	0	0
We Fix	79	39	1	0

Definition	How this indicator works
The gender pay gap is the average difference between the remuneration for men and women who are working. The Council is required by law to publish gender pay gap information by March of each year. All large employers who have a workforce of over 250 employees need to comply with the legislation. All payments including those defined as bonus payments by the statutory guidelines are included.	Mean- the difference between the average pay for men, and the women. Median- the difference between the mid-point salary when ranked from highest to lowest between pay rates for men and women.
What good looks like	Why this indicator is important
That the levels of pay between male and female employees do not have significant imbalances with either group receiving significantly higher or lower levels of pay.	This indicator identifies whether levels of pay between male and female employees are imbalanced with either group receiving significantly higher or lower levels of pay.
History with this indicator	Any issues to consider
The previous figures reported for Q2 identified that males were paid a mean rate of 18 pence per hour more, and a median rate of 44 pence per hour less than females. The current position is that males are paid a mean rate of 25 pence per hour more than females (a gap of 1.2%), however females are paid a median rate of 45 pence per hour more than men (a gap of -2.59%).	The council currently has a relatively balanced gender pay gap.

Page 07 2019/20	Quarter 1		Quarter 2		Quarter 3		Quarter 4		DOT from Qtr 3 2018/19
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	
2019/20	+£0.16	+£0.18	+£0.18	-£0.44	+£0.25	-£0.45			
Target	£0.00		£0.00		£0.00		£0.00		
2018/19	+£0.46	+£0.40	+£0.06	-£0.43	+£0.22	-£0.08	+£0.16	+£0.08	



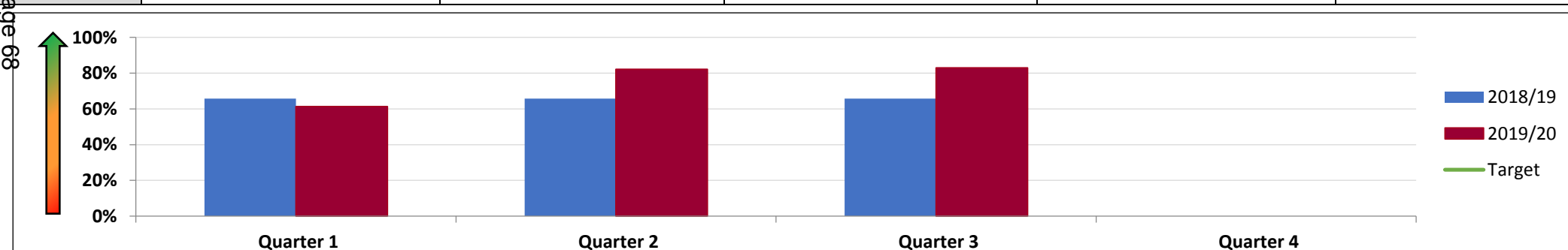
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The current mean Gender Pay Gap ratio demonstrates that male pay is marginally higher than female pay, however the median pay for females is higher than men.	The council will continue to monitor the real time GPG in preparation for its annual submission in March 2020.
Benchmarking	Local performance measure.	

EQUALITIES AND DIVERSITY

Quarter 3 2019/20

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

Definition		How this indicator works			
The number of employees that have completed mandatory training courses as defined by the council.		The indicator assesses the level of completion of the courses that the council deems are mandatory to ensure its compliance with legislative and best practice requirements.			
What good looks like		Why this indicator is important			
The council is aiming for full compliance in completion of all mandatory training courses.		This indicator gives assurance that staff are completing the relevant training that the council deems necessary.			
History with this indicator		Any issues to consider			
As part of the preparation for appraisals very clear communication was agreed that appraisal ratings would be affected by completion of mandatory training. This has resulted in a significant increase in compliance and a shift from the tracked historical performance for this indicator.		There are certain scenarios where staff may not be able to complete the mandatory training such as long-term absence from work for either long term sickness, maternity, paternity or adoption leave.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	61.3%	82.1%	82.9%		↑
Target	Targets to be agreed				
2018/19	65.8%	65.8%	65.8%	---	

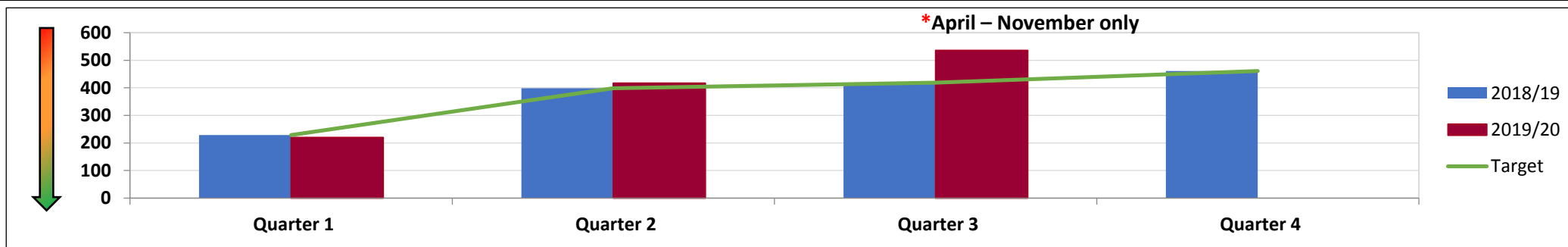


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	<p>The mandatory training figure given is the average completion rate for across all training topics. The training levels have risen since from the same period last year:</p> <ul style="list-style-type: none"> • Health, Safety & Wellbeing Awareness (Staff) – 85% • Managing Health, Safety & Wellbeing Awareness – 76.4% • Introduction to Equalities and Diversity – 74% • Equality in the Workplace for Managers – 75% • Data Protection 2019 – 93.5% • ICT & Cyber Security – 94% 	<p>The appraisal guidance for 2019-20 stated that an employee’s appraisal rating will be capped if all mandatory training had not been completed. The introduction of this initiative has seen a 22% increase in the completion rates of mandatory training.</p> <p>The highest completion rates are for Data Protection and ICT & Cyber Security. Disciplinary sanctions were introduced for non-compliance with these training modules.</p>
Benchmarking	Local performance measure.	

Public Realm – Key Performance Indicators 2019/20

PUBLIC REALM	Quarter 3 2019/20
The weight of fly-tipped material collected (tonnes)	

Definition	How this indicator works				
Fly tipping refers to dumping waste illegally instead of using an authorised method.	1) Fly-tip waste disposed at Material Recycling Facility and provided with weighbridge tonnage ticket to show net weight. (2) Following verification of tonnage data, ELWA sends the data to the boroughs and this is the source information for reporting the KPI.				
What good looks like	Why this indicator is important				
In an ideal scenario fly tipping trends should decrease year on year and below the corporate target if accompanied by a robust enforcement regime.	To show a standard level of cleanliness in the local authority, fly tipping needs to be monitored. This reflects civic pride and the understanding the residents have towards our service and their own responsibilities.				
History with this indicator	Any issues to consider				
2017/18 – 665 tonnes collected 2016/17 – 1,167 tonnes collected	Performance for this indicator fluctuates year on year depending on the collection services on offer, for example, the introduction of charges for green garden waste.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	220 tonnes	417 tonnes	*536 tonnes		↓
Target	229 tonnes	399 tonnes	419 tonnes	461 tonnes	
2018/19	229 tonnes	399 tonnes	419 tonnes	461 tonnes	



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	The weight of fly-tipped material collected (tonnes) in quarter 3 was 119 tonnes. October = 51 tonnes, November = 68 tonnes. *We are yet to receive December 2019 actual figures for this indicator from ELWA.	The continuing work of the area managers and enforcement team to pursue and prosecute fly-tippers will continue to contribute in the improvement of this indicator. Hotspot mapping of incidents also helps to target problematic areas. This information is shared with the Enforcement team.
Benchmarking	London Fly-tipping tonnages is not available. However, the latest official figure (2017/18) for London Fly-tipping average incidents is 8,884. In 2017/18 LBBD had 2,628 incidents of fly-tipping. LBBD is ranked 5 th lowest for fly-tipping incidents within London's 33 boroughs (including City of London).	

PUBLIC REALM

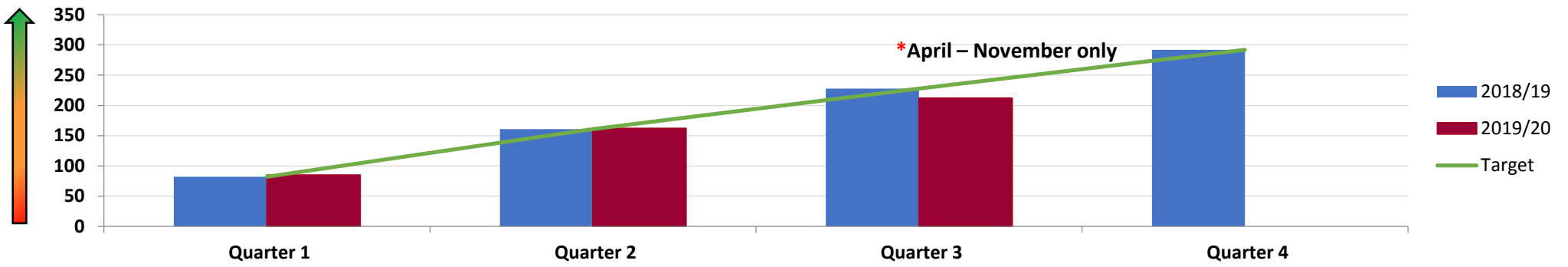
Quarter 3 2019/20

The weight of waste recycled per household (kg)

Definition	How this indicator works
Recycling is any recovery operation by which waste materials are reprocessed into products, materials or substances whether for the original or other purposes.	This indicator is the result of all recyclate collected through our brown bin recycling service, brink banks, RRC (Reuse & Recycling Centre) and 'back-end' recycling from the Mechanical and Biological Treatment (MBT) Plant. The total recycled materials weight in kg is divided by the total number of households in the borough (77,136 households 2019/20 from July 2019).
What good looks like	Why this indicator is important
An increase in the amount of waste recycled per household.	It helps us understand public participation. It is also important to evaluate this indicator to assess operational issues and look for improvements in the collection service.
History with this indicator	Any issues to consider
2017/18 – 304kg per household 2016/17 – 302kg per household	August recycling low due to summer holidays and from October to March due to lack of green waste recycling tonnages/rates are also low.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	85kg	162kg	*212kg		↑
Target	82kg	161kg	228kg	292kg	
2018/19	82kg	161kg	228kg	292kg	

Page 70



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The weight of waste recycled per household in quarter 3 was 50kg. October = 27kg, November = 23kg. *We are yet to receive December 2019 actual figures for this indicator from ELWA.	The Waste Minimisation Team continue to tackle the issue of contamination as part of the kerbside collection. Addressing this issue will be crucial to maintain LBBD's recycling rate. The team also responds to direct reports of contamination from crews and supervisors and directly engaging the residents. Dry weather impacts the amount of green garden waste produced.
Benchmarking	London average figures for recycling rate: Latest official figure (2017/18) is 33.1%. LBBD's 2017/18 recycling rate was 25%. LBBD is ranked 27 th within London's 33 boroughs (inc City of London).	

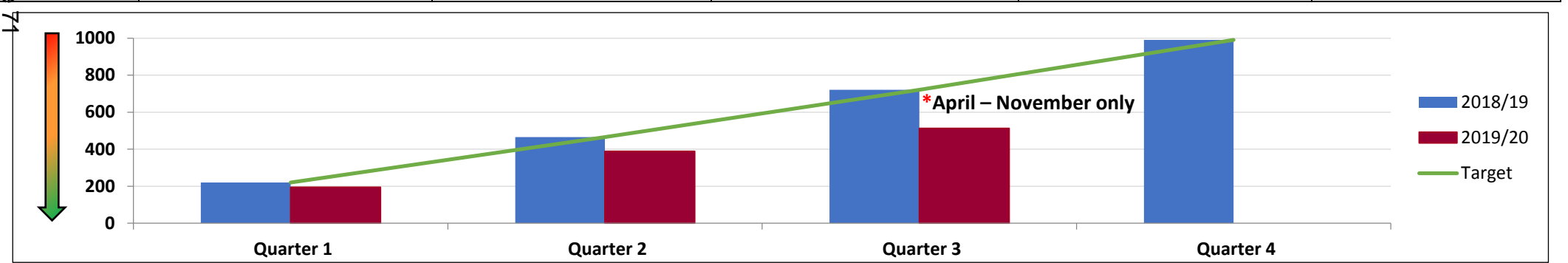
PUBLIC REALM

Quarter 3 2019/20

The weight of waste arising per household (kg)

Definition	How this indicator works
Waste is any substance or object which the holder discards or intends or is required to discard and that cannot be recycled or composted.	This indicator is a result of total waste collected through domestic waste collections, bulky waste and street cleansing minus recycling and garden waste collection tonnages. The residual waste in kilograms is divided by the number of households in the borough (77,136 households 2019/20 from July 2019).
What good looks like	Why this indicator is important
A reduction in the amount of waste collected per household.	It reflects the council's waste generation intensities which are accounted monthly. It derives from the material flow collected through our grey bin collection, Frizlands RRC residual waste, bulk waste and street cleansing collections services.
History with this indicator	Any issues to consider
2017/18 – 838kg 2016/17 – 842kg	Residual waste generally low in month of August due to summer holidays and high during Christmas/New Year and Easter breaks.

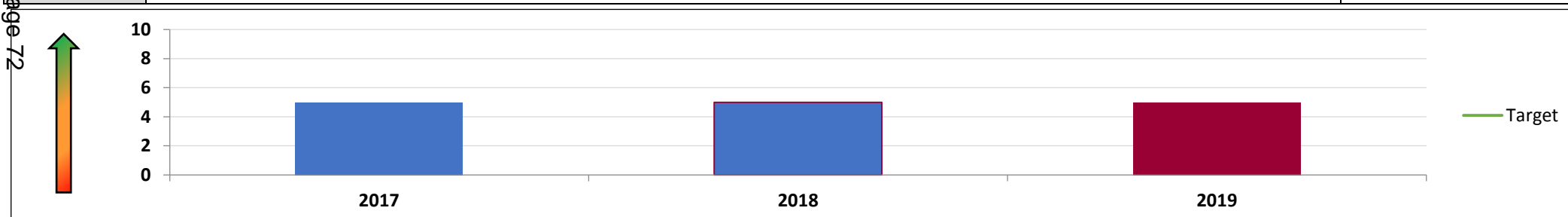
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	194kg	389kg	*513kg		↑
Target	220kg	465kg	721kg	991kg	
2018/19	220kg	465kg	721kg	991kg	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The weight of waste arising per household in quarter 3 was 124kg. October = 66kg, November = 58kg. *We are yet to receive December 2019 actual figures for this indicator from ELWA. Lower recycling tonnages tend to increase the weight of waste arising per household. We have also seen an increase in household numbers from 75734 in 2018/19 to 77,136 in 2019/20 without corresponding increase in recycling.	Work is being continued by the waste min team to police the number of large bins being offered. Increase communications campaigns by the Comms Team is underway by targeting those households that produce the most waste. Increasing numbers of flats being built in the borough makes reducing household waste and increasing recycling a challenge.
Benchmarking	London Residual was per household: Latest official figure (2017/18) is 536.6kg. LBBD's 2017/18 waste per household rate was 850.8kg. LBBD are ranked 2 nd highest for residual waste per household out of the 33 London boroughs (inc City of London).	

The number of parks and green spaces meeting Green Flag criteria

Definition		How this indicator works			
The number of successful Green Flag Award (GFA) applications for the borough's parks and open spaces.		Successful sites must show that they manage a quality green space with a clear idea of what they are trying to achieve, why, and who they seek to serve. Award applicants are independently judged against 27 different criteria.			
What good looks like		Why this indicator is important			
Achievement of the required standard and retention of the GFA.		Parks and green spaces are at the centre of discussions around urban place making, development and regeneration, and research has demonstrated conclusively that a number of economic, social and environmental benefits accrue from good quality parks.			
History with this indicator		Any issues to consider			
In 2018 five of the borough's parks were awarded Green Flags: Barking Park, Beam Parklands, Greatfields Park, Mayesbrook Park and St Chads Park.		As part of the GFA application process sites are required to provide a response to the judges' feedback from the previous year. This feedback often includes comments and recommendations for investment in park buildings, infrastructure and facilities. Therefore, participating in the GFA scheme requires both revenue and capital funding.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from 2018
2019	5				↔
Target	Target to be agreed				
2018	5				




RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	<p>Barking Park, Beam Parklands, Mayesbrook Park and St Chads Park retained the award from 2018 and will be mystery shopped in 2019. Whereas, Greatfields Park was subject to a full inspection in 2019 and was successful. Parks Commissioning prepares the site specific Management Plans, submits the applications, arranges the site visits and coordinates the response to the judge's feedback or the mystery shopper visits. However, the whole process is very much a partnership and success relies heavily on the support and commitment provide by P&E and especially the hard work of the grounds staff, as well as key stakeholder and partner involvement.</p>	<p>In 2019 we are provisionally aiming to prepare management plans for Eastbrookend Country Park, Tantony Green and Valence Park and hopefully submit GFA 2020/2021 applications by the deadline of 31 January 2020. The Friends of Eastbrookend CP are on board and North meets South Big Local have confirmed support for Tantony Green. Similarly, we are confident to secure local support for the Valence Park application.</p> <p>Hopefully next year we can achieve the standard at 8 sites. However, each application costs around £375 (depends on the size of the park). In the absence of a designated revenue budget we currently fund the GFA applications from the Parks Commissioning Marketing and Comms budget. So, the 3 extra sites could add around £1,300 to the annual cost, so we can't add these additional sites without a specific budget allocation.</p>
Benchmarking	Local Performance measure.	

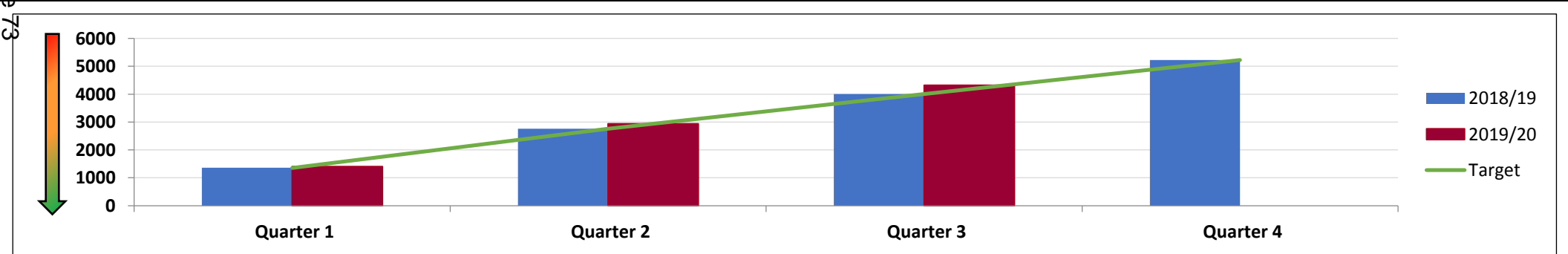
Enforcement and Community Safety – Key Performance Indicators 2019/20

ENFORCEMENT AND COMMUNITY SAFETY Quarter 3 2019/20

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

Definition	How this indicator works
Anti-social behaviour includes Abandoned Vehicles, Vehicle Nuisance, Rowdy/Inconsiderate Behaviour, Rowdy/Nuisance Neighbours, Malicious/Nuisance Communications, Street Drinking, Prostitution Related Behaviour, Noise, Begging.	As defined, it is a count of all calls reported to the police.
What good looks like	Why this indicator is important
Ideally, we would see a year on year reduction in ASB calls reported to the Police.	This indicator is one of the high-volume MOPAC priorities for Barking and Dagenham.
History with this indicator	Any issues to consider
2014/15: 5999 calls 2015/16: 5688 calls 2016/17: 6460 calls 2017/18: 5929 calls 2018/19: 5,227 calls	

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	1,402	2,939	4,320		
Target	1,357	2,757	4,007	5,226	
2018/19	1,358	2,758	4,006	5,227	



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	FYTD at December 2019 there were 4320 ASB incidents reported to the police. This is up by 312 incidents (+7.8%) on the 4008 reported at the same point in the previous year. ASB can now be reported more easily on the Met website which may account for some increase in reporting.	Tackling ASB is fully incorporated into police neighbourhood teams and the new council funded crime and enforcement taskforce. A new intelligence post has recently started and the joint council/police tasking process has been reviewed so that we understand issues better and can be more proactive in dealing with them. Work is being further enhanced by recent training packages for all police officers on ASB and a specific full day of training for Neighbourhood officers.
Benchmarking	There has been an 11.2% increase in ASB calls to police across London for the same period. Rate per 1,000 population (GLA 2019) when using 12-month figures: B&D: 5539 ASB incidents = 26.9 per 1000 population, London: 29.7. B&D RANK 18 of 32 (1 = highest ASB rate in London and therefore the worst)	

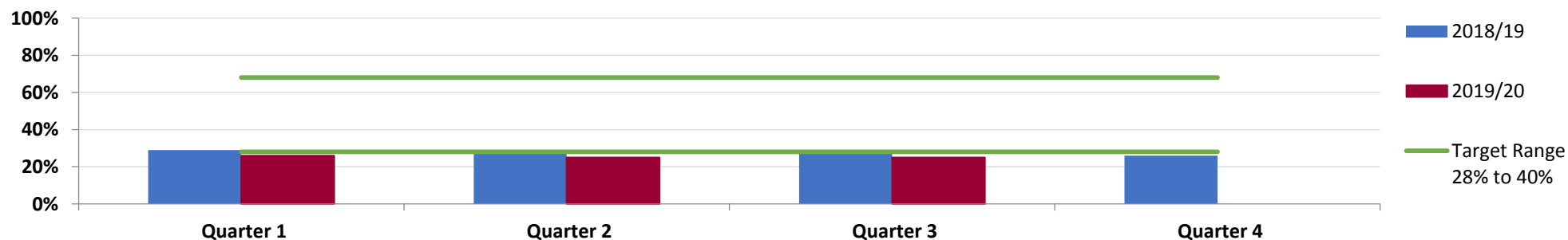
ENFORCEMENT AND COMMUNITY SAFETY

Quarter 3 2019/20

Repeat incidents of domestic violence (MARAC)

Definition		How this indicator works			
The number of repeat cases of domestic abuse that are being referred to the MARAC from partners.		Numerator: Number of repeat cases of domestic abuse within the last 12 months referred to the MARAC			
		Denominator: Number of cases discussed at the MARAC			
What good looks like		Why this indicator is important			
The target recommended by SafeLives is to achieve a repeat referral rate of between 28% to 40%. A lower than expected rate usually indicates that not all repeat victims are being identified and referred to MARAC.		This indicator helps to monitor partner agencies ability to flag repeat high risk cases of domestic abuse and refer them to the MARAC for support.			
History with this indicator		Any issues to consider			
2014/15 end of year result: 20% 2016/17 end of year result: 28%		2015/16 end of year result: 25% 2017/18 end of year result: 16%		Repeat referral rate is a single indicator and is not fully representative of MARAC performance. MARAC processes vary across areas and therefore benchmarking should be considered with caution for this indicator.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	26%	25%	25%		↓
Target	28% to 40%	28% to 40%	28% to 40%	28% to 40%	
2018/19	29%	28%	29%	26%	

Page 74




RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Performance remains steady at 25% from 2018/19 quarter 4. However, this is just outside the SAFELIVES recommended target level of between 28% and 40%.	MARAC Chair has raised this internally within Police, and this has been discussed at the VAWG sub group to CSP. This is being monitored and will be on the agenda at the next VAWG sub group meeting.
Benchmarking	Benchmarking data is currently available for Jan 2018 to December 2018: Metropolitan Police Force average: 22%, National: 28%, Most Similar Force: 29%	

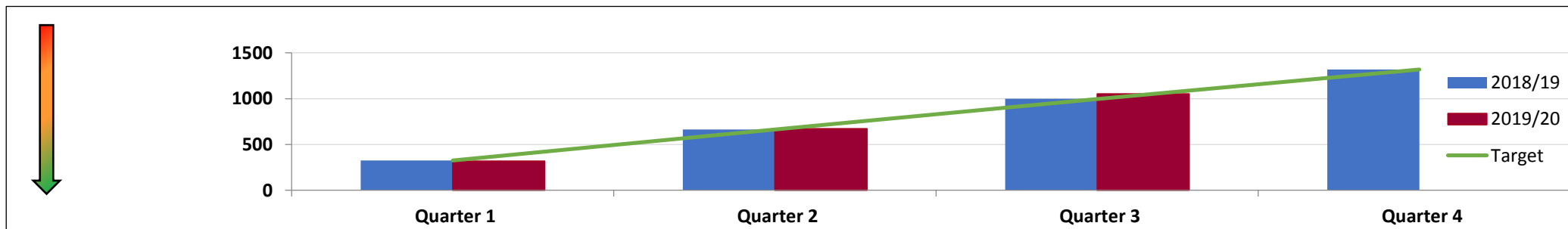
ENFORCEMENT AND COMMUNITY SAFETY

Quarter 3 2019/20

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

Definition		How this indicator works			
The number of violence with injury offences reported to and recorded by the police which were non-domestic.		This indicator is the accumulative count of all non-domestic violence with injury offences reported to the police within the financial year period specified.			
What good looks like		Why this indicator is important			
We are looking for a decrease in this figure and would normally compare with the same period in the previous year, as crime is (broadly) seasonal.		This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham.			
History with this indicator		Any issues to consider			
2013/14: 987 2014/15: 1,147 2015/16: 1,325 2016/17: 1,360 2017/18: 1,346 2018/19: 1,319		In April 2014 changes were made to the way in which violence was recorded and classified. HMIC inspections of police data in 2013-14 also raised concerns about a notable proportion of crime reports not being recorded, particularly during domestic abuse inspections. Implementation of the new recording and classification guidance and training to improve crime recording mechanisms around violence and domestic abuse have led to a rapid upward trajectory in Violence with Injury.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	317	670	1051		
Target	324	662	997	1318	
2018/19	325	663	998	1319	

Page 7 of 25



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	FYTD at December 2020 there have been 1051 Non-Domestic Abuse Violence With Injury Offences reported to the police. This is up 53 offences (+5.3%) compared to the same point in the previous year.	Actions in this area are captured in a new a new knife crime/SYV plan, which has a range of interventions including enforcement in key hotspot locations, targeting of perpetrators/gang nominals, taking weapons off the street, engagement with the community, rollout of the long term trauma informed model and early interventions and diversionary support for people at risk.
Benchmarking	There has been an 1.1% decrease in Non-DA VWI reported to the police across London for the same period. Rate per 1,000 population when using 12-month figures: B&D: 1371 offences = 6.6 rate per 1,000 population, London: 5.8. B&D RANK 11 of 32 (1 = highest crime rate in London and therefore the worst)	

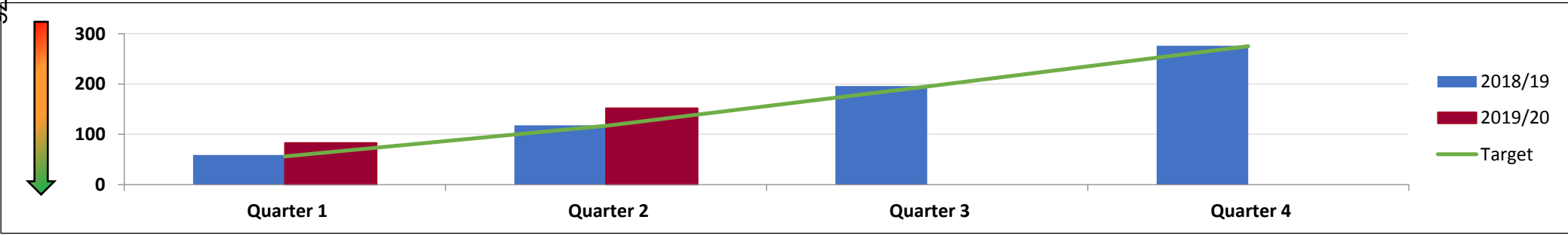
ENFORCEMENT AND COMMUNITY SAFETY

Quarter 3 2019/20

The number of serious youth violence offences recorded

Definition		How this indicator works			
Serious Youth Violence is defined by the MPS as 'Any offence of most serious violence or weapon enabled crime, where the victim is aged 1-19.'		Serious Youth Violence is a count of victims of Most Serious Violence aged 1-19.			
What good looks like		Why this indicator is important			
We are looking for a decrease in this figure, and would normally compare with the same period in the previous year, as crime is (broadly) seasonal.		This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, Chief Executive, CSP Chair, Borough Commander and the Mayor's Office of Policing and Crime (MOPAC) for the 2017/18 period.			
History with this indicator		Any issues to consider			
2018/19: 275 2017/18: 258 2016/17: 224 2015/16: 245		Serious Youth Violence Counts the number of victims aged 0-19 years old, not the number of offences.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	83	152	Awaiting data		↓
Target	56	116	195	274	
2018/19	59	118	196	276	

Page 76




RAG Rating	Performance Overview	Actions to sustain or improve performance
R	FYTD at September 2019 there has been 152 victims aged 1 to 19 of Serious Youth Violence. This is up 35 victims (+29.9%) on the 117 in victims in the same period last year.	Actions in this area are captured in a new a new knife crime/SYV plan, which has a range of interventions including enforcement in key hotspot locations, targeting of perpetrators/gang nominals, taking weapons off the street, engagement with the community, rollout of the long term trauma informed model and early interventions and diversionary support for people at risk.
Benchmarking	There has been an 7.3% increase in SYV victims across London for the same period. In terms of volume over the last 12 months there has been 310 victims of SYV in Barking and Dagenham. This places Barking and Dagenham as 2 of 32 in rank order across London (1 = highest in London and therefore the worst)	

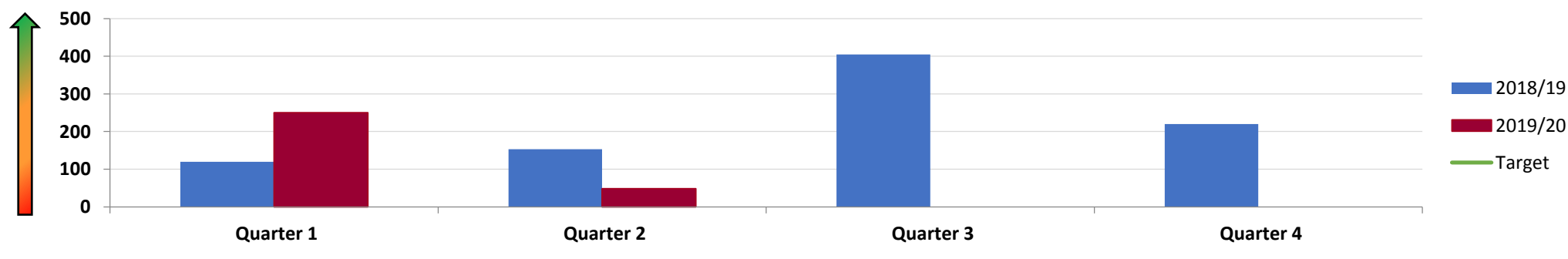
ENFORCEMENT AND COMMUNITY SAFETY

Quarter 3 2019/20

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

Definition	How this indicator works				
The number of non-compliant properties brought to compliant standard.	This indicates the number of properties that do not meet the standard and through informal and formal action have now had the issues addressed.				
What good looks like	Why this indicator is important				
A reduction in the number of non-compliant properties increases the number of good quality private rented properties in the borough.	There are approximately 15,000 privately rented properties in the borough and as a licensing service we need to ensure that all those properties are compliant and have a licence.				
History with this indicator	Any issues to consider				
The discretionary licensing scheme commenced on 1 September 2014 and ended on 31 August 2019. We carried out compliance visits on 99.1% of the properties.	The discretionary licensing scheme ended on 31 August 2019. The Quarter 2 figures are until end of August 2019. The amount of non-compliant properties at the end of the scheme was at 1.26%.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	250	48	Scheme ended		
2018/19	120	153	405	220	

Page 77



RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The current number of non-complaint properties is being managed by enforcement officers who have been tasked to action those cases that require enforcement action. This is being monitored on a monthly basis with enforcement as a key priority.	The discretionary licensing scheme ended on 31 August 2019. The amount of non-compliant properties at the end of the scheme was at 1.26%. As the new scheme has gone live on 1 September 2019, we will ensure these properties are investigated by Enforcement officers and the relevant enforcement action taken.
Benchmarking	Barking and Dagenham remain the only Borough within London to inspect all properties prior to issuing a licence. In terms of enforcement, we are engaging with landlords in the first instance encouraging them to raise property standards. Enforcement intervention is used where there has been a disregard to the licensing regime or legal requirements.	

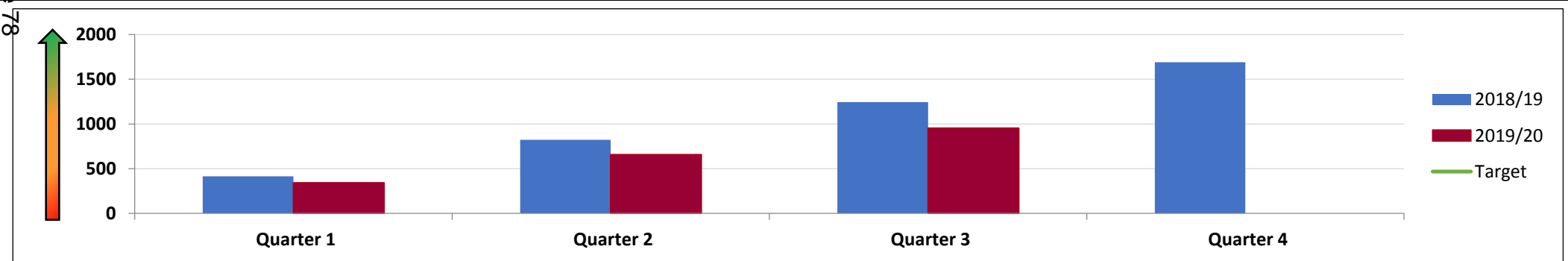
ENFORCEMENT AND COMMUNITY SAFETY

Quarter 3 2019/20

The number of fixed penalty notices issued

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

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	344	314	294		↓
2019/20 YTD	344	659	953		
2018/19	415	409	420	446	
2018/19 YTD	415	824	1,244	1,690	



RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The service has issued 953 FPNs during the first three Quarters of 2019/2020. This is a 23% reduction on the numbers issued in the same three quarters last year.	There are a reduced number of street enforcement officers which has had an impact on overall FPN issuance, the team is going through a restructure which means we cannot recruit permanently until this is resolved but requests for agency staff is ongoing. The team have also been focusing on other enviro crime and Anti-Social priorities such as Barking Town Centre PSPO whilst this has had a significant impact in terms of perceptions of safety in and around the Town Centre this programme does not result in high volumes of FPN issuance.
Benchmarking	Benchmarking data not available.	

ENFORCEMENT AND COMMUNITY SAFETY

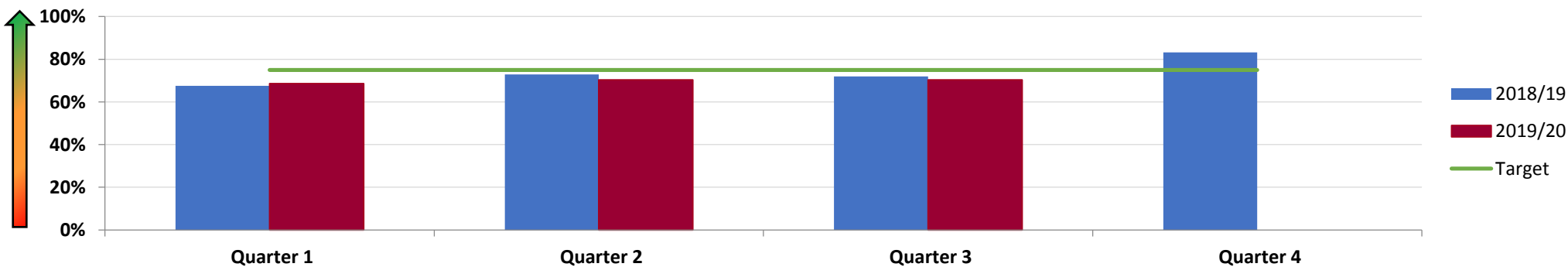
Quarter 3 2019/20

The percentage of fixed penalty notices paid / collected

Definition	How this indicator works
The percentage of fixed penalty notices issued that have been paid / collected.	This indicator monitors the collection rate of those fixed penalty notices that have been issued.
What good looks like	Why this indicator is important
The aim is to increase the rate of FPNs collected / paid.	Ensures that the enforcement action taken by officers is complied with and enhances the reputation of the council in taking enforcement action.
History with this indicator	Any issues to consider
2017/18 – 67.7% FPNs paid/collected 2016/17 – 58.8% FPNs paid / collected	No significant issues figure is only slightly under the target rate

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	68.6%	72%	70.35%		↓
2019/20 YTD	68.6%	70.3%	70.31%		
Target	75%	75%	75%	75%	
2018/19	67.5%	78.4%	69.86%	75.78%	
2018/19 YTD	67.5%	72.9%	71.92%	83.2%	

Page 79



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Quarter 3 is showing a payment rate of 70.35% against the FPNs issued during that period.	Ensure that there is a good work balance of issuing of FPN's and chasing of payments to ensure a high percentage of fixed penalty notices paid.
Benchmarking	Benchmarking data not available.	

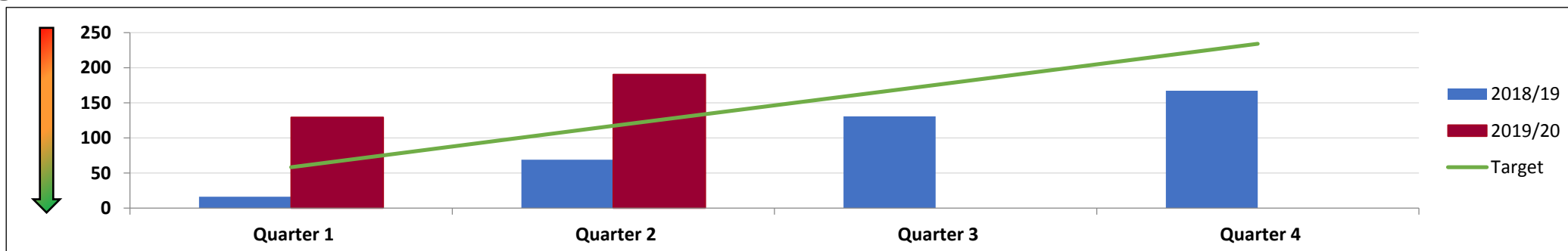
Social Care and Health Integration – Key Performance Indicators 2019/20

SOCIAL CARE AND HEALTH INTEGRATION Quarter 3 2019/20

The total Delayed Transfer of Care Days attributable to social care (per 100,000 population)

Definition	How this indicator works
Total number of days that patients remain in hospitals because of social care service delays when they are otherwise medically fit for discharge.	This indicator measures the total number of social care delayed days recorded in a month per 100k population, converted to a quarterly total. The indicator is reported 1 month in arrears.
What good looks like	Why this indicator is important
Good performance is below the target.	The indicator is important to measure as delayed transfers of care have an impact on the hospital system and the patient. In principle, hospitals can fine the Council for delays that it causes, and there is a risk to central Government funding if performance is very poor.
History with this indicator	Any issues to consider
2018/19: 274 days, 167.1 per 100,000 2017/18: 240 days, 164.9 per 100,000 2016/17: 550 days, 388.4 per 100,000	The local indicator for the target, reported below, has been revised to reflect local ambitions, reducing expectations from 117 to 87 days per quarter. NHS England's stretch target for the council remains in place for monitoring performance against the BCF Plan metric (approx. 27 days per quarter).

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	129.2	190.4	n/a		↓
Target	58.5	117.1	175.6	234.2	
2018/19	16.2	69.0	130.6	167.1	



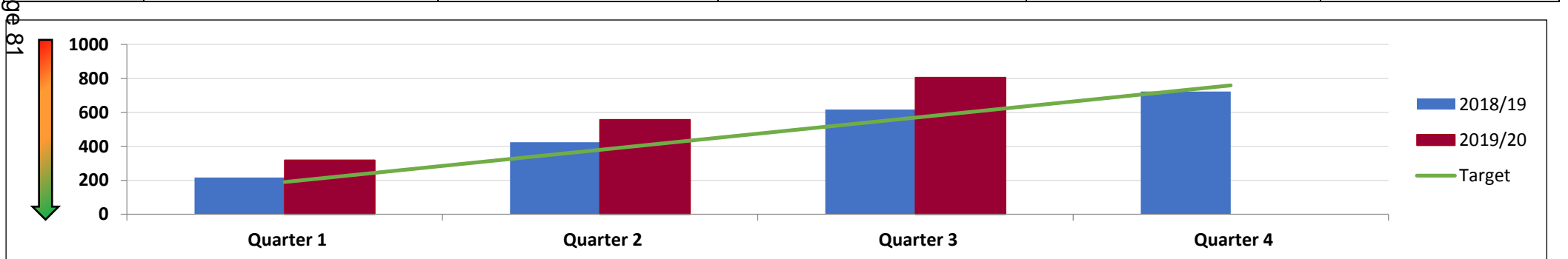
RAG Rating	Performance Overview	Actions to sustain or improve performance
R	In the year to 30 September (most recently available quarterly data) 283 delayed days were attributable to social care; this is equivalent to a rate of 190.4. Comparison with the same period in 2018-19 shows a significant increase in delayed days (121 per 100k). External trusts, outside of the local system, reported 77% of delayed days were attributed to social care. Monthly data showed a substantial reduction in social care delays in September, which fell to 3 days against a monthly target of 29 days. This improvement has been sustained in subsequent months.	A programme of work to improve early discharge and reduce delays has been agreed through the A&E Delivery Board, with a focus on discharges across the pathway from acute to local councils.
Benchmarking	Q2 2019/20: Redbridge – 58.8 per 100,000, Havering – 125.3 per 100,000, England – 559.8 per 100,000	

SOCIAL CARE AND HEALTH INTEGRATION

Quarter 3 2019/20

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

Definition	How this indicator works				
The number of permanent admissions to residential and nursing care homes, per 100,000 population (Aged 65+).	This indicator looks at the number of admissions into residential and nursing placements throughout the financial year, using a population figure for older people. A lower score is better as it indicates that people are being supported at home or in their community instead.				
What good looks like	Why this indicator is important				
Good performance is below the target of 150 admissions, 759.3 per 100,000 older people.	The number of long-term needs met by an admission to a care homes is a good measure of the effectiveness of care and support in delaying dependency on care and support services.				
History with this indicator	Any issues to consider				
2018/19 -143 admissions, 723.9 per 100,000 2017/18 –139 admissions, 702.3 per 100,000 2016/17 - 145 admissions, 737.2 per 100,000	The data for all quarters is updated, every quarter. Therefore, in year data is provisional and the indicator can only be considered final when the Short and Long-Term Data Collection is published in the following year.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	318.9	556.8	804.9		↓
Target	189.8	379.7	569.5	759.3	
2018/19	217.2	424.3	616.3	722.4	



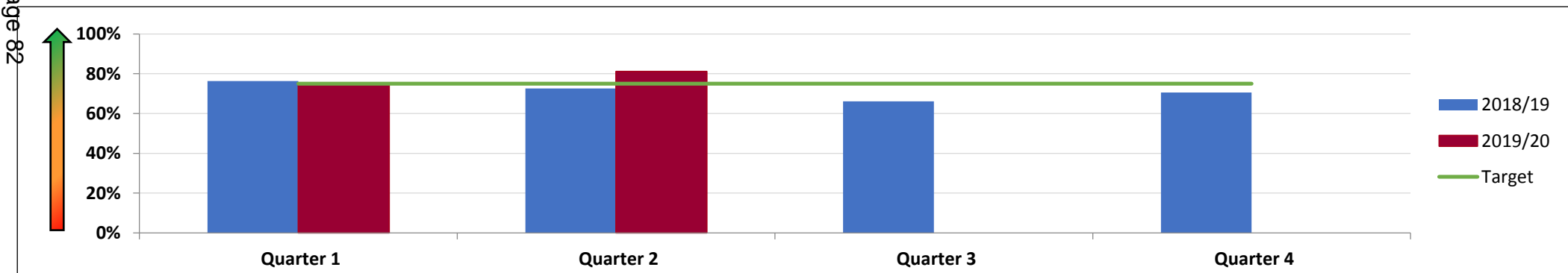
RAG Rating	Performance Overview	Actions to sustain or improve performance
R	During the year to 31 December (Q1,2 &3) 159 older people were admitted to residential or nursing care homes, equivalent to 804.9 per 100k. Over the same period there were 175 discharges from care homes; this gives a net of 16 more discharges than admissions. Performance is above the target; however this indicator remains provisional until the Short and Long-Term Data collection is finalised in Q2 2020. The reporting for this indicator and benchmarks for 2018/19 have been revised to reflect final data reported by NHS Digital and is not comparable with data reported in older versions of this report.	Adults Care and Support continues to maintain significant management focus on reducing admissions and ensuring that people can access appropriate community-based care that meets their needs.
Benchmarking	2018-10: ASCOF England average – 580.0 per 100,000; London average – 430.0 per 100,000.	

SOCIAL CARE AND HEALTH INTEGRATION

Quarter 3 2019/20

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

Definition		How this indicator works			
Proportion of children who received a 12-month review by 15 months.		This indicator is a measure of how many children receive their 12-month review by the time they reach the age of 15 months.			
What good looks like		Why this indicator is important			
For the percentage to be as high as possible.		Every child is entitled to the best possible start in life and health visitors play an essential role in achieving this. By working with families during the early years of a child’s life, health visitors have an impact on the health and wellbeing of children and their families.			
History with this indicator		Any issues to consider			
2018/19: 70.6% 2017/18: 67.5%		The reporting for this indicator was revised in 2018/19 and hence these figures may not be comparable with figures reported in older versions of this report.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	75.1%	81.1%	n/a		↑
Target	75%	75%	75%	75%	
2018/19	76.3%	72.6%	66.1%	70.5%	



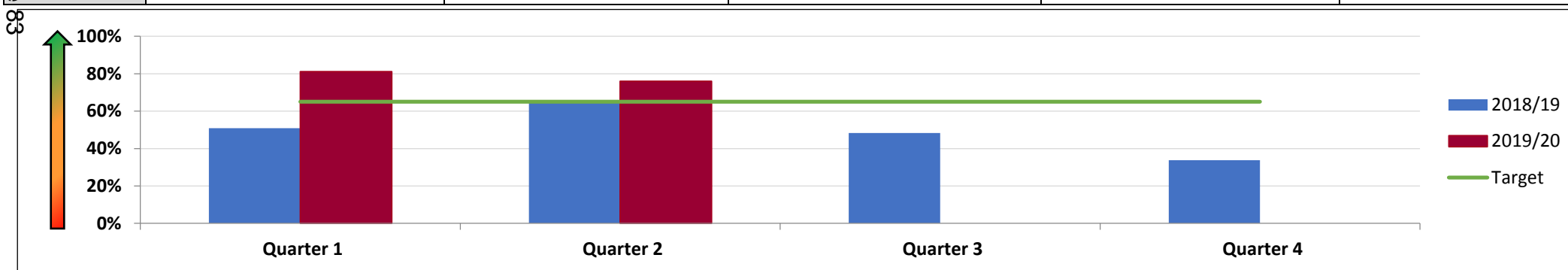
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>In quarter 2, 81.1% of children received a 12-month review by the age of 15 months (740 of 913 children who turned 15 months in the quarter) taking performance above target.</p> <p>Data is not yet available for December 2019, however cumulative performance the first 2 months of the quarter is above target with 77% of children receiving a 12-month review by 15 months.</p>	<p>Commissioners continue to hold monthly performance monitoring meetings with NELFT supported by Intelligence and Analysis Officers and representatives from Public Health. The meetings aim to better understand performance and to explore methods of improving coverage of reviews to ensure the needs of local children are identified and supported in a timely way.</p>
Benchmarking	Q4 2018/19: England – 84.4%, London – 75.6%, Barking and Dagenham – 70.6%	

SOCIAL CARE AND HEALTH INTEGRATION

Quarter 3 2019/20

The percentage of healthy lifestyles programmes completed

Definition		How this indicator works			
The percentage of children and adults starting healthy lifestyle programmes that complete the programme.		The number of people starting the HENRY, Exercise on Referral (EOR), Adult Weight Management (AWM) and Child Weight Management (CWM) programmes who complete the programme.			
What good looks like		Why this indicator is important			
For the percentage of completions to be as high as possible.		The programmes allow the borough's GPs and health professionals to refer individuals who they feel would benefit from physical activity and nutrition advice to help them improve their health and weight conditions.			
History with this indicator		Any issues to consider			
2018/19: 49.8% 2017/18: 61.9% 2016/17: 48.8%		Data operates on a 3-month time lag as completion data is not available until participants finish the programme. For CWM/HENRY, figures only include the target child and not other family members who attend. Activities outside the four programmes (e.g. workshops) are not included.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	81.1%	76%	n/a		↑
Target	65%	65%	65%	65%	
2018/19	65.3%	50.0%	48.3%	33.8%	



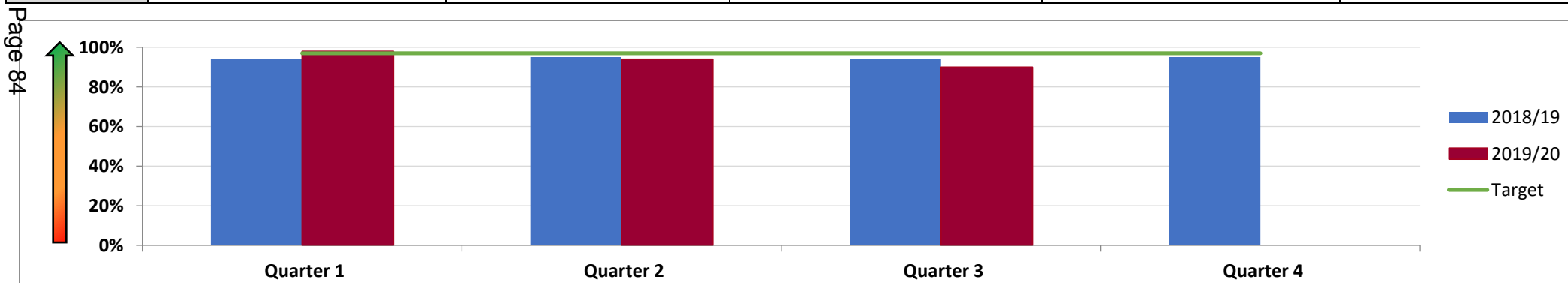
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	In Q2 1,083 people begun a healthy lifestyle programme, of these 825 completed them (76%). The largest contributor to this was CWM where 624/639 completed programmes (98%). Of 58 adults starting AWM programmes, 41 completed them (71%), this does not include the rolling AWM programmes. 337 people started EOR with 145 completing the 12 weeks (43%), however people reaching 6 weeks was 235 (70%).	The Healthy Lifestyles Team will be commissioning 10 new schools as part of the A-Life offer. There are currently 4 schools booked in for Q3/4. 4 new schools have booked LEAN Beans for Q3/4. The AWM programme has expanded to a number of new venues including Sue Bramley Children's Centre and Becontree Children's Centre. As part of EOR a new community physical activity offer is being introduced following feedback that the membership at the leisure centres is not affordable. New sessions to start from January 2020 will include Fitness Walks and Circuits.
Benchmarking	This is a local indicator.	

SOCIAL CARE AND HEALTH INTEGRATION

Quarter 3 2019/20

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

Definition		How this indicator works			
The percentage of children who are currently subject to a child protection (CP) plan for at least 4 weeks who have been visited in the last 4 weeks.		The indicator counts all those in the denominator and of those, how many have been visited and seen within the last 4 weeks. The figure is reported as a percentage.			
What good looks like		Why this indicator is important			
Higher is better.		Child protection visits are vital to monitor the welfare and safeguarding risks of children on a child protection plan.			
History with this indicator		Any issues to consider			
2016/17 – 86% 2017/18 – 91% 2018/19 – 94%		This indicator is affected by numbers of child protection cases increasing and the impact of unannounced child protection visits by social workers resulting in visits not taking place and potentially becoming out of timescale.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	98%	94%	90%		↓
Target	97%	97%	97%	97%	
2018/19	94%	95%	94%	95%	




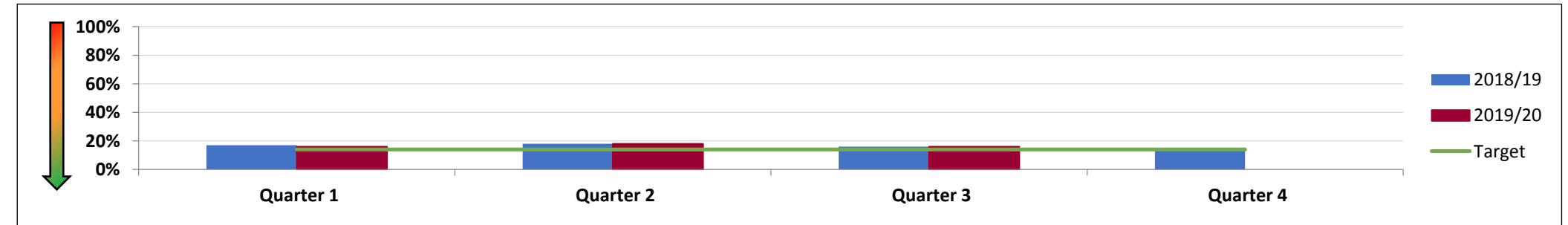
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	As at the end of Q3 2019/20, performance has decreased to 90% (265/294) compared to 94% (263/279) at the end of Q2 19/20. 2 weekly CP visits is now the agreed standard and performance is at 86% - below the target set at 90% plus (RAG rated Amber).	Outstanding CP visits are being monitored via team dashboards and monthly Children's care and support meetings.
Benchmarking	This is a local indicator and is not published by the DfE. No benchmarking data is available.	

SOCIAL CARE AND HEALTH INTEGRATION

Quarter 3 2019/20

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

Definition		How this indicator works			
The total number of children who have become subject to a child protection plan in the year, and of those how many have previously been subject to a child protection plan.		The indicator measures the number who had previously been the subject of a child protection plan, or on the child protection register, regardless of how long ago that was, against the number of children who have become the subject to a child protection plan at any time during the year, expressed as a percentage. The figure presented is a year to date figure.			
What good looks like		Why this indicator is important			
A low percentage, but not necessarily zero percent: some subsequent plans will be essential to respond to adverse changes in circumstances		Subsequent Child Protection plans could suggest that the decision to initially remove the child from the plan was premature and that they are not actually safer. It may be reasonable to question whether children were being taken off plans before necessary safeguards have been put in place, so therefore a low percentage is desirable.			
History with this indicator		Any issues to consider			
2018/19 – 15% 2017/18 – 13% 2016/17 – 17%		None at present			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	16%	18%	16%		
Target	14%	14%	14%	14%	
2018/19	17%	18%	16%	15%	



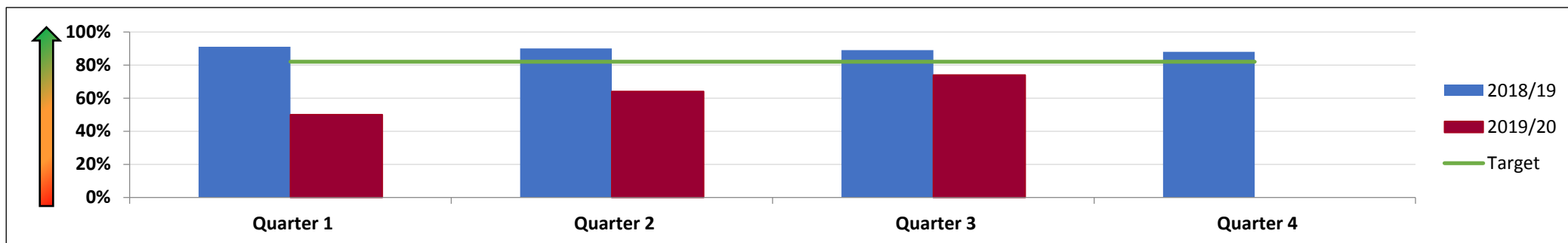
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	As at Q3 19/20, 16% (40/252) children have become subject of a CPP for a second or subsequent time, lower than the Q2 19/20 figure of 16% (28/145). Performance is slightly above target and the London average but lower than the national average.	The CP Chairs currently undertake a six week and three month 'paper' review of cases with a ceased CP Plan to ensure that the family remains open to services. Audits are undertaken to identify themes as to why children become subject to a CP Plan for a subsequent time.
Benchmarking	London average 15%, National average 19%, Statistical neighbours 17%	

SOCIAL CARE AND HEALTH INTEGRATION

Quarter 3 2019/20

The percentage of assessments completed within 45 working days

Definition		How this indicator works			
The total number of Assessments completed and authorised during the year and of those, the number that had been completed and authorised within 45 working days of their commencement.		This indicator counts all single assessments that have been authorised in the year to date as of the end of each quarter.			
What good looks like		Why this indicator is important			
Higher the better.		The timeliness of an assessment is a critical element of the quality of that assessment and the outcomes for the child. Working Together to Safeguard Children sets out an expectation that the Single Assessment will be completed within a maximum of 45 working days of receipt of the referral.			
History with this indicator		Any issues to consider			
2018/19 – 88% 2017/18 – 85% 2016/17 – 78% 2015/16 – 76%		Although most Single assessments are initiated at the end of referral process, this indicator includes review single assessments on open cases.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	50%	64%	74%		↓
Target	82%	82%	82%	82%	
2018/19	91%	90%	89%	88%	



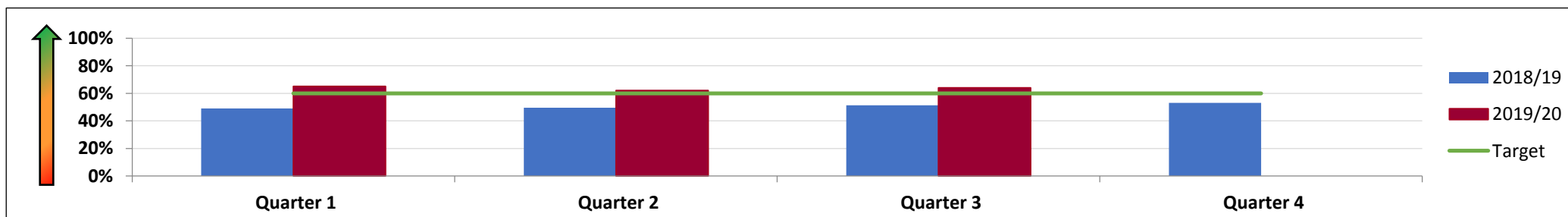
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Performance has increased over the last quarter from 64% to 74%. Although Q3 performance of 74% remains below the end of year 18/19 position of 88% and local target of 82%, performance is heading in the right direction and we are likely to reach our target by end of year. Assessment timeliness has improved each month since June, with Q3 averaging 90%.	Good progress has been made to stabilise the assessment service and recruit permanently to management posts. This has addressed staffing issues and will impact on both quality of assessments and improve the timeliness of assessments throughout the rest of this year. The Assessment Head of Service is working closely with Head of Service in MASH to ensure consistency in the application of thresholds and weekly S47 meetings take place to review thresholds and build on the interface between both teams.
Benchmarking	London average 82%, national average 83%, statistical neighbours 85%	

SOCIAL CARE AND HEALTH INTEGRATION

Quarter 3 2019/20

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

Definition	How this indicator works				
The number of children who were looked after for a total of 13 weeks after their 14th birthday, including at least some time after their 16th birthday and whose 17th, 18th, 19th, 20th or 21st birthday falls within the collection period and of those, the number who were engaged in education, training or employment on their 17th, 18th, 19th, 20th or 21st birthday.	This indicator counts all those in the definition and of those how many are in EET either between 3 months before or 1 month after their birthday. This is reported as a percentage.				
What good looks like	Why this indicator is important				
Higher the better.	This provides an overview of how well the borough is performing in terms of care leavers accessing EET and improving their life chances. This is an Ofsted area of inspection as part of our duty to improve outcomes for care leavers and is a key CYPP and Council priority area.				
History with this indicator	Any issues to consider				
2018/19 – 53% 2017/18 – 59% 2016/17 – 58% 2015/16 – 50%	Care leavers who are not engaging with the Council i.e. we have no contact with those care leavers so their EET status is unknown; or in prison or pregnant/parenting are counted as NEET.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	65%	62%	64%		↑
Target	60%	60%	60%	60%	
2018/19	49%	50%	51%	53%	




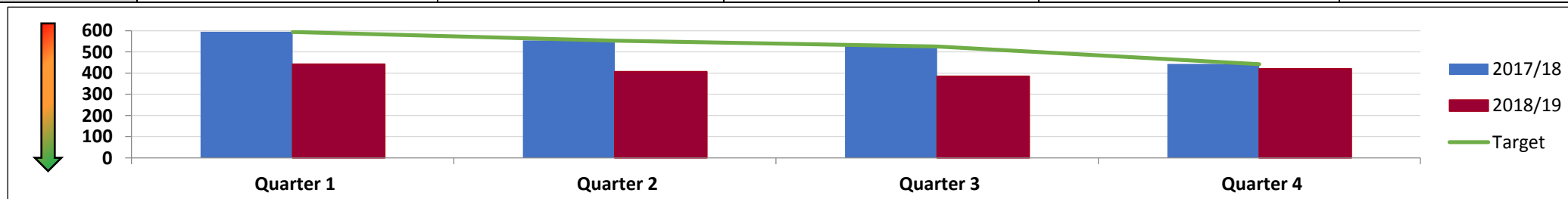
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Q3 performance has increased to 64% (122/192) compared to Q2 performance of 62% (73/117). Performance remains above target and all comparators. Of the 70 young people not in EET as of the end of Q3, 8 are in Prison, 16 we are not in contact with and 46 are open to the L2L service and are NEET. For those young people we are in contact with, performance is 70%.	<ul style="list-style-type: none"> • Launch and publication of enhanced care leavers offer. The offer includes dispensation from Council tax and specific championing work for UASC. • Multi-agency EET panel in place to secure improvements in EET. • Progress has been made with regards to the development of internships and apprenticeships within the council for care leavers.
Benchmarking	London average 52%, National average 51%, Statistical neighbours 53%	

SOCIAL CARE AND HEALTH INTEGRATION

Quarter 3 2019/20

The number and rate per 10,000 First Time Entrants

Definition		How this indicator works				
First Time Entrants (FTEs) to the criminal justice system are classified as offenders, (aged 10 – 17) who received their first reprimand, warning, caution or conviction, based on data recorded on the Police National Computer.		The measure excludes any offenders who at the time of their first conviction or caution, according to their PNC record, were resident outside of England or Wales. Penalty notices for disorder, other types of penalty notices, cannabis warnings and other sanctions given by the police are not counted.				
What good looks like		Why this indicator is important				
Senior managers have locally agreed that the target is to achieve a First Time Entrant rate of 390 per 10,000 population (aged 10-17 years)		The life chances of young people who have a criminal conviction may be adversely affected in many ways in both the short term and long term. Reducing First Time Entrants is a priority for all London boroughs to address as set by the Mayor's Office for Policing and Crime.				
History with this indicator		Any issues to consider				
2017/18: 433 per 100,000 10-17-year olds (n= 102) 2016/17: 620 per 100,000 10-17-year olds (n=140) 2015/16: 613 per 100,000 10-17-year olds (n=135)		The latest data covers the period April 2018 to March 2019 and was released on 06/09/2019. PLEASE NOTE: An update to FTE statistics from the previous YDS is not included here, as the MoJ did not include this data in the latest publication of the Criminal Justice Stats (year ending June 2019) whilst PNC updates are carried out. It's expected that FTE data will resume from the next quarter (to year ending September 2019). The previous quarter's results are shown on this one page summary.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19	
2018/19 (n)	104	96	91	104		
2018/19 rate	442	407	385	421		
Target	390	390	390	390		
2017/18 (n)	134	125	119	102		
2017/18 rate	595	554	527	443		



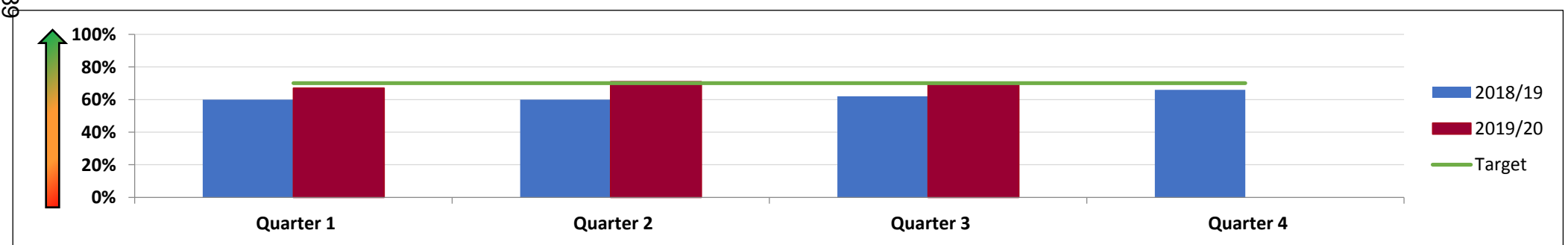
RAG Rating	Performance Overview	Actions to sustain or improve performance
R	The rate has increased in the last quarter and is now 421 per 100,000 10 - 17-year olds from 385 in the previous quarter's results. In real terms this is a difference of +13 First Time Entrants (104 up from 91). RAG rated RED due to the increase. B&D rate is still above regional and national average rates (260 and 222 respectively).	The YOS offers a tailored programme of interventions for the out of court disposal cohort and adjusts the groups and one to one session according to trends within the offences. There has been an increase in the number of young people entering the criminal justice system for drug offences and groupwork is being targeted to this group. 'At Risk' matrix in schools continues to be delivered and has seen positive outcomes. This is currently being formally evaluated and will soon see an increase in support workers to ensure that primary school age children will also be able to access this service, which will ensure that we are working with children in a diversionary way to continue to reduce the numbers of young people entering the criminal justice system.
Benchmarking	Regional rate is 260 and national is 222. Barking and Dagenham currently has the highest rate of FTE's in London.	

SOCIAL CARE AND HEALTH INTEGRATION

Quarter 3 2019/20

Long term stability of placements for children in care

Definition	How this indicator works				
The number of children aged under 16 in care who have been looked after continuously for at least two and a half years and in the same placement for the last two years	This is a rolling indicator, which look at those children who have been in care for two and a half years at the end of each quarter.				
What good looks like	Why this indicator is important				
Higher the better	Frequent moves between care placements have a negative impact on the ability of children to succeed both in education and in other areas of their lives. Therefore, placement stability is central to supporting the needs of children in care.				
History with this indicator	Any issues to consider				
2018/19 – 66% 2017/18 – 59% 2016/17 – 60% 2015/16 – 60%	An adoptive placement move is not counted in this KPI as a move although other positive moves i.e. from residential to a family setting are. In 2018-19, 8% of placement moves impacting on this indicator were for positive reasons, although the impact on performance was an end of year figure of 66%.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	67%	71%	70%		↑
Target	70%	70%	70%	70%	
2018/19	60%	60%	62%	66%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Q3 performance has decreased slightly from 71% (89/126) to 70% (90/128), although we remain above target and comparators.	<ul style="list-style-type: none"> Targeted marketing to recruit carers for remand fostering, teenage fostering and children with SEND will be developed. Consideration will need to be given to a review of the fostering fee and support packages to support these placements.
Benchmarking	London average 68%, National average 70%, Statistical neighbours 68%	

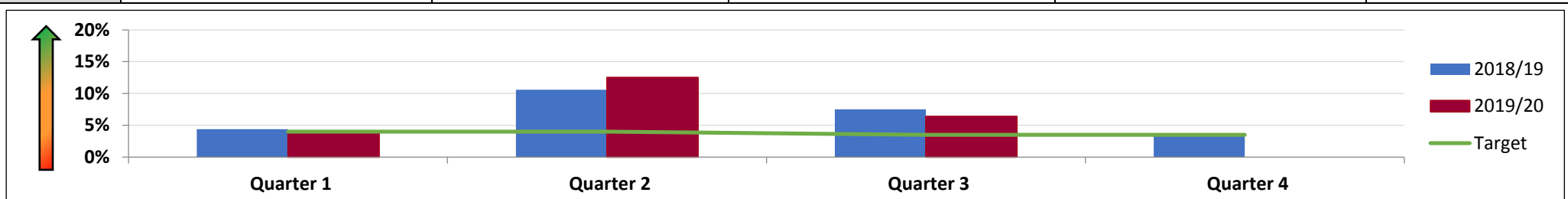
Educational Attainment and School Improvement – Key Performance Indicators 2019/20

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT Quarter 3 2019/20

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

Definition	How this indicator works
The percentage of resident young people academic age 16 – 17 who are NEET or Unknown according to Department for Education (DfE) National Client Caseload Information System (NCCIS) guidelines.	Data is taken from monthly monitoring information figures published by our regional partners and submitted to DfE in accordance with the NCCIS requirement.
What good looks like	Why this indicator is important
The lower the number of young people in education, employment, or training (not NEET) or not known, the better.	The time spent not in employment, education, or training leads to an increased likelihood of unemployment, low wages, or low-quality work later in life. Those in Unknown destinations may be NEET and in need of support.
History with this indicator	Any issues to consider
The annual measure was previously an average taken between November and January (Q3/4). It is now the average between December and February.	Although NEET and Unknown figures are taken monthly, figures for November (Q3) are not counted by DfE for statistical purposes and are not indicative of final outcomes. This is due to all young people’s destinations being updated to ‘Unknown’ on 1 September until re-established in destinations by all East London boroughs. The first reliable month is December


	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	3.8%	12.5%	6.4%		↑
Target	4.0%	n/a	3.5%	3.5%	
2018/19	4.4%	10.6%	7.5%	3.5% (Dec-Feb average)	

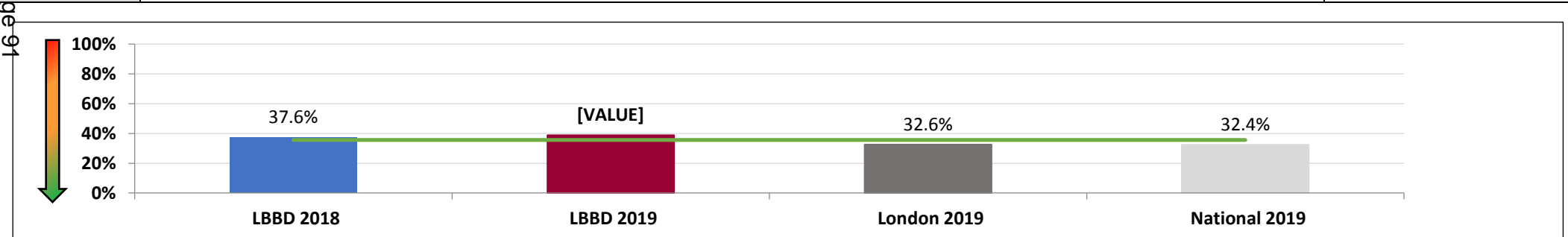


RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>Performance is rated ‘Green’ for the months to August 2019 which were better than national and London benchmarks.</p> <p>*The current Q3 NEETs+ Not Knowns figure (provisional) is 6.4% (comprising 2.5% NEET and 3.9% Not Knowns) – please also see the ‘Any issues to consider’ section about this. National and London data is unavailable but other available local data e.g. on the ‘Activity Survey’ process indicates that our LA tracking performance for borough educated Year 12 is better than this time last year (96.7% vs 96.2% tracked).</p>	<ul style="list-style-type: none"> • The LA engaged with providers of a number of ESFA/ GLA funded NEET and pre-NEET programmes, which are in the process of being announced and implemented. • The Young Londoners’ Fund bid was successful, which will provide a core offer of diversionary programmes. A range of other YLF programmes have been announced which the LA will engage with. • The LA is working effectively on the London Enterprise Adviser Network expansion to all schools, increasing young people’s exposure to employers. Schools engagement has met its target. • Community Solutions are rolling out a programme of support focusing on young people exiting alternative provision. • The LA is supporting Barking and Dagenham College to roll out its Reach Programme, which is placing SEND young people into internships which aim to lead to sustained employment.
Benchmarking	The annual published indicator (the Dec.- Feb. average of NEETs + Not Knowns) in 2018/19 is 5.5% for the national benchmark. The equivalent figure for London is 4.8%.	

Early Years Foundation Stage (EYFS) Inequality Gap

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

	Annual Result	DOT from Qtr 3 2018/19
2019	38.8%	
Target	35.6%	
2018	37.6%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	<p>2019 Early Years Foundation Stage data shows that the Inequality Gap has widened again this year despite sustained input into schools to work on targeted support for the lowest performing children.</p> <p>High numbers of SEN children in mainstream classes, high numbers of children with English as an Additional Language and children new to the country are important factors in the widening of the attainment gap, alongside a drop in overall cohort size of 500 children from 2016.</p>	<p>The Local Authority is involved in two key projects in the academic year 2019-2020 which we hope will help reduce this gap:</p> <ol style="list-style-type: none"> The National Literacy Trust’s Early Words Together at Two and Three - 60 settings will be involved in a home learning programme to support early reading development in the home and in settings. Early Years Transformation Academy - An opportunity to reshape and better link up with health services around early identification of language delay and how to support parents and practitioners in effective targeted interventions to improve children’s outcomes.
Benchmarking	In 2019, the London benchmark was 32.6% and the national benchmark was 32.4%. Both benchmarks also widened their gap from 2018.	

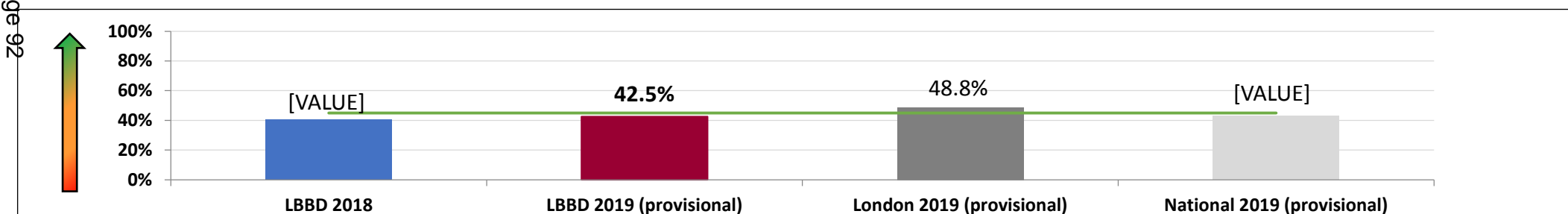
EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT

Quarter 3 2019/20

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

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


	Annual Result	DOT from Qtr 3 2018/19
2019	42.5% (provisional)	↑
Target	45%	
2018	40.4%	

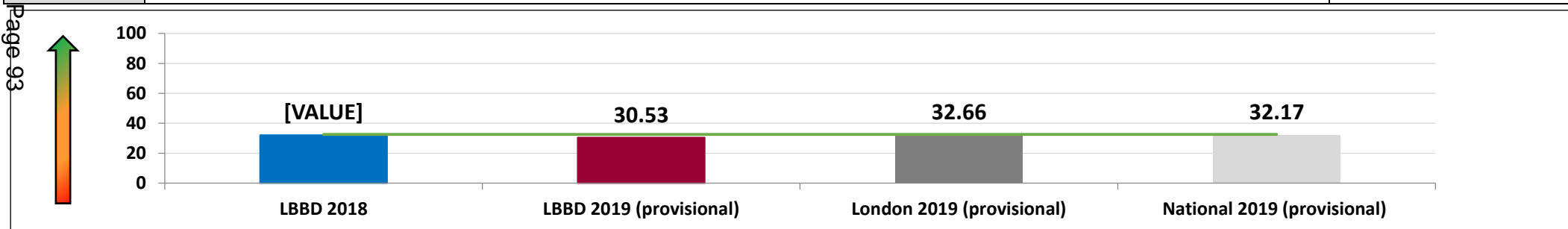


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The borough's performance rose by 2.1% from 2018 but remains below 2019 national and London benchmarks. Improving Maths outcomes has been a longstanding challenge and remains key; the performance of English, whilst traditionally strong, has proved more challenging under the new tougher GCSE regime.	<ul style="list-style-type: none"> Raising educational standards to exceed national and then London is one of the five priorities in the Education & Participation Strategy 2018-22. In 2018/19, the Council worked with BDSIP to support and challenge schools, particularly those which struggled in the Summer 2018 exams. This included BDSIP engaging new expertise for English and Maths, delivering English and Literacy training, brokering school to school support and delivering a programme of training, network meetings, advisory support, and a conference for Maths to embed learning from the new GCSE grading arrangements. BDSIP consultancy support for English and Maths with targeted schools has brought positive improvements in 2019. For BDSIP, a key action going forward will be supporting English and Maths networks across schools and establishing a new Deputy Heads network with a focus on the curriculum and a wider range of subjects. The retention and recruitment of Maths teachers remains a key challenge for schools. BDSIP is working with the Council to support this.
Benchmarking	In 2019, London was 48.8% and national was 43.2%.	

Average point score per entry – Best 3 A Levels

Definition	How this indicator works
The average point score for the highest scoring A' Levels across pupils.	Points for the 3 A' Levels with the highest attaining scores across pupils are used to calculate this. This indicator applies to the subset of A' Level students who entered at least one full size A' Level (excluding AS Levels, General Studies or Critical Thinking). Results are published as a provisional and revised score annually by the DfE.
What good looks like	Why this indicator is important
The higher the score, the better.	Strong attainment at A' Level improves the life chances of young people, enabling them to access high quality post 18 opportunities, including Higher Education and employment.
History with this indicator	Any issues to consider
In 2018, Barking and Dagenham scored 32.17, a slight fall from our 2017 score of 32.7, and lower than London (33.09) and National (32.49).	

	Annual Result	DOT from Qtr 3 2018/19
2019	30.53 (provisional)	
Target	32.5	
2018	32.2	



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	This measure continues to be challenging. Despite some improvement in 2017, performance for the borough fell in 2018 and 2019 and is below national.	<ul style="list-style-type: none"> Raising education standards to exceed national and then London is one of the five priorities in the Education & Participation Strategy 2018-22. This includes headline actions by schools, BDSIP and the LA. For the academic year 2018/19, a small piece of research by the organisation 'ISOS' is being commissioned to better understand the borough's A level performance, as improving this has been a longstanding challenge. The research will include the examination of performance in particular subjects and whether the move away from Arts subjects (where performance has traditionally been strong) to increasingly popular STEM subjects has had an impact. The recommendations will be acted upon with schools and BDSIP. The LA has commissioned BDSIP to provide school improvement support for the academic year 2019/20. BDSIP activities and their impact are regularly discussed and reviewed, including at contract monitoring meetings. The LA is working with BDSIP and schools to improve the recruitment and retention of Maths and Science teachers which is a key challenge for schools. Teacher recruitment and retention is supported by headline actions in the Education & Participation Strategy 2018-22.
Benchmarking	In 2019, London was 32.66 and national was 32.17.	

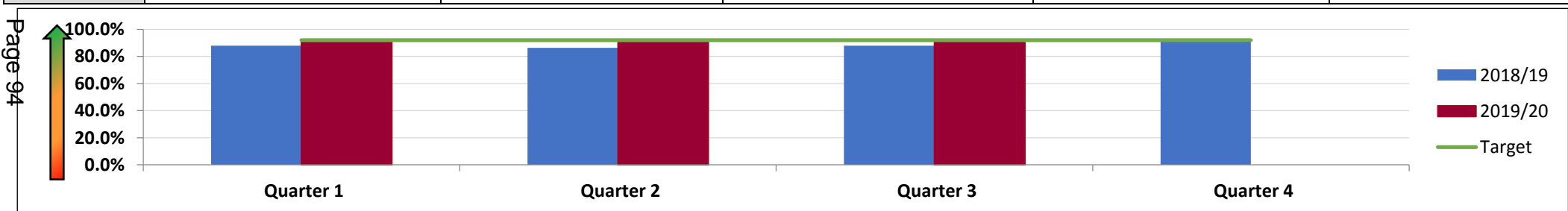
EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT

Quarter 3 2019/20

The percentage of schools rated outstanding or good

Definition	How this indicator works
Percentage of Barking and Dagenham schools rated as good or outstanding when inspected by Ofsted. This indicator includes all schools with an inspection judgement.	This is a count of the number of schools inspected by Ofsted as good or outstanding divided by the number of schools that have an inspection judgement. It excludes schools that have no inspection judgement. Performance on this indicator is recalculated following a school inspection. Outcomes are published nationally on Ofsted Data View 3 times per year (end of August, December and March).
What good looks like	Why this indicator is important
The higher the better.	All children and young people should attend a good or outstanding school in order to improve their life chances and maximise attainment and success. It is a top priority set out in the Education & Participation Strategy 2018-22.
History with this indicator	Any issues to consider
2017/18 – 91% (March 2018) 2017/18 - 88% (August 2018) 2018/19 – 91.5% (March 2019) 2018/19 – 91.7% (August 2019)	No current issues to consider.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	91.5%	91.5%	91.5%		↑
Target	92%	92%	92%	92%	
2018/19	88%	86%	88%	91.5%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>During the academic year 18/19, there were around 18 inspections and visits. All but one led to positive outcomes. These included Greatfields receiving its first inspection result of ‘Good’, Grafton primary progressing from ‘Good’ to ‘Outstanding’, Mayesbrook Park, Eastbury Primary, Marks Gate Infants and Goresbrook progressing from ‘Requires Improvement’ to ‘Good’ and Elutec, a standalone academy, improving from ‘Inadequate’ to ‘Requires Improvement’. Riverside Bridge, judged ‘Inadequate’ by Ofsted in September 2018, is progressing steadily, with an Ofsted monitoring visit in March 2019 stating that effective action was taking place. Southwood primary, inspected in July 2019, dropped from ‘Good’ to ‘Requires Improvement’, with the outcome published in September 2019. At August 2019, 91.7% (55/60 schools) were rated ‘Good’ or better, above national (86% at August 2019) and slightly below London (93% at August 2019). <u>At the end of Q3 (end December 2019), this proportion reduced to 91.5% (54/59 schools) due to the amalgamation from 1 September 2019 of Marks Gate Infants and Junior schools.</u> In terms of visits and inspections this academic year to-date, St Margaret’s has retained its ‘Good’ rating. Beam Primary and Godwin have been inspected. Beam Primary has maintained its ‘Good’ rating; Godwin’s inspection report has not yet been published. There are 5 schools not rated ‘Good’ including two LA maintained schools.</p>	<ul style="list-style-type: none"> The Council and BDSIP are working together to support Riverside Bridge (Ofsted judged that leadership had the capacity to improve the school). A March 2019 Ofsted monitoring report for Riverside Bridge commented that the school has been ably supported by advisers from the LA. A substantive headteacher has been appointed and the LA has a place on the monitoring board. For one of the LA maintained schools not rated ‘Good’ by Ofsted, the Council has worked with the Governing Body to secure an executive Headteacher from September 2019 who can drive rapid improvement and has commissioned additional support for the school. For the second LA maintained school, the LA is providing support and challenge.

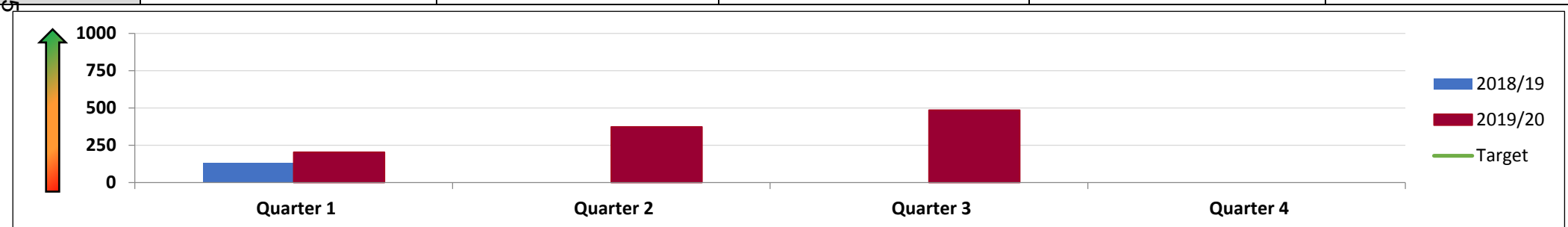
Benchmarking	National is 86% and London is 93% at August 2019 (Ofsted DataView).
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Employment, Skills and Aspiration – Key Performance Indicators 2019/20

EMPLOYMENT, SKILLS AND ASPIRATION Quarter 3 2019/20

Definition	How this indicator works
Number of households approaching the service threatened with homelessness and assisted with preventative activities to alleviate homelessness	Provides a total for the end of quarter for the number of households prevented from becoming homeless in that period, with a cumulative figure provided as a “year to date”.
What good looks like	Why this indicator is important
Number of households prevented from becoming homeless increases, while the number of households requiring emergency accommodation decreases.	With homelessness continuing to remain high on the political and media agenda’s it is important to show that new ways of working (in accordance with new legislation) is having the desired impact of preventing households from becoming homeless.
History with this indicator	Any issues to consider
	Other considerations should be given to the number of households where a financial payment is made to prevent homelessness which is not directly linked to the total number of households where prevention activities have taken place.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	204	170	112		n/a
2019/20 YTD	204	374	486		
2018/19	132	---			



RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The number of cases that were prevented from becoming homeless remains high and this is reflected in the on-going reduction of households placed within temporary accommodation. Private rents within the borough continue to rise and it is becoming increasingly difficult to accommodate those in need within the borough.	Joint work is taking place in the near future with the CAB who will be looking into whether they are able to prevent evictions in the private sector taking place through their court work. It is hoped that this may increase the number of prevention cases going forward.

Benchmarking	Local performance measure
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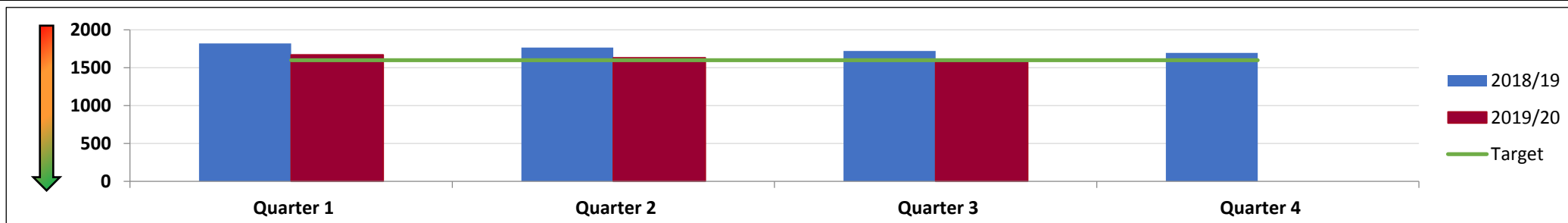
EMPLOYMENT, SKILLS AND ASPIRATION

Quarter 3 2019/20

The number of households in Temporary Accommodation over the year

Definition	How this indicator works
Number of households in all forms of temporary accommodation, including emergency hostel units, Own Stock (decant), Private Sector Licence (PSL) whether in or out of the Borough.	Provides a total number of households occupying all forms of temporary accommodation at the end of each quarter.
What good looks like	Why this indicator is important
Reduction on the use of privately procured temporary accommodation. Decreasing the number of households in all forms of temporary accommodation is directly linked to the number of households where the Service has assisted in finding long-term suitable housing solutions, and therefore requires less of this type of accommodation.	Procuring privately managed temporary accommodation, has a significant financial impact on General Fund. Being able to reduce the reliance on this type of accommodation, gives the service an opportunity to provide excellent value for money in this area. The reduction in the use of temporary accommodation is also supported by the outstanding prevention work being done earlier in the homelessness process, which prevents the need of having to procure this type of accommodation.
History with this indicator	Any issues to consider
Over the last 12 months, the number of households accommodated in temporary accommodation has reduced and continues to do so. This bucks a trend when benchmarked across a number of London Local Authorities and is having a positive impact on being able to provide long-term stability for households previously made homeless, while also having a similarly positive effect on the service budgets.	The number of households continuing to access the prevention service continues to be high, which could lead to more households requiring temporary accommodation. Coupled with the increasing rates Landlords and Letting Agents are requesting to secure privately procured housing solutions, this could put more pressure on the service to temporarily house more households while alternative solutions are found. Additional points to consider, also includes the ongoing Estate Renewal Regeneration Programme, which is utilising a large quantity of Council stock, which has the effect of reducing the opportunity for households in TA to place successful bids.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	1,672	1,633	1,609		↑
Target	1,600	1,600	1,600	1,600	
2018/19	1,822	1,766	1,722	1,697	




RAG Rating	Actions to sustain or improve performance
A	Two main actions currently being considered to reduce the demand on the use of TA and overall reduction of households in TA include, looking at the opportunity to utilise “ring fenced” funds from MHCLG to convert existing TA properties into Assured Shorthold Tenancies. Additionally, the service is considering the utilisation of a specific resource to develop private sector opportunities outside of the London area (East of England), to consider housing solutions for those households who would otherwise be affected by significant private sector rental rates in B & D and the wider London area.
Benchmarking	Local performance measure

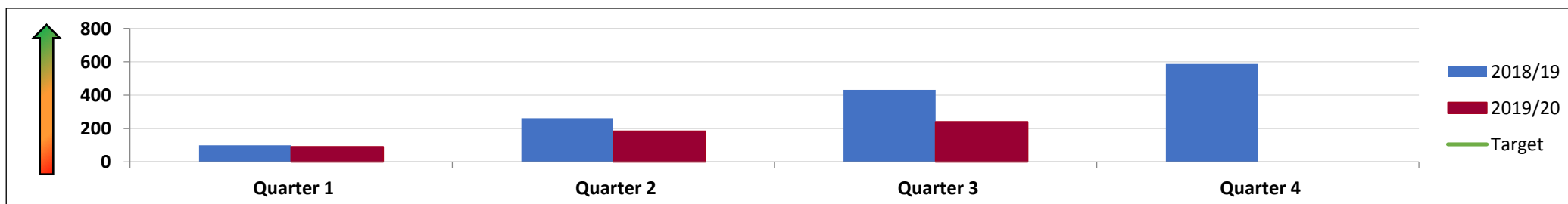
EMPLOYMENT, SKILLS AND ASPIRATION

Quarter 3 2019/20

The total number of households moved out of temporary accommodation

Definition	How this indicator works
The total number of households provided with an alternative long-term housing offer, from temporary accommodation.	The total number of households moved from temporary accommodation, where the service has been successful in either relieving or discharging statutory housing duties.
What good looks like	Why this indicator is important
Increase in number of households removed from temporary accommodation into longer term housing solutions, with an overall reduction on the use of temporary accommodation.	Reduction on the reliance of costly temporary accommodation, thereby having a positive impact on general fund budgets. Speaks to the wider narrative of providing long-term housing solutions for households who otherwise would continue to remain in transient type accommodation, with no stability.
History with this indicator	Any issues to consider
The number of households where offers have been made in the private rented sector has depended on households carrying out much of the activity required to secure long-term accommodation. This will be improved by offering further support to households with the service utilising appropriate funds.	The number of households continuing to access the prevention service continues to be high, which could lead to more households requiring temporary accommodation. Coupled with the increasing rates Landlords and Letting Agents are requesting to secure privately procured housing solutions, this could put more pressure on the service to temporarily house more households while alternative solutions are found. Additional points to consider, also includes the ongoing Estate Renewal Regeneration Programme, which is utilising a large quantity of Council stock, which has the effect of reducing the opportunity for households in TA to place successful bids.

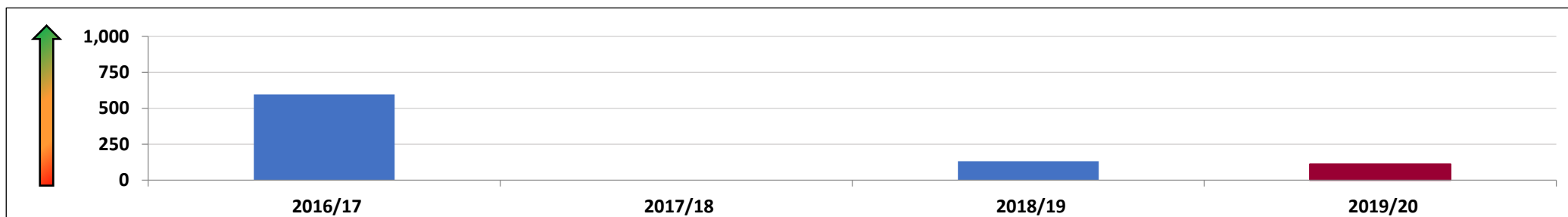
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	92	92	57		
2019/20 YTD	92	184	241		
2018/19	100	162	170	155	
2018/19 YTD	100	262	432	587	



RAG Rating	Actions to sustain or improve performance
n/a	Two main actions currently being considered to reduce the demand on the use of TA and overall reduction of households in TA include, looking at the opportunity to utilise “ring fenced” funds from MHCLG to convert existing TA properties into Assured Shorthold Tenancies. Additionally, the service is considering the utilisation of a specific resource to develop private sector opportunities outside of the London area (East of England), to consider housing solutions for those households who would otherwise be affected by significant private sector rental rates in B & D and the wider London area.
Benchmarking	Local performance measure

Regeneration and Social Housing – Key Performance Indicators 2019/20

REGENERATION AND SOCIAL HOUSING		Quarter 3 2019/20
The number of new homes completed – Be First		
Definition	How this indicator works	
The proportion of net new homes built in each financial year.	Each year the Council updates the London Development Database by the deadline of 31 st August. This is the London-wide database of planning approvals and development completions.	
What good looks like	Why this indicator is important	
The Council's target for net new homes is in the London Plan. Currently this is 1,236 new homes per year.	It helps to determine whether we are on track to deliver the housing trajectory and therefore the Council's growth agenda and the related proceeds of development, Community Infrastructure Levy, New Homes Bonus and Council Tax.	
History with this indicator	Any issues to consider	
2016/17 end of year result – 596 2015/16 end of year result – 746		
	Annual Result	DOT from Qtr 3 2018/19
2019/20	179 (Forecast)	↑
Target	1,236	
2018/19	132	



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	Be First forecasts delivery of 179 homes in 19/20, up 47 from the previous quarterly reporting. The increase has been caused by both the scheduled completion on the Wivenhoe Modular site falling out of this year (previously delivering 20 units) and the completion of the Becontree Heath site being brought forward into this year (delivering 87 units).	Alongside this unit delivery, Be First will enter contract to start on site on 10 projects. These projects will deliver over 1000 units across the next 3-4 years. As reported last quarters, Be First continues to work closely with contractors and its supply chain to ensure successful and timely delivery across all projects.
Benchmarking	Benchmarking data not available.	

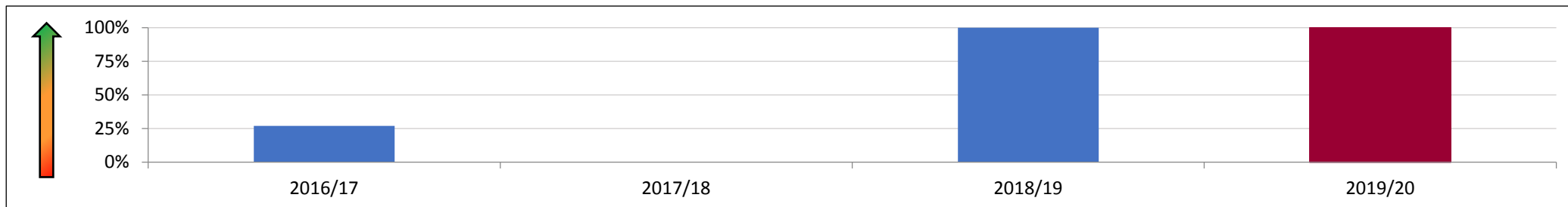
REGENERATION AND SOCIAL HOUSING

Quarter 3 2019/20

The percentage of new homes completed that are affordable – Be First

Definition	How this indicator works
The proportion of net new homes built in each financial year that meet the definition of affordable housing in the National Planning Policy Framework.	Each year the Council updates the London Development Database by the deadline of 31 st August. This is the London-wide database of planning approvals and development completions.
What good looks like	Why this indicator is important
The Mayor of London Supplementary Planning Guidance on affordable housing and viability sets a threshold of 35% above which viability appraisal are not required on individual schemes. Anything above 50% would suggest an overreliance on supply of housing from Council and RSL developments and lack of delivery of homes for private sale or rent on the big private sector led developments.	The Growth Commission was clear that the traditional debate about tenure is less important than creating social justice and a more diverse community using the policies and funding as well as the market to deliver. At the same time the new Mayor of London pledged that 50% of all new homes should be affordable and within this a commitment to deliver homes at an affordable, “living rent”.
History with this indicator	Any issues to consider
2016/17 end of year result – 29% 2015/16 end of year result – 43%	This indicator is important for the reasons given in the other boxes.

	Annual Result	DOT from Qtr 3 2018/19
2019/20	179 (100%) (Forecast)	↔
Target	Target not set	
2018/19	132 (100%)	




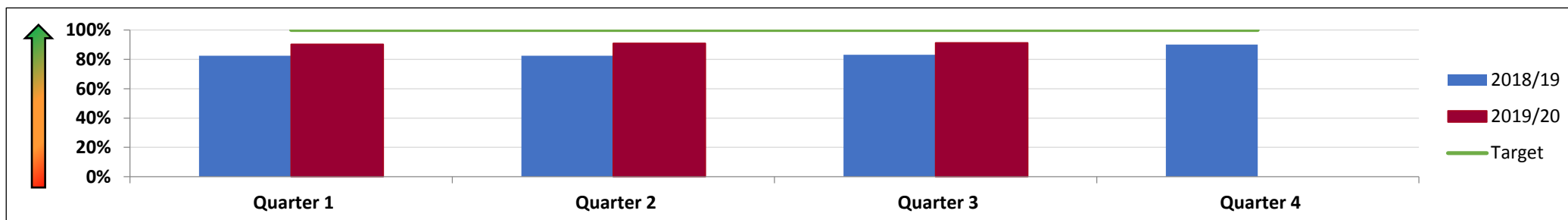
RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	With the increase in units to 179, Be First has kept its commitment to delivering affordable homes for the borough. 100% of the 179 units are affordable.	Be First is constantly working to assess the most suitable tenure mix for each of its sites. In Be First’s latest Business Plan, affordable housing comprises the majority of the portfolio – currently 77% of all units delivered by Be First across the next five years are set to be affordable. This figure also includes several affordable sub-tenures, affordable rent, London living rent, London affordable rent and shared ownership.
Benchmarking	Benchmarking data not available.	

REGENERATION AND SOCIAL HOUSING

Quarter 3 2019/20

The percentage of council homes compliant with Decent Homes

Definition		How this indicator works			
The percentage of council homes that meet the decent homes criteria.		Dwellings that fail to comply are those which lack three or more of the following: <ul style="list-style-type: none"> • a reasonably modern kitchen (20 years old or less); • a kitchen with adequate space and layout; • a reasonably modern bathroom (30 years old or less); • an appropriately located bathroom and WC; • adequate insulation against external noise (where external noise is a problem); • adequate size and layout of common areas for blocks of flats. 			
What good looks like		Why this indicator is important			
A continuous improvement of the stock with constant monitoring of the stock Investment/knowledge stock condition.		This indicator is important as it aims at providing minimum safe housing for the community/landlord obligation clean safe and hazard.			
History with this indicator		Any issues to consider			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	90.27%	90.89%	91.3%		
Target	100%	100%	100%	100%	
2018/19	82.41%	82.5%	83.15%	90.01%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The change that must be delivered this year is that there should be a continuous reduction in the percentage of properties not meeting the Decent Homes standards as our investment in these properties increases. The figures for the number of non-decent homes continues to fall month-on-month as additional internal works are completed.	A major programme of external works will commence in early 2020 which will see a further reduction in overall non-decency. This quarter a lot of properties received Internal decent homes work, but when the external works are completed, the properties will be reported.
Benchmarking	Benchmarking data not available.	

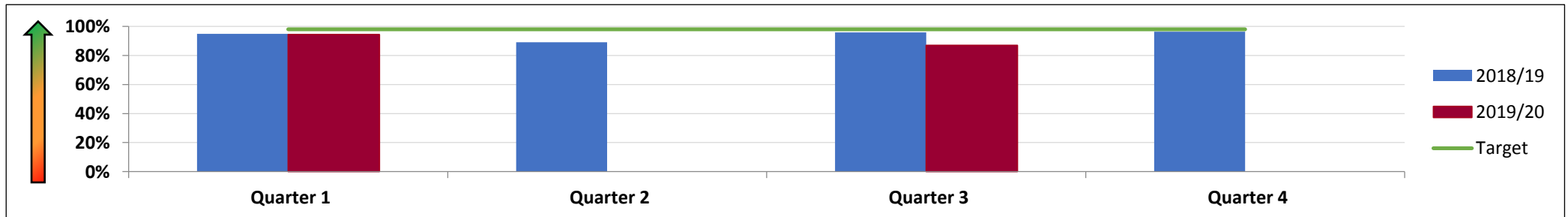
REGENERATION AND SOCIAL HOUSING

Quarter 3 2019/20

The percentage of residents satisfied with capital works

Definition	How this indicator works
Monitored monthly to see how satisfied residents are with the quality of repairs	Our residents provide feedback through a telephone interview they undertake with Elevate. These figures are then cumulated to give a monthly average across the contractors.
What good looks like	Why this indicator is important
We aim for 98% customer satisfaction.	This indicator is important as we are trying to provide more and more value for money service we need to ensure that we are still meeting the needs of our residents. Secondly, we are delivering through contractors and subcontractors and we need to ensure that our residents are getting a good service. We monitor the performance of our contractors through customer satisfaction.
History with this indicator	Any issues to consider
	In LBBD there are a pool of contractors that cover the repairs side of the local stock of buildings when averaging the total customer satisfaction figures we tend to boost up the figures of some poor performing contractors. Figures for individual contractors are available and at a service they are reviewed with the contractors.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	94.3%	Data not yet available	87%		↓
Target	98%	98%	98%	98%	
2018/19	94.84%	89.05%	95.92%	96.3%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	This target is based on the current internals programme, which is being reviewed along with other PI's in line with resource changes and a review of the existing targets and measures.	There is a review underway.
Benchmarking	Benchmarking data not available.	

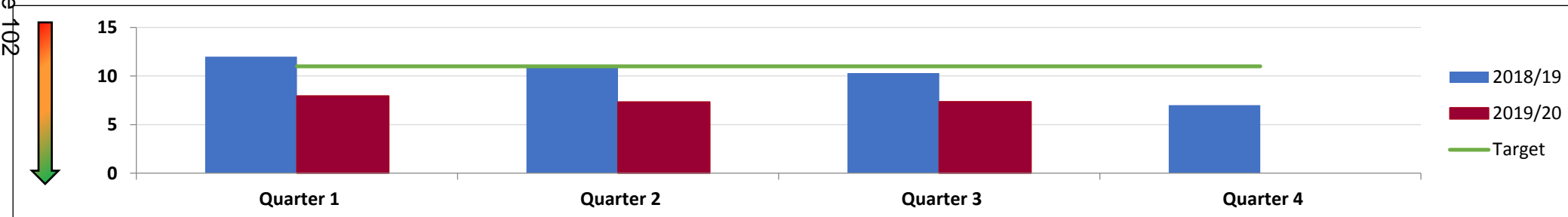
Finance, Performance and Core Services – Key Performance Indicators 2019/20

FINANCE, PERFORMANCE AND CORE SERVICES Quarter 3 2019/20

The average number of days taken to process Housing Benefit / Council Tax Benefit Change Events

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

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	7.95 days	7.32 days	7.36 days		↑
Target	11 days	11 days	11 days	11 days	
2018/19	12 days	11.05 days	10.31 days	7 days	



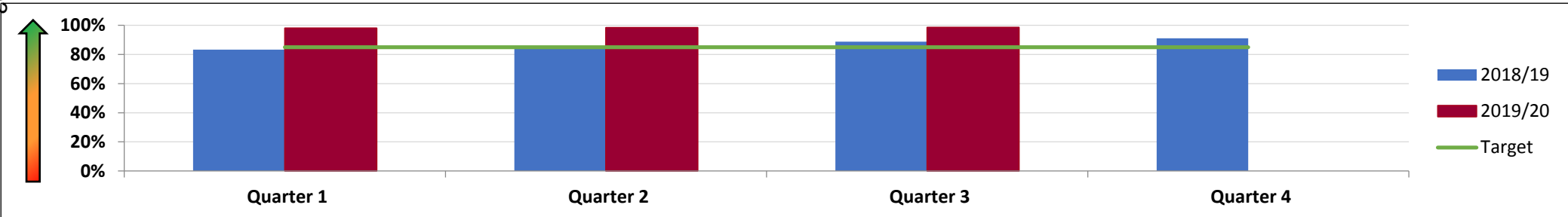
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Continual tray management and officer redeployment to priority work areas.	Continuation of work structure & plans.
Benchmarking	Local performance measure.	

The percentage of customers satisfied with the service they have received

Definition	How this indicator works
The percentage of customers who say that they were satisfied with the service they received from the Contact Centre.	A sample of calls to the Contact Centre is taken in which customers are asked to rate their experience.
What good looks like	Why this indicator is important
85%	Ensuring that our customers are satisfied is a critical determinate in providing surety that we are providing a high standard of service. Having a high level of satisfaction also helps the Council manage demand and thereby keep costs down.
History with this indicator	Any issues to consider
2017/18 – 84% 2018/19 – 91.09%	

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	98%	98.80%	98.74%		↑
2019/20 YTD	98%	98.4%	98.51%		
Target	85%	85%	85%	85%	
2018/19	83.34%	85%	98%	98%	
2018/19 YTD	83.34%	84.17%	88.78%	91.09%	

Page 03

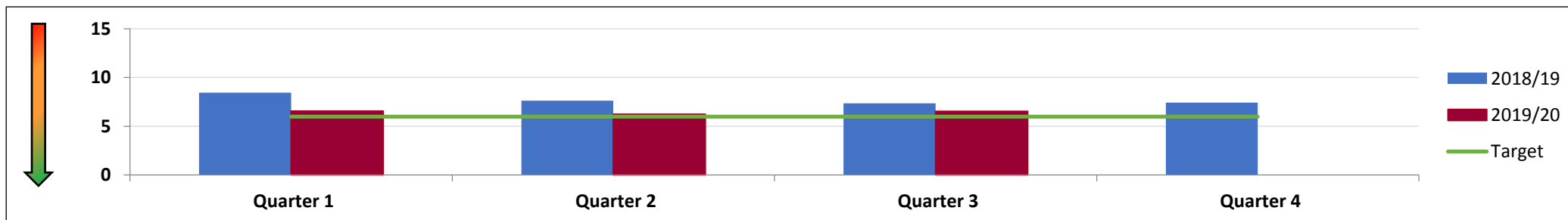


RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Overall good performance for the Contact Centre. There has been a review of the Senior Customer Service Officer role in the last quarter, and they are now known as Contact Centre Performance Coach. This allows for more support to staff in real time and more side by side coaching.	The new role of Performance Coach working alongside the Team Managers will support staff with continuous improvement, and delivering excellent services to our residents.
Benchmarking	Local performance measure.	

The average number of days lost due to sickness absence

Definition	How this indicator works
The average number of days sickness across the Council, (excluding staff employed directly by schools and ex-employees). This is calculated over a 12-month rolling year and includes leavers	Sickness absence data is monitored closely by the Workforce Board and by Directors. An HR Project Group continues to meet to review sickness absence data, trends, interventions and “hot spot” services that have been identified. Managers have access to sickness absence dashboards in oracle and reports are issued bi-monthly to directors highlighting areas of non-compliance with council policy.
What good looks like	Why this indicator is important
Average for London Boroughs has recently been revised and is 8.2 days (up from 7.8).	This indicator is important because of the cost to the council, loss of productivity and the well-being and economic health of our employees. The focus is also on prevention and early intervention.
History with this indicator	Any issues to consider
2018/19 end of year result: 7.13 days 2017/18 end of year result: 7.43 days 2016/17 end of year result: 8.43 days 2015/16 end of year result: 9.75 days	A breakdown of sickness absence in services is set out below.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	6.57 days	6.23 days	6.53 days		↑
Target	6 days	6 days	6 days	6 days	
2018/19	7.88 days	7.40 days	7.65 days	7.13 days	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The target of 6 days has not yet been reached. However, the council’s sickness figures continue to improve overall, despite a marginal increase due in part to seasonal sickness absence in the later months of 2019.	Targeted interventions remain in place in areas where there continue to be high levels of absence and are confident that this is having a positive impact. Further detailed analysis of areas with high absence levels continues to be undertaken. A revised group of hot spot services are in place until 31 March 2020.
Benchmarking	Local performance measure.	

The average number of days lost due to sickness absence –

Service Breakdown

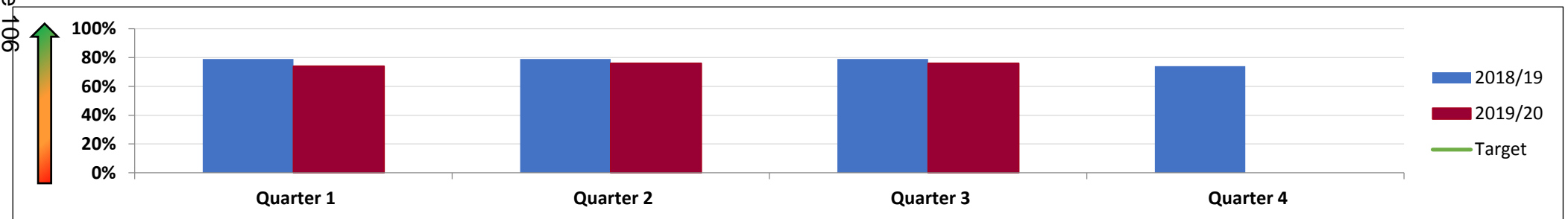
Service Block	Average Days Lost per EE Q2	Average Days Lost per EE Q3
Adults Care and Support - Commissioning	2.2	2.3
Adults Care and Support - Operations	5.8	6.7
CE/ P&R/ Public Health	1.1	0.8
Children's Care and Support - Commissioning	4.9	3.4
Children's Care and Support - Operations	4.8	4.9
Services reporting to the Chief Operating Officer	2.2	2.5
Community Solutions	7.0	7.3
Education	2.1	2.3
Enforcement Service	7.6	9.2
Finance	1.9	4.1
Inclusive Growth	-	0.4
Law and Governance	3.7	3.3
My Place	6.2	7.2
Policy and Participation	5.1	5.9
Public Realm	10.4	10.5
Transformation	0.6	0.3
We Fix	7.8	9.1

Service Block	Q3 Long term % of days	Q3 Short term % of days
Adults Care and Support - Commissioning	0%	100%
Adults Care and Support - Operations	64%	36%
CE/ P&R/ Public Health	0%	100%
Chief Operating Officer	39%	61%
Children's Care and Support - Commissioning	58%	42%
Children's Care and Support - Operations	60%	40%
Community Solutions	72%	28%
Education	39%	61%
Enforcement Services	83%	17%
Finance	64%	36%
Inclusive Growth	0%	100%
Law and Governance	69%	31%
My Place	68%	32%
Policy and Participation	81%	19%
Public Realm	63%	37%
We Fix	69%	31%
Transformation	0%	100%

Employee Engagement Index Score

Definition	How this indicator works
The employee engagement index calculated from the scoring of the employee engagement questions of the Temperature Check survey.	The indicator uses the average score of a group of 6 critical engagement questions answered within the Temperature Check survey.
What good looks like	Why this indicator is important
Maximising employee engagement is a key factor in ensuring the organisation is able to meet our ambitions in the borough manifesto and to deliver high quality services to our residents. Any response rate at around 75% shows high levels of engagement.	This indicator helps to measure the engagement of the council’s workforce and enables any underlying issues to be investigated and addressed.
History with this indicator	Any issues to consider
The recent temperature check results have seen an increase of 2% in employee engagement, high levels of engagement are being reported.	The response rate has increased significantly from 27% to 48%.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	74%	76%	76%		↓
Target	Target to be agreed				
2018/19	79%	79%	79%	74%	

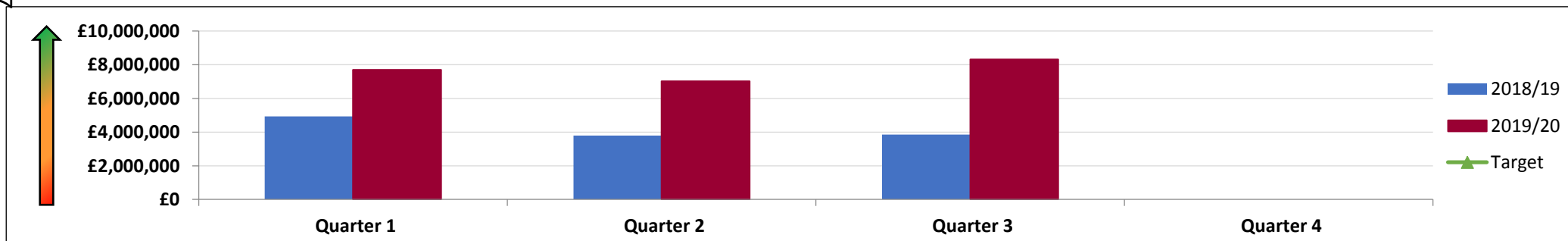


RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The engagement score has been updated with the results from the most recent Temperature Check, which closed in August. Employee Engagement has risen by 2% since the last survey.	The increase in the overall engagement index combined with the increased response rates gives greater statistical confidence on increasing engagement rates within the council workforce.
Benchmarking	Local performance measure.	

The current revenue budget account position (over or underspend)

Definition		How this indicator works			
The position the Council is in compared to the balanced budget it has set to run its services.		Affects the overall financial health of the council especially if continuing overspend			
What good looks like		Why this indicator is important			
In line with projections, with no overspend. 2017/18 end of year result: £5m overspend 2016/17 end of year result: £4.853m overspend 2015/16 end of year result: £2.9m overspend 2014/15 end of year result: £0.07m overspend		Any continuing overspend impacts on the overall level of reserves and can impact on saving targets for future years to recover.			
History with this indicator		Any issues to consider			
In line with projections, with no overspend.		Statutory requirement to maintain balanced budget and use resources as approved by budget assembly.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	£7.7m at period 3 reported to CPG July 2019	£7.011m at period 5 – reported to Cabinet in October	£8.318m at period 8 – reported to Cabinet in January		n/a
2018/19	£4,924,000 forecast	£3,789,000 forecast	£3,857,000 forecast	Data not provided	

Page 107



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	This reflects the continuing pressure on the Council’s budget from funding cuts and demographic growth especially within Care and Support. This is a net position taking into account overspends on Council services offset by central contingencies and surplus in year income on the Collection Fund.	Recovery plans requested from each director to be reported to CPG. Strategic Action Plans requested from Workforce, Capital and Procurement Boards Will need to consider impact on future budget gap and reserves levels with mitigations and additional savings if necessary.
Benchmarking	No benchmarking data available – Local measure only	

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CABINET

17 March 2020

Title: Proposed Disposal of Pondfield House Depot, Wantz Road, Dagenham	
Report of the Cabinet Member for Finance, Performance and Core Services	
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: Alibon	Key Decision: Yes
Report Author: Andy Bere, Asset Manager, My Place	Contact Details: Tel: 020 8227 3047 E-mail: andy.bere@lbbd.gov.uk
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
Summary	
<p>This report proposes the disposal of the Pondfield House Depot located in Wantz Road, Dagenham, which has been declared surplus to requirements, by means of a freehold sale in order to allow the site to be redeveloped as a Special School for pupils with Severe Learning Difficulties and Autism.</p> <p>The sale provides an opportunity to generate a capital receipt for the Council and provide a much-needed facility to the community, in line with the Council's own priorities.</p>	
Recommendation(s)	
<p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Approve the disposal of Pondfield House Depot, Wantz Road, Dagenham, as shown edged red in the plan at Appendix 1 to the report, to LocatED Property Limited (the Government-owned property company responsible for acquiring sites for new schools) for the sum set out in Appendix 2 to the report, in order for the site to be developed as a Special School for pupils with Severe Learning Difficulties and Autism underpinning the Council's School Place Planning Strategy; (ii) Approve the entering into of a short-term peppercorn lease agreement (without security of tenure) co-terminus with the period that the site becomes vacant and the disposal is completed with LocatED, which minimises the Council risk to the site whilst vacant; (iii) Delegate authority to the Chief Operating Officer, in consultation with the Director of Law and Governance and the Cabinet Member for Finance, Performance and Core Services, to agree the final terms and contract documentation to fully implement and effect the short-term lease and sale of the site; and 	

- (iv) Authorise the Director of Law and Governance, or an authorised delegate on her behalf, to execute all the legal agreements, contracts and other documents on behalf of the Council.

Reason(s)

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

The decision will support the Council in fulfilling its statutory obligations to provide a school place for every child who lives in the Borough and support the Council's vision and priorities, the Borough Manifesto and the ambition for excellence in education set out in the LBBB Education Strategy.

1. Introduction

- 1.1 The Council owns the freehold of the Pondfield House Depot, located in Wantz Road, Dagenham, which is currently used by Barking & Dagenham Trading Partnership (BDTP) as a base for its operations, vehicle fleet and back office staff. The site also accommodates the Print Shop.
- 1.2 As part of the BDTP Business Planning process, the staff based at this site will be relocating to an alternative location (The Cube) which is located on the LE(UK) site in Dagenham East which has been acquired by the Council.
- 1.3 As a result of this move, the Pondfield House site has been declared surplus to requirements and options on the future of this site have been considered by the Council's Assets & Capital Board, including leasing as an industrial unit and redevelopment. These options also included an approach by the Central Governments property company 'LocatED' (which has the responsibility for buying sites in England on behalf of the Department for Education (DfE)) to build new schools. Given the overall planning consideration and the historic use of the site, the option to secure a capital receipt and secure a much-needed local facility was considered to be the preferred option to pursue.
- 1.4 The approach by 'LocatED' has been developed through collaboration with Council Officers and the DfE where it has been previously agreed that the borough requires additional school places for pupils with Special Educational Needs and Disabilities (SEND).
- 1.5 The scale of additional SEND places required in the borough was articulated in the Cabinet report of 21 January 2020 (Minute 94) entitled "Review of School Places and Capital Investment update". The Department for Education (DfE) have previously approved the opening of a new school and in doing so have set aside funding to purchase a site and then to build the new special school. The challenge has been to find a suitable site centrally located in the borough.
- 1.6 This report sets out the requirement for specialist school provision in the Borough, how the site at Pondfield House Depot can fulfil this need and the proposal to sell this surplus-to-requirement site (based on a subject-to-planning arrangement) to

LocatED for development of a new school for pupils with severe learning difficulties and autism.

- 1.7 Should the sale be approved, the building of a new free school would be designed, procured and constructed under LocatED management with no financial or construction related liabilities for the Council. The management of the school places are set out in Section 3 below.

2. Background - Pondfield House Depot

- 2.1 Pondfield House Depot is located in Wantz Road, Dagenham and comprises a two-acre site which consists of a 2-storey industrial structure that provides both office accommodation and storage space along with a large car park area. A plan and photographs of the site is contained within Appendix 1.
- 2.2 The site is currently occupied by BDTP and accommodates staff, equipment and vehicles operated by BDTP, as well as the Council's Print Shop.
- 2.3 BDTP will be moving to their new location on the London East (UK) in Rainham Road South, Dagenham in April and the Print Shop will be closing at the end of March 2020 and as a consequence, the site has been declared surplus-to-requirements with the Assets & Capital Board considering options for its use or disposal.
- 2.4 As part of this exercise, ongoing discussion between the Schools Investment Team and the Department for Education (DfE) were raised and discussion commenced with the Acquisition Team at DfE (known as 'LocatED'), who expressed a strong interest in the site in order to build a specialist school on the site.

3. Background - Demand for specialist school provision

- 3.1 The provision of school places is a national issue and in particular, London due to the rising population which has impacted on the demand for school places in general. For Barking and Dagenham, the provision of school places has been a major area of capital investment over the last 12 years and since 2007 there has been a continuous need to create additional high-quality provision to meet that demand
- 3.2 The forecasting of the pupil population is continually reviewed and twice yearly reported to the Council's Cabinet. This is to ensure that long term plans are developed to ensure that there are sufficient school places for every pupil who lives in the Borough and wants a school place. It should be noted that the provision of a school place is a statutory function of the Council, so it is vitally important to balance the demand for school places with the right number of additional school places being created.
- 3.3 With regards to Special Educational Needs and Disabilities (SEND), many local authorities particularly in London and this includes Barking and Dagenham have tracked information which indicates a significant and progressive rise in pupils and young people with SEND.

- 3.4 The current SEND provision and their respective capacities in the borough has been mapped against current pupil numbers on role and forecasts to understand the additional type of places to be required. A detailed analysis of the growth in SEND places was included in the Review of School Places and Capital Investment update which was presented to the Cabinet on the 21st January 2020. This reaffirmed the need for a new school for pupils and young people with Severe Learning Difficulties and Autism.
- 3.5 The DfE have previously approved the opening of such a new special school in the Borough whereby they would under the Free Schools programme identify a suitable site and build the SEND school for an Academy Trust to operate. The school would have 170 places for primary and secondary age pupils, and it would be split 40/130 respectively. The DfE have been searching for a suitable site for some time, the location of a new proposed site would ideally be centrally located in the borough so to consider the transport implications for parents and carers of those vulnerable pupils and young people. The Council would act as the Admissions Authority and place pupils in the new school.

4. Proposal Disposal Terms

- 4.1 The approach by LocatED to acquire and develop the site is therefore a result of the Council's pro-active approach to asset management, whereby proposals on the future of surplus to-requirement assets are matched with meeting the Council's priorities and/or generating a capital receipt. The proposal to sell the site for development as a specialist school (subject to planning approval) meets both these objectives.
- 4.2 Initial discussion with LocatED have taken place and the terms associated with a proposed disposal have been discussed.
- 4.3 A joint independent market valuation of the site has been obtained by an RICS Registered Valuer on the basis of the proposed use, the location, historic documentation and reports on the condition of the site (which have been provided to LocatED in order to carry out their own surveys) and a range of comparable evidence.
- 4.4 The valuation is therefore considered to be an accurate representation of the market value of the site, the details of which are contained within Appendix 2 - this document is in the exempt section of the agenda as it contains commercially confidential 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. LocatED have expressed a desire to exchange contracts on the acquisition of the site subject to planning, develop a design for the site as a school, prepare and submit the necessary planning application, which would be subject to a consultation process and be required to meet all the usual planning criteria. If the planning application was unsuccessful, the acquisition would not complete and the land re-marketed for sale. A 10% refundable deposit would be paid upon exchange of sale documentation, with the balance received upon conclusion of the planning approval and the sale completing.

- 4.5 From a planning perspective, the land is currently designated as an industrial site and would require a change of use to D1 for planning approval to be successful. This process would form part of the planning application process and the DfE would be required to submit relevant information within their planning application. The timetable for completing the sale and receiving the balance of the capital receipt is therefore subject to the survey and planning process which is likely to take many months and will involve detailed discussions and consultation as part of the planning process.
- 4.6 In order to minimise the Council's cost and risk associated with holding the vacant site during the planning process, it is proposed to agree a short-term peppercorn lease on the site with LocatED (exact terms to be agreed) to cover the period between the site becoming vacant and contract completion on the sale of the site, which would place responsibility of the site with LocatED. The term of the lease would coincide with the planning application process with the land returning to the Council should the acquisition not proceed and include various safeguards to ensure the Council's freehold interest in the site was protected.

5. **Financial Implications**

Implications completed by Alison Gebbett, Capital Accountant

- 5.1 The objective of this report is to approve the disposal of Pondfield House Depot to LocatED on the basis of the sum set out in the valuation (report obtained on 6 February 2020) contained within Appendix 2, in order for the site to be developed as a Special School for pupils with Severe Learning Difficulties and Autism underpinning the Council's School Place Planning Strategy and approval to enter into a lease arrangement co-terminus between the site becoming vacant and the sale completing.
- 5.2 The proposed option allows the Council to provide necessary additional SEND school places without incurring the build costs. It will also allow the Council to benefit from the capital receipt and avoid any ongoing maintenance, running or security costs that may have been incurred once the building was vacated if we did not proceed with the option set out in this report.
- 5.3 The short-term peppercorn lease should have no financial implications, other than ensuring avoidance of unexpected design and development costs and also protection of the Council's ownership interest (and therefore any future capital receipt).
- 5.4 The anticipated capital receipt will be payable as a deposit on exchange (which is refundable if the sale does not complete) followed by the remainder on completion. Completion will only take place once the relevant planning consents have been obtained, which could be approximately 12-24 months.
- 5.5 The capital receipt will be a General Fund capital receipt and will be available to fund the General Fund capital programme, however this receipt will only be available to allocate to fund schemes once completion has taken place.

6. **Legal Implications**

Implications Completed by: Sayida Hafeez, Senior Property Solicitor

- 6.1 The Council owns the freehold of the Pondfield House Depot, located in Wantz Road, Dagenham and is required to obtain best consideration in the disposal of its assets. The Council has the power to enter into contracts for the disposal of property but must do so in compliance with statute and the Council's acquisition and land disposal rules.
- 6.2 The Council's Constitution, Part 4, Chapter 4 sets out the Land Acquisition and Disposal Rules. In accordance with paragraphs 2.1 to 2.2, all strategic decisions about the use, acquisition and disposal of land and property assets is within the remit of the Cabinet and must be approved by it.
- 6.3 The Council's disposal powers are contained in section 123 of the Local Government Act 1972 under which the Council may dispose of land in any manner it wishes (including the sale of freehold and leasehold land) for the best consideration reasonably obtainable unless ministerial consent is obtained or the sale is to further local wellbeing. An independent valuation has been carried out by BNP Paribas Real Estate which provides for a market valuation of the property. Therefore, the condition of best consideration is fulfilled, and the Council is at liberty to proceed with the proposed disposal

7. **Other Implications**

- 7.1 Risk Management - The terms negotiated regarding the sale of the site would include terms that safeguarded the Council's position.
- 7.2 Contractual Issues - The structure of the disposal terms would be reviewed by the Council's Legal Team.
- 7.3 Property / Asset Issues - contained throughout this report.

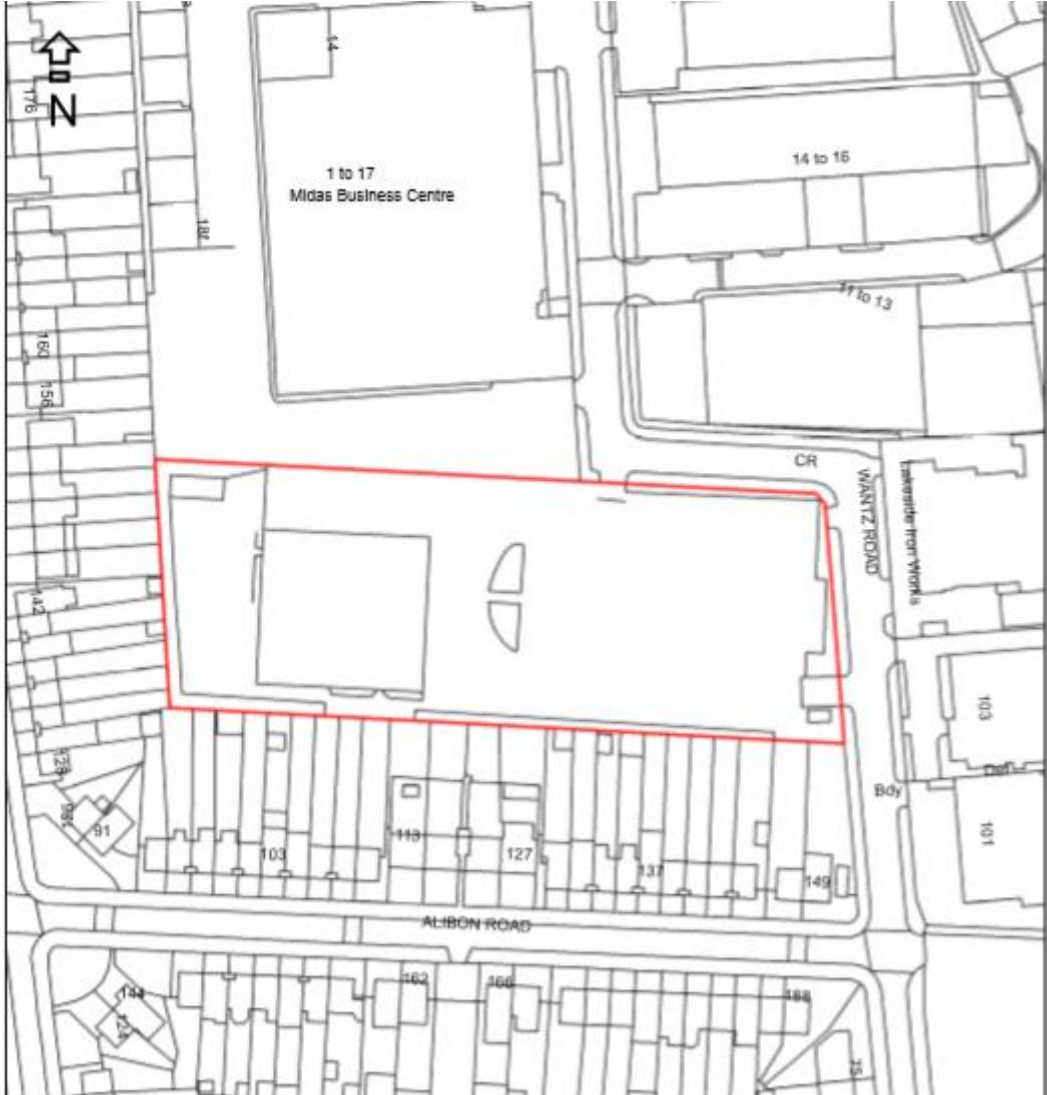
Public Background Used in the Preparation of this Report: None

List of Appendices -

Appendix 1 - Site Plan and Photograph

Appendix 2 - Market Valuation (Restricted)

Site Plan & Photograph



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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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CABINET**17 March 2020**

Title: Appropriation and Acquisition of Land at North Street / London Road, Barking	
Report of the Cabinet Member for Regeneration and Social Housing	
Open Report	For Decision
Wards Affected: Abbey	Key Decision: No
Report Author: David Harley, Head of Regeneration, Be First	Contact Details: E-mail: david.harley@befirst.london
Accountable Director: Ed Skeates, Development Director, Be First	
Accountable Strategic Leadership Directors: Claire Symonds, Chief Operating Officer, and Graeme Cooke, Director of Inclusive Growth	
Summary	
<p>By Minute 33 (18 September 2018) Cabinet agreed to enter into a residential-led joint development scheme on land owned by the Council and Robyna Ltd (the Developer) whereby the Council would acquire the freehold ownership of the Developer's site and grant the Developer a head lease on the combined sites (the Land) for 250 years subject to the payment of a head rent. In addition, the Council would provide the Developer with a construction loan of up to £35m.</p> <p>The Developer has since made a full planning application in joint names with the Council for a 196-unit residential scheme of which 35% will be affordable units. Detailed planning discussions have taken place with the Council's planning officers and the GLA, and a public consultation exercise undertaken. On 25 February 2020, the Council's Planning Committee resolved to grant planning permission subject to the completion of a section 106 agreement and referral of the application to the GLA.</p> <p>During the scheme's development, various interests have been identified which have the potential to give rise to a 'rights of light' claim. These could result in an actionable nuisance claim and an injunction to prevent or delay the development. The Council can mitigate such claims through the use of its appropriation powers.</p> <p>This report seeks a resolution recommending that the Council use its powers to appropriate land and buildings on the north side of London Road, Barking (the Council's Land) for planning purposes under section 122 of the Local Government Act 1972 (the LGA) and to acquire from the Developer the former White Horse Public House, North Street, Barking IG11 8JE (the Developer's Land) for planning purposes under section 227 Town and Country Planning Act 1990 (TCPA).</p>	

Recommendation(s)

The Cabinet is recommended to:

- i) Agree the approach of notifying, engaging with and negotiating with third parties before using powers to address third party rights under Section 203 of the Housing and Planning Act 2016 (HPA) as set out in the report;
- ii) Approve, subject to the (i) implementation of the approach for engaging and negotiating (as necessary) with third parties; (ii) grant of planning permission free from challenge; (iii) exercise by the Developer of its option to proceed with the Development; (iv) conclusion of the appropriate consultation exercise; and (v) appropriate indemnity (with adequate security) being provided in respect of any claims for compensation or costs arising from the appropriation and exercise of section 203 powers, the use of the Council's statutory powers to:
 - (a) acquire the Developer's land for planning purposes (namely the construction of the Development (defined below)) in accordance with section 227 of the Town and Country Planning Act 1990 (TCPA);
 - (b) appropriate the Council's land for planning purposes in accordance with section 122 of the Local Government Act 1972 (LGA), noting that the land is no longer required for the purpose for which it is currently held; and
 - (c) subsequent use of the Council's powers under sections 203 – 206 of the HPA 2016 in respect of the Land to override third party interests of neighbouring properties infringed by the Development.
- iii) Subject to the Chief Operating Officer being satisfied that the terms of the recommendation at i) and ii) above have been met, to delegate authority to the Chief Operating Officer, in consultation with the Director or Law and Governance and the Cabinet Member for Regeneration and Social Housing, to fully implement and effect the recommendations ii) (a) – (c) above;
- iv) Subject to i) to iii) above and to the Developer notifying, engaging and negotiating (as necessary) with third parties in accordance with the agreed strategy (and the Chief Operating Officer being satisfied with the Developer's efforts to comply with the same) prior to the exercise of the delegated authority, to authorise the Director of Law and Governance, or an authorised delegate on her behalf, to settle and execute on behalf of the Council all the necessary documents required to implement the recommendations in the report; and
- v) Delegate authority to the Chief Operating Officer to acquire the Developer's land in accordance with section 227 of the TCPA, appropriate the Council's land pursuant to section 122 of the GLA and use of the Council's powers under sections 203 – 206 of the HPA in respect of the land to override third party interests infringed by the development.

Reason(s)

The recommendations in the report will help to facilitate new affordable homes in the borough, and as such are aligned to its strategy for Inclusive Growth.

1 Background

- 1.1 On 18 September 2018 (Minute 33); Cabinet agreed to enter into a residential-led joint development scheme on land owned by the Council and the Developer at the junction of London Road and North Street Barking. Upon the receipt of planning consent for the scheme, the Council would acquire the freehold ownership of the developer's land and grant the Developer a head lease on the combined sites for 250 years subject to the payment of a head rent. The Developer would then deliver the mixed tenure 22 storey residential scheme with 35% affordable units. In addition, the Council would provide the developer with up to £35m of construction finance.
- 1.2 In May 2019 a full planning application was submitted on behalf of the Council and the Developer for up to 196 residential dwellings, ground floor flexible commercial floorspace and ancillary residential management and resident facilities together with public realm and associated works (the Development). On 25 February 2020, the Council's Planning Committee resolved to grant planning permission pursuant to the planning application subject to the prior completion of a section 106 agreement and referral of the application to the GLA.
- 1.3 One of the Developer's conditions in respect of the land transaction is evidence as to the Council's willingness to appropriate the Land in order to facilitate the Development.
- 1.4 This report seeks the Cabinet's agreement to authorise the Chief Operating Officer to appropriate for planning purposes under section 122 of the LGA the Council's Land for the purpose of facilitating the Development and to acquire the Developer's Land for planning purposes under section 227 of the TCPA.

2 Rights of Light

- 2.1 The Council wishes to bring forward the Development as quickly as possible. It is considered to bring significant benefits in terms of housing, jobs and economic investment to Barking.
- 2.2 The Developer has been actively investigating the effect that the proposed Development will have on adjoining owners and has established that there are parties who have the benefit of various rights which will be affected by the Development. Parties who are affected by the infringement of their rights over the Land have the ability to bring injunction proceedings to prevent the Development. This could potentially halt the project and would result, at best, in a delay to the delivery of the Development.
- 2.3 By utilising the Council's statutory powers, once the Land is validly appropriated/acquired (as appropriate) for planning purposes and the planning permission has been granted, the Council will be entitled to rely upon the HPA 2016 to override existing relevant rights, interests and restrictions. Section 203 of the HPA 2016 ensures that building or maintenance work may be carried out and/or land used notwithstanding that it interferes with a relevant right or interest or breaches a restriction as to user, with those whose rights etc have been overridden being able to claim compensation (section 204).

2.4 Under such an arrangement, the Developer will provide the Council with an indemnity against the costs of appropriation including compensation payable, together with the legal and survey costs incurred by those affected.

3 Community Engagement and Consultation

3.1 The planning application for the Development has been the subject of an extensive public consultation.

3.2 A preliminary assessment of potential infringements of the proposed Development on existing rights to light enjoyed by properties bordering the Land has been undertaken by the Developer's rights of light surveyors (and has been reviewed by the rights of light surveyors appointed by the Council). The assessment has concluded that there would be potential infringements to a number of neighbouring properties. The infringements range in significance and further work (including measured survey information gained from having access to the affected properties) will be required to provide better clarity on their extent.

3.3 Prior to steps being taken to give effect to the resolution recommended, the Council's intention to use its powers of appropriation (so as to engage the provisions of section 203 of the HPA) will be publicised. The notice will invite anyone who considers they may be affected by the Development as a result of a third party interest to engage in respect of any outstanding issues the recipient may have. Parties considered to be potentially affected by the act of appropriation will be written to in order to explain that the Council is considering using its powers of appropriation and that this report has been made with the recommendation to engage section 203 of the HPA (subject to the conditions set out). The strategy for engagement and negotiation with affected interests will be secured by the deed of indemnity to be entered into between the Developer and the Council.

3.4 The deed of indemnity which the Developer is required to enter into will require the Developer to satisfy the Council that it is appropriate to authorise the use of section 203 powers. It will ensure that evidence of the Developer's engagement and negotiations will be presented to the Council. In particular, evidence will be required to the Council's reasonable satisfaction to demonstrate a reasonable attempt has been made to reach a negotiated settlement with those with third party rights affected by the Development who have come forward (including, but not limited to, a schedule setting out the progress of negotiations with such persons and copies of properly made objections received pursuant to the publication/consultation exercise). Any dispute which remains unresolved will be evaluated before any delegated decision is made, to ensure that reasonable efforts to release rights by agreement have been made by the Developer where claims have been made. If, notwithstanding reasonable attempts to reach a negotiated settlement regarding such claims, agreement cannot be reached and binding deeds of release entered into with affected owners bringing such claims in reasonable time to ensure that the Development comes forward in a timely manner, the report seeks delegated authority to the Chief Operating Officer to make the final decision to authorise use of section 203 powers once s/he is satisfied that the agreed engagement with third parties has taken place.

4 Options and Analysis

- 4.1 Do nothing: if the Council decides not to acquire and appropriate the Land (as set out in this Report and so as to engage section 203 of the HPA 2016) there is a very real risk that the Development (and its associated benefits) would not be delivered. Even if the Developer was minded to proceed in such circumstances, there is the potential (in the absence of appropriation) that proceedings brought by affected adjoining owners could stop or delay the Development's delivery.
- 4.2 If the joint development were not to proceed, each party would retain the ability to develop their own sites in isolation. This would fail to maximise the potential of the combined site at this strategically important gateway to the centre of Barking, directly leading to less units being delivered for residents of the borough.
- 4.3 Acquire and Appropriate: by exercising appropriation and acquisition powers so as to engage section 203 of the HPA 2016, it would serve to mitigate the risks of bringing forward the Development by removing the threat of injunction proceedings for the infringement of rights etc over the Land. Affected parties will be entitled to compensation but they will not be able to bring injunction proceedings to delay or stop the Development.

5 Financial Implications

Implications completed by: David Dickinson, Investment Fund Manager

- 5.1 There are no direct financial implications arising from this report.
- 5.2 The indemnity secured from the Developer (in a form acceptable to the Chief Operating Officer) will ensure that any claims and costs arising from third parties as a result of the appropriation will be met by the Developer.

6 Legal Implications

Implications completed by Dr Paul Feild, Senior Governance Lawyer, Legal

Statutory Power to Appropriate/Acquire

- 6.1 The Council's power to appropriate land under section 122 of the LGA is exercisable on the determination that the Council's Land "is no longer required for the purpose for which it is held immediately prior to appropriation." The Council's Land comprises of an area of hardstanding used for a combination of bus services including the terminus for the No. 169 bus route, rail-replacement bus provision and service resilience generally. The public do not access the lay-over facility. A report setting out alternative arrangements for bus provision in the town centre has been prepared and Be First has secured TfL's approval to its proposals. It is proposed that the bus lay-over facility will be relocated to a combination of three other nearby locations depending on service requirements. It is therefore the case that the Council's Land will no longer be required by the Council for the purpose for which it is currently held. It is now required for planning purposes namely the construction of the Development. Officers therefore consider that the requirements of section 122 of the LGA are satisfied.

- 6.2 In respect of the Developer's Land, section 227 of the TCPA provides that the Council may acquire by agreement any land which they require for any purpose for which a local authority may be authorised to acquire land under section 226, as to which see further below.
- 6.3 Any reference to acquisition for planning purposes and, by virtue of the provisions in section 246 of the TCPA, appropriation for planning purposes is regarded as a reference to acquisition or appropriation for purposes for which the land can be compulsorily acquired under section 226 TCPA.
- 6.4 By virtue of the provisions in section 226(1A) of the TCPA a local authority must not exercise the power granted under section 226(1)(a) unless it thinks the development, redevelopment or improvement on or in relation to the land is likely to contribute to the achievement, the promotion or improvement of any one or more of the following objectives – the economic, social and/or the environmental well-being of the area.
- 6.5 The key objectives of the Development are to provide much needed housing to attract working residents who can help support a widening of the town centre's retail and leisure offer as well as social, economic and environmental benefits to Barking's community. In addition to bringing employment opportunities, the flexible commercial floorspace will also serve to re-activate currently blank frontages along North Street and London Road. The following have also been identified as benefits of the Development:
- (a) the provision of 196 high quality residential units (125 for let within the Private Rented Sector and 71 affordable dwellings provided as discount market rent);
 - (b) 472 sqm (GEA) of flexible commercial ground floor space capable of responding to future occupier demand to accommodate retail, office, community and/or leisure uses;
 - (c) public realm and highway improvements to enhance the appearance of the existing street scene and encourage footfall along London Road; and
 - (d) residential-led development in accordance with the Barking Town Centre Strategy, Barking Town Centre Housing Zone and the GLA's London Riverside Opportunity Area, where there is a primary focus on the delivery of new homes.
- 6.6 It is the view of officers that the Council's Land and the Developer's Land could be acquired compulsorily under section 226(1)(a) in order to facilitate the carrying out of redevelopment and that such redevelopment would advance all three objectives identified at section 226(1A) (namely, the promotion or improvement of the economic, social and environmental well-being of the area). Accordingly, it is considered that the requirements of section 226 and section 227 of the TCPA are satisfied so as to engage section 203 of the HPA 2016. However, a local authority cannot properly exercise these powers unless it considers that it has good reason to interfere with third party rights etc or breach restrictions that would be overridden by section 203 of the HPA 2016 as outlined below.

Power to interfere with rights

- 6.7 As can be seen from the above, reliance in due course on section 203 of the HPA 2016 in order to override the rights etc of adjoining owners in respect of the Land is

possible where the requirements of section 226 of the TCPA are met. Therefore, the requirement to be satisfied, that is, that there is a compelling case in the public interest so as to engage powers under section 203 of the HPA 2016 having regard to the European Convention on Human Rights, must apply before construction of the Development commences.

- 6.8 The enabling provisions in s203 (1) and (4) of the HPA are required for the construction, maintenance and use of the Development, to the extent that this will interfere with private rights of adjoining owners. The operative provisions in section 203-205 are necessary in order to override these rights etc, including any unknown rights that may impede the construction or use of the Development.
- 6.9 If the Council does not exercise its powers under section 203 of the HPA 2016 and the works are commenced, the Development would potentially be infringing those affected owners' rights etc over the Land. Various remedies up to and including injunction would be available to the injured parties depending on the rights infringed on. The consequences of an injunction for the Council would be a delay in the delivery of the Development or the Development (and the benefits that it would bring to the local community) not coming forward at all.

Equalities impact assessment

- 6.10 In deciding to proceed with the exercise of appropriation and acquisition so as to engage section 203 of the HPA 2016, the Council must pay due regard to its Public-Sector Equality Duty (PSED), as set out in Section 149 of the Equalities Act 2010 (the **2010 Act**). The PSED provides that a public authority must, in the exercise of its functions, have due regard to the need to:
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the 2010 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.
- 6.11 Consideration must also be given to whether, if the decision is made to go ahead, it will be possible to mitigate any adverse impact on a protected group, or to take steps to promote equality of opportunity by, for example, treating an affected group more favourably.
- 6.12 Officers are mindful of this duty in making the recommendations in this Report. Generally, it is considered that the impacts of the Development are positive. The proposals would comprise measures to ensure that 10% of the residential units are wheelchair accessible homes. The proposed residential and commercial elements will also have level pedestrian access from London Road with 4 car parking spaces exclusively for use by blue badge holders. This is considered a significant improvement on the current offer.
- 6.13 Within the process of engaging and negotiating with affected third parties, allowances will be made to account for vulnerable parties in accordance with the PSED.

Human Rights

- 6.14 Section 6 of the Human Rights Act 1998 prohibits public authorities from acting in a way which is incompatible with the European Convention on Human Rights (the **ECHR**).
- 6.15 In this case a decision to override easements and other rights represents an interference with rights protected under Article 1 of the Protocol to the ECHR (the right to peaceful enjoyment of possessions) and Article 8 of the ECHR (right to respect for private and family life, home and correspondence). Any decision to interfere with such rights must strike a fair balance between the public interest associated with the Development and the interference with private rights. In light of the clear public benefit associated with the Development and a compelling case in the public interest for the use of the powers to override rights and given that any person who can show that they held an interest in any of the Land will be entitled to compensation in accordance with the relevant statutory provisions, it is considered that the interference with the private rights of those affected would be lawful, justified and proportionate.
- 6.16 The Council is of the view, therefore, that the exercise of its powers in accordance with this Report is compatible with the ECHR.

Resource Implications

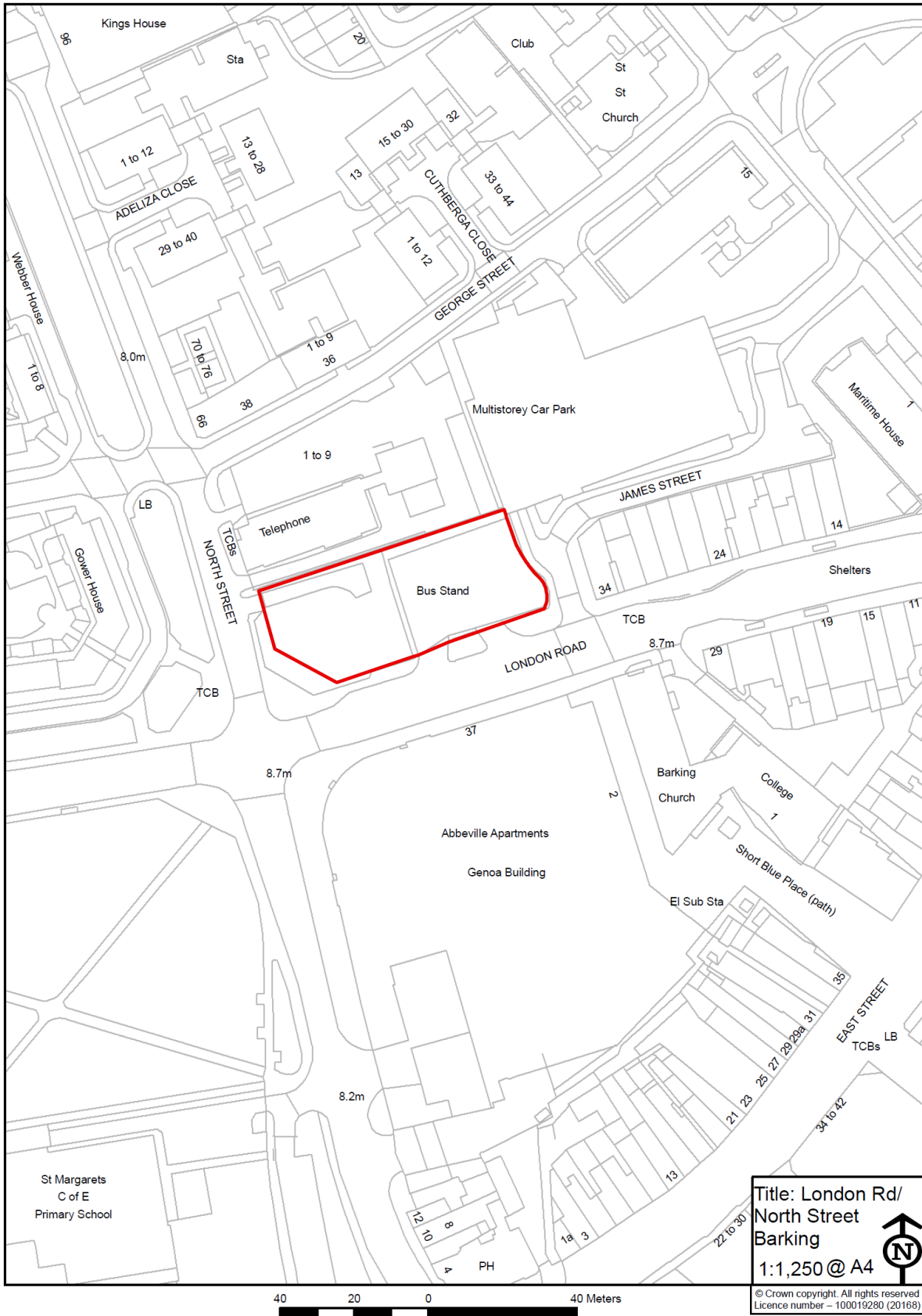
- 6.17 Prior to the acquisition of the Developer's Land, the Developer will be required to provide the Council with an indemnity (supported by appropriate security) in respect of any claims for compensation or costs arising from the appropriation and exercise of section 203 powers, including any liabilities and costs arising from any judicial review of the Council's actions.
- 6.18 The initial compensation estimate reflects assumptions on the layouts of the adjacent buildings. Internal inspections of properties will be carried out to ensure an accurate understanding of the Rights of Light loss on the existing layouts is reflected in discussions about the level of compensation payable.
- 6.19 An allowance has been included within the project budget to cover Rights of Light claims, based on the initial assessment of the book value of the affected properties. An overall project contingency budget has also been included.

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

List of Appendices:

- Appendix 1 - Site Plan and Land to be appropriated (shown outlined in red)

Appendix 1. Site Plan and Land to be appropriated (shown outlined in red)



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CABINET

17 March 2020

Title: Barking Riverside Land Transfers	
Report of the Cabinet Member for Regeneration and Social Housing	
Open Report	For Decision
Wards Affected: Thames	Key Decision: No
Report Author: David Harley, Head of Regeneration, Be First	Contact Details: E-mail: david.harley@befirst.london
Accountable Strategic Leadership Director: Graeme Cooke, Director of Inclusive Growth	
<p>Summary</p> <p>Thames Road forms the main element of the Barking Riverside Gateways Housing Zone. As such this is a priority site for the Council and Be First's regeneration aspirations for the area. The first development proposal coming forward at Thames Road is 12 Thames Road which is proposed to be developed for a co-location scheme including ground floor industrial units and upper floor residential units. Following positive public consultation in late 2019, a planning application for the development was submitted in December 2019. The 12 Thames Road site is in the ownership of the Council however there is a thin strip of land in the freehold ownership of Barking Riverside Limited (BRL) that is included within the planning application red line.</p> <p>BRL Ltd have previously agreed to an acquisition of the land by the Council for a price to be decided via a red book valuation. Initial Heads of Terms were issued in 2019 for the Council to purchase the land in question to facilitate the development. Since that date further discussions have taken place and an opportunity has arisen for a land swap benefitting both parties. As such it is now proposed that a nil payment land swap is agreed between the parties with each party covering their own legal costs.</p> <p>In return for the land adjacent to 12 Thames Road, it is proposed that the Council surrender part of their leasehold interest in the land on the south of Ripple Nature reserve that forms part of the wider land under title number EGL358735. This land is shown shaded orange on appendix 2.</p> <p>The Council currently has a leasehold interest in this land, with the freehold being owned by BRL. The southern part of this land is planned as part of the Barking Riverside development and it is intended to locate BRL's district energy centre on this part of the site. This is part of the approved masterplan and outline planning permission for Barking Riverside. By surrendering the Council's leasehold on the southern part of Ripple Nature Reserve, this will allow BRL to continue with their planned development.</p> <p>The land adjacent to 12 Thames Road (shown in appendix 1, edged in red) currently consists of unused open land, is approximately 0.25 acres and forms part of a wider freehold land title under Title Number EGL334572.</p>	

Both pieces of land have value to the purchaser but would be difficult to formally value given their size or land use constraints, therefore the proposed solution benefits both parties unlocking development and regeneration benefits.

Recommendations

The Cabinet is recommended to:

- (i) Agree to the land swap arrangements with Barking Riverside Limited on the terms set out in the report, whereby the Council shall acquire the freehold interest in the land shown edged red in Appendix 1 to the report in exchange for surrendering the Council's leasehold interest in the land shown shaded orange in Appendix 2 to the report; and
- (ii) Authorise the Director of Law and Governance, or an authorised delegate on her behalf, to execute all the legal agreements, contracts and other documents necessary to implement the arrangements on behalf of the Council.

Reason(s)

- To facilitate the planned development at 12 Thames Road and support the Barking Riverside Ltd development.
- Delivery of new affordable homes within the Borough

1. Introduction and Background

- 1.1 Thames Road forms the majority of the Barking Riverside Gateways Housing Zone, with Barking Riverside to the South and Thames View to the industrial users to the east, west and north. It is proposed to redevelop significant parts of Thames Road for a mix of residential and employment uses.
- 1.2 The first development proposed is at 12 Thames Road. This site is 2.25 acres in size with 0.25 acres owned by Barking Riverside Limited (BRL). The freehold interest of 12 Thames Road was purchased by the Council in January 2017 with the view to redevelop for housing.
- 1.3 In July 2018, Be First brought plans for the site (Gateway 2) to the LBBDD Investment Panel and were granted approval. The scheme is in the Be First Business Plan.
- 1.4 The proposed 12 Thames Road scheme was approved at Gateway 3 in December 2019, and a planning application was submitted on 20th December 2019 with full support of the case officer, design officer and a positive reaction at the public consultation. The application seeks to provide 153 affordable residential units and 4,510m² of new industrial space.
- 1.5 The site sits within a Strategic Industrial Location (SIL) and the Barking Riverside Gateways Housing Zone. A masterplan for the area is being prepared by the planning policy team at Be First.

2 Proposal and Issues

- 2.1 While it was previously agreed with BRL to purchase their freehold land adjacent to the 12 Thames Road site, the opportunity to enter into a nil payment land swap has presented itself benefitting both parties.
- 2.2 This land is crucial to delivering the current development proposal at 12 Thames Road. Shown below is the proposed ground floor plan of the development at 12 Thames Road and the corresponding BRL land is shown edged in red (please note this is a rough location plan for illustration purposes only)



Ground Floor

- 2.3 By agreeing to the proposed land swap, the Council will both be able to facilitate the development at 12 Thames Road and also support the development at Barking Riverside.
- 2.4 The land shown in appendix 2 was transferred on a leasehold basis to the Council as part of a larger area to be used as a nature reserve. No other use is permitted. This element of the site however has not been used as a nature reserve for a significant period and has been taken back into use by BRL. The orange area is c 1.5ha.

3 Options Appraisal

- 3.1 Cabinet are being asked to consider the “land swap” arrangement with BRL. Below sets out different options and potential outcomes;
- 3.2 The ‘Do Nothing’ option would lose the opportunity to carry out the current iteration of the planned development at 12 Thames Road. There may be a potential to create a new planning application which does not include the BRL land, however this would cost time and money. It would also cause further constraints on the land and planning potential
- 3.3 Another option would be to purchase the land adjacent to 12 Thames Road based upon a red book valuation. This was the option being pursued but would require funding from the Council to purchase. It would also mean retaining the current land in Ripple Nature reserve. As the council is not current using this land, it is providing LBBD with no benefit. If LBBD retained the leasehold on the land would cause serious issues for the Barking Riverside development which would hamper efforts to regenerate the local area.
- 3.4 The recommended option is to facilitate a “land swap” with BRL where the council’s leasehold interest is surrendered on the land on the south of Ripple Nature reserve (shaded orange on appendix 2) and the freehold interest in land adjacent to 12 Thames Road (edged on appendix 1) is transferred to the council. This would result in a nil payment exchange with both parties covering their own legal costs.

4. Consultation

- 4.1 This proposal has been discussed at the Barking Riverside Steering Group. It would also need to be agreed by the Barking Riverside Board.
- 4.2 There has been pre-planning public consultation on the 12 Thames Road proposals which were broadly positive. The formal planning process underway involves consultation. The Barking Riverside development has seen significant public consultation and has an approved outline permission.

5. Equalities

- 5.1. The Equality Act 2010 provides protection from discrimination in respect of certain protected characteristics namely: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Section 149 of the Equality Act 2010 places the Council, as a public authority, under a legal duty ("the public sector equality duty"), in the exercise of all its functions, to have due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act;
 - Advance equality of opportunity between persons who share a "relevant protected characteristic" (i.e. The characteristics referred to above other than marriage and civil partnership) and persons who do not share it; and
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.2 Both developments have their own Equality assessment which is more relevant than this specific land swap.

6. Financial Implications

Implications completed by David Dickinson, Investment Fund Manager

6.1 The report proposes a land swap with BRL where the council's leasehold interest is surrendered on the land on the south of Ripple Nature reserve and the freehold interest in land adjacent to 12 Thames Road is transferred to the council.

6.2 The transfer will be a nil payment exchange although there will be legal costs.

6.3 As outlined in the report, by agreeing to the proposed land swap, the Council will both be able to facilitate the development at 12 Thames Road and also support the development at Barking Riverside.

6.4 The land swap would benefit both parties, with the transfer to the Council facilitating the development of 12 Thames Road and the transfer of the land south of Ripple Nature reserve allowing BRL to use the land for their energy centre in line with approved planning approvals.

7. Legal Implications

Implications completed by Ann Towndrow, Property Solicitor

7.1 In accordance with section 120 Local Government Act 1972 (LGA), a principal council may acquire by agreement any land, whether situated inside or outside their area for the purpose of any of their functions under this or any other enactment or for the benefit, improvement or development of their area.

7.2 Under s123 of the LGA a local authority may dispose of land subject to a duty to obtain the best consideration reasonably obtainable (includes the grant of a lease). A disposal may be at an undervalue if the transaction will contribute to the social and economic well-being of its area.

7.3 In addition:

i. 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.

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

7.4 The Council's Constitution, Part 4, Chapter 4 sets out the Land Acquisition and Disposal Rules. In accordance with paragraph 2.1, all strategic decisions about the use, acquisition and disposal of land and property assets is within the remit of the Cabinet.

8 Other Implications

- 8.1 **Risk Management** - The recommendation results in a nil payment exchange. This requires no borrowing and the only costs would be legal costs (under £5,000) which would need to be spent under the existing proposal. The council is being requested to surrender their interests in part of a current leasehold. It is believed that this currently is not in use by the council and so risks associated with the surrender are very low.
- 8.2 **Corporate Policy and Customer Impact** – The proposal helps facilitate two schemes which deliver corporate policy objectives and deliver benefits for residents in the form of affordable homes and new jobs.
- 8.3 **Safeguarding Children** – Future redevelopment proposals offer the chance to consider improvements which assist with improving safeguarding opportunities.
- 8.4 **Health Issues** – Future redevelopment offers the chance to address health and wellbeing issues which would be considered as part of the proposals.
- 8.5 **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. Future redevelopment of the site offers the opportunities for making any improvements which address crime and disorder issues.
- 8.6 **Property / Asset Issues** – This proposal involves a land swap whereby the Council releases a leaseholder interest in favour of a new freehold interest. It would be a challenge to formally value each site – each party has a very specific interest in the land they want but limited interest in the land they would forego.

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

List of Appendices:

Appendix 1: Site Plan – Land to the east of 12 Thames Road

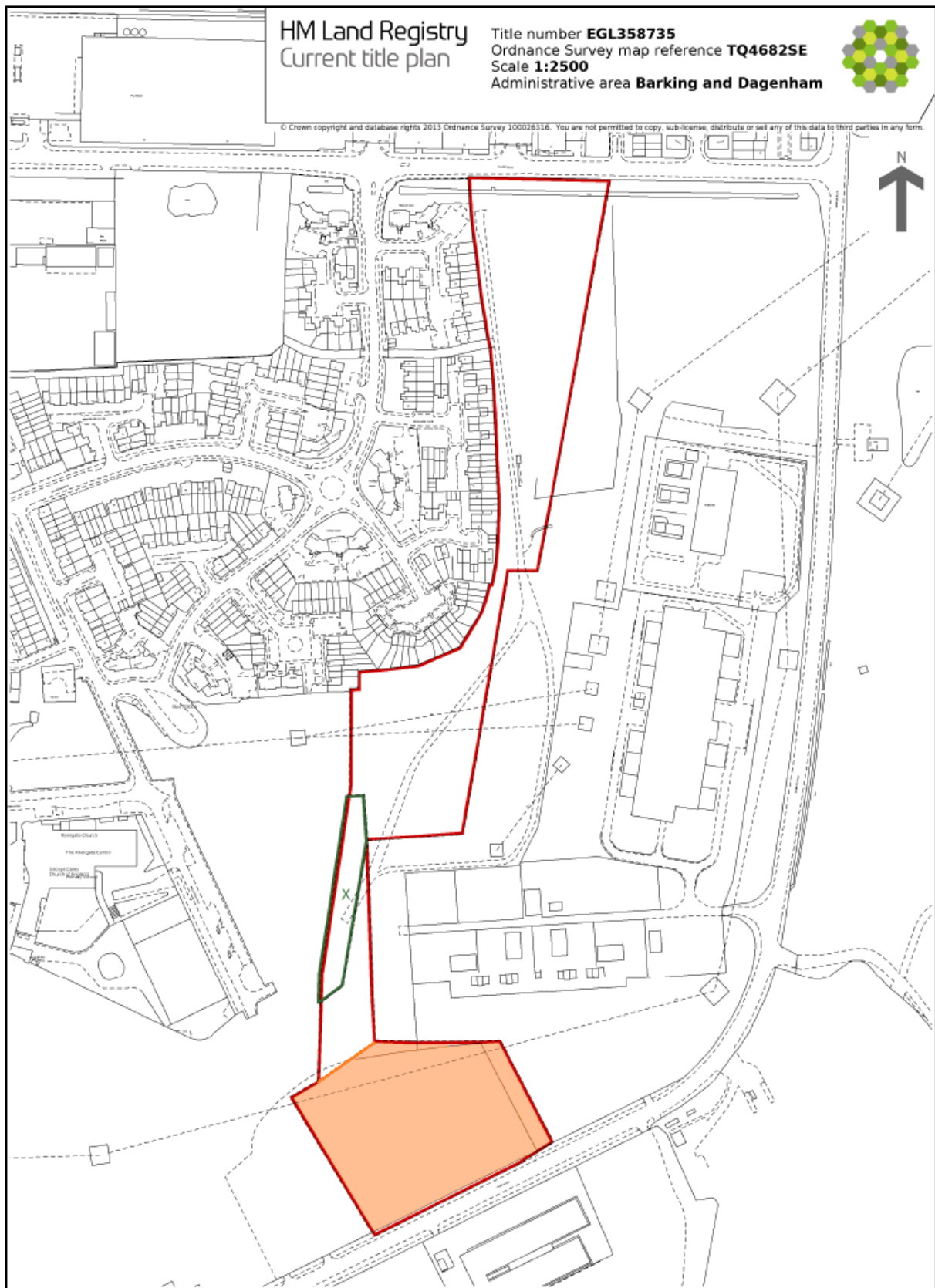
Appendix 2: Site Plan – Land at the Southern Part of Ripple Nature Reserve

Appendix 1 – Open land Adjacent to 12 Thames Road



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Appendix 2 – Land on the South of Ripple Nature Reserve



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CABINET**17 March 2020**

Title: Wivenhoe Road Temporary Accommodation Project - Appointment of Construction Contractor	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: Thames	Key Decision: No
Report Author: Daniel Taylor, Senior Construction Manager, Be First	Contact Details: Tel: 020 8227 5706 E-mail: danny.taylor@befirst.london
Accountable Director: Ed Skeates, Development Director, Be First	
Accountable Strategic Leadership Director: Graeme Cooke, Director of Inclusive Growth	
<p>Summary</p> <p>This report seeks approval for a waiver to enable the direct award of the Pre-Construction Services Agreement (PCSA) and Main Contract, for a total of 20 Temporary Accommodation Homes on the former garage sites adjacent to 75 - 77 Wivenhoe Road, Barking to Jerram Falkus Construction Limited (JFC).</p> <p>The approval for the financial and delivery details of this project have been separately approved as part of the Investment and Acquisition Strategy updated and reported to Cabinet on 17 September 2019.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <p>(i) Waive the requirement to tender in accordance with the Council's Contract Rules and agree that the Council proceeds with the direct award of the Pre-Construction Services Agreement (PCSA) and main contract to Jerram Falkus Construction Limited to undertake the construction of 20 new homes at the Wivenhoe Road site for a total contract sum of circa £3m; and</p> <p>(ii) Authorise the Director of Inclusive Growth, in consultation with the Cabinet Members for Regeneration and Social Housing and Finance, Performance and Core Services, the Director of Law and Governance and the Chief Operating Officer, to award and enter into the PCSA and main contracts with Jerram Falkus Construction Limited for the described works.</p>	

Reasons

The recommendations are aligned to four elements of the new Council vision and priorities namely:

- Regeneration and development of the borough
- Housing Estate Regeneration
- Provision of affordable housing
- Community and social benefits

1. Introduction and Background

- 1.1 At the Cabinet meeting held on 21 May 2019 (Minute No.9), the Cabinet approved the Be First Business Plan 2019-2024. Wivenhoe Road formed part of this plan. This project also formed part of the Council's Investment and Acquisition Strategy, the last update of which was presented to and approved by Cabinet on 17 September 2019 (Minute 46).
- 1.2 The site at Wivenhoe Road forms part of the portfolio of Temporary Accommodation projects the council is undertaking to reduce the financial burden of placing homeless people and families within privately rented accommodation while they wait for a permanent home to become available.
- 1.3 The Weighbridge Project (Cook Road, Dagenham) is the first of these Temporary Accommodation projects, which is being delivered by JFC Ltd, who were procured through a competitive process from Lot 2 of The London Borough of Barking and Dagenham Framework Agreement for New build Housing Works. The project is currently under construction and works are due to complete in the first Quarter of 2020.
- 1.4 The homes on the Weighbridge project are being constructed off-site utilising a modern method of construction that mitigates the impact of construction works on site, whilst speeding up delivery. This is a relatively new method of construction within the construction industry. Therefore, JFC together with its supply chain has gained valuable knowledge that would benefit the Council on other similar projects, specifically Wivenhoe.
- 1.5 Given that JFC Ltd demonstrated value for money through a competitive procurement process on the Weighbridge project, and the knowledge they have gained through the delivery of that project, it is proposed that they are selected as the preferred contractor for Wivenhoe via Direct Award, subject to agreeing the terms of the appointment. The Be First Board approved this approach at the Be First Board meeting on 7 May 2019.

2. Proposal and Issues

Procurement Process

- 2.1 It is proposed to award a contract to JFC with no competition.

- 2.2 Jerram Falkus Construction Limited were appointed to the Weighbridge project on a two stage Design and Build basis via mini-competition using Lot 2 of The London Borough of Barking and Dagenham Framework Agreement for New build Housing Works.
- 2.3 After assessment of their tender by Be First, Jerram Falkus Construction Limited were deemed to have provided the most economically advantageous tender as per the parameters set out in the Tender Documents and were recommended for appointment.
- 2.4 The Pre-construction Stage of this process (carried out under PCSA) included design development, obtaining the required statutory approval and procurement of sub-contractors to construct the new homes. Each Works Sub-contract Package has been competitively tendered by Jerram Falkus Construction Limited, and this has been demonstrated via an Open Book process, a set of Contractor Proposals were then produced. These proposals were assessed by Be First and their appointed Cost Management team and were deemed to have met the Employer's Requirements and to have demonstrated Value for Money.
- 2.5 Early 2019 Be First engrossed a contract between Jerram Falkus Construction Limited and the London Borough of Barking Dagenham for the Weighbridge project, this contract was subsequently executed by both parties.
- 2.6 This proposed direct appointment provides a number of benefits to the delivery of the project, including but not limited to the following:
- Lessons Learned from the Weighbridge site design, build and construction to be fed into the Wivenhoe Road project, this includes the designs, manufacturer and installation of the new homes.
 - Lessons learned provides a good foundation/understanding of the build methods, including achieving building regulations and planning approval, other statutory approvals, i.e. Secured by Design, London Fire Brigade.
 - The project team have developed an in-depth knowledge/expertise in the delivery using this method of construction from Weighbridge.
 - Utilising the same contractor will therefore facilitate the delivery of new homes at the earliest opportunity thereby improving the outcome for residents and saving the Council money in relocating families from expensive TA
 - Where possible standardisation of the final product will be adopted, which will assist with future maintenance.
 - Programme and Budget benefits from using the same suppliers.
 - The products delivered will be consistent across the Temporary Accommodation Programme providing cost savings and maintenance benefits in the operational phase of the building product delivered.
- 2.7 Where applicable, the Weighbridge project's contractor proposals will be used for programme/quality/cost benchmarking to agree a set contractor's proposal to deliver the Wivenhoe Road project. As the Weighbridge scheme was competitively tendered this will demonstrate best value. When it is not possible to use the Weighbridge project for benchmarking purposes, Be First and their Consultant team will use in-house and appropriate market data to ensure value for money is achieved.

- 2.8 The cost element of this benchmarking will assess the pre-construction costs (design and management), preliminaries and works' package costs that were received for the competitively tendered Weighbridge project to ensure value for money is being achieved. All cost benchmarking will be undertaken in conjunction with the Be First Cost Management team.
- 2.9 The works will be let under Pre-construction Services Agreements and Main Contracts.
- 2.10 The project received Investment Panel approval in December 2017 for circa 20 units with an estimated total development cost of £1,730,000 and a pre-development budget requirement of £400,000. The PCSA costs (outlined in paragraph 3.2.1) of £280,000 are to be funded under the approved pre-development budget of £400,000. The estimated Main Works Contract sum of £2.7m will be subject to future Investment Panel approval at Gateway 4 subject to the project meeting the Council's investment metrics and providing value for money.

3. Proposed Procurement Strategy

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

- 3.1.1 The design, manufacture and installation of, 20 new homes on the Wivenhoe Road site.
- 3.1.2 Initial appointment to individual PCSA's on each project to develop the design and Contractor's Proposals for Main Contract Agreement.
- 3.1.3 Should the Contractor's Proposals meet the Employer's Requirements, demonstrate value for Money and meet Be First's social value requirements then JFC shall be engaged under a JCT Design and Build 2016; as amended Contract to deliver the Works on Site.

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

3.2.1 Wivenhoe Road

PCSA	£280,000
Main Works (Estimated)	£2,720,000
Total Value of Award (Estimated)	£3,000,000

3.3 Duration of the contract, including any options for extension

- 3.3.1 Wivenhoe Road - November 2019 – September 2020

3.4 Is the contract subject to (a) the (EU) Public Contracts Regulations 2015 or (b) Concession Contracts Regulations 2016?

- 3.4.1 Not applicable.

- 3.5 Recommended procurement procedure and reasons for the recommendation**
- 3.5.1 Direct Award of Main Contractor, to Wivenhoe Road scheme.
- 3.5.2 This approach was approved by the Be First board on 7May 2019.
- 3.5.3 This approach will maintain project delivery programmes and drive efficiency through lessons learnt on the Temporary Accommodation programme as a whole.
- 3.6 The contract delivery methodology and documentation to be adopted**
- 3.6.1 JCT 2016 Design & Build Contract, using the JCT Pre-construction Service Agreement to agree contractor proposals.
- 3.7 Outcomes, savings and efficiencies expected as a consequence of awarding the proposed contract**
- 3.7.1 As stated at paragraph 2.6 - The award to Jerram Falkus Construction Limited to capture the knowledge, innovation and modular product development to be applied to this project leading to efficiencies in the cost, time and programme.
- 3.8 Criteria against which the tenderers are to be selected and contract is to be awarded**
- 3.8.1 As detailed above, this contract to be benchmarked against the Weighbridge project which was competitively tendered.
- 3.8.2 The project costs will also be benchmarked against industry data held by our appointed Quantity Surveyors and available from the Royal Institute of Chartered Surveyors.
- 3.9 How the procurement will address and implement the Council's Social Value policies**
- 3.9.1 By utilising Jerram Falkus Construction Limited for these works the overall contribution from the Contractor for its commitment to Social Value and Skills will be enhanced. Using a Contractor who is engaged in ongoing projects with the Council and Be First means that they are already committed to delivering long term results for the local community from their relationship with Be First.
- 3.9.2 Be First and the Council have agreed a Social Value Policy through which our Framework Contractor's will be measured. Jerram Falkus is signed up to this and is committed to deliver the agreed targets.
- 3.10 Contract Management methodology to be adopted**
- 3.10.1 Be First Construction Management are overseeing the Project with the assistance of an external Employer's Agent and Cost Controller along with an internal Clerk of Works. The management of this includes monthly progress meetings, Risk Management, Daily site attendance, along with a monthly Project Overview meeting with senior Be First Management and reports fed back to the Client.

4. Options Appraisal

4.1 Four options are available:

1. Run a mini-competition via the Be First Development Framework, this has been discounted as it increases the risk of losing the valuable knowledge gained via the design and construction of the Weighbridge Project.
2. Run a full open tender procedure to the wider market, this option is discounted as it further increases the risk outlined in Option 1 and increases cost and delays delivery.
3. Do nothing – this will impact the supply of temporary accommodation homes within the borough and reduce the chances of homeless residents being able to be housed within the borough.
4. Directly award to JFC to design and build the project –this will lead to programme/quality and cost benefits.

5. Waiver

- 5.1 This report seeks to waive contract rule 28.5; requiring contracts in excess of £50,000 to be subject to a competitive tender exercise, in that the awards for the works are being directly awarded to the Main Contractor, JFC.
- 5.2 The waiver is required to realise the anticipated benefit noted in this report for Programme, Cost Quality and consistency of delivery and product.
- 5.3 The grounds for the waiver are covered in part 4, Chapter 1 of the Council's Contract Rules, clause 6.6, (G) which states; the nature of the market for the works to be carried out of the goods or services to be provided has been investigated and is such that a departure from the requirements of Contract Rules is justifiable.

6. Consultation

- 6.1 These projects have been to Be First Board and approval has been granted subject to the Council's Cabinet Approval for the direct appointment of JFC.
- 6.2 As part of the Be First programme these projects will be delivered with the full engagement of the communities, local stakeholders and residents they impact, this starts from the inception of the project and is confirmed via the production of an individual Engagement Strategy for each project which is integrated into Be First's internal Gateway approval process.

7. Corporate Procurement

Implications completed by: Euan Beales, Head of Procurement

- 7.1 The Contract rules require all spend over £50k to be formally tendered, however if the sum is below EU threshold, a waiver can be applied if full justification to support the waiver is offered.
- 7.2 The report requests a direct award to JFC for a value which is below EU threshold for works, and as such would not require a fully compliant process.

- 7.3 The waiver is sought under the validation of works, being value for money and with the process being reviewed by Gowlings.
- 7.4 Based on the contents of the report and that Gowlings have reviewed the process, the recommendations as made should stand.
- 7.5 It should be noted, that in the event there are additional costs attained to this project it cannot exceed the OJEU threshold for works, so consideration is required to mitigate any cost creep.

8. Financial Implications

Implications completed by: David Dickinson, Investment Fund Manager

- 8.1 Wivenhoe has an agreed total development cost of £1,730,000 and a pre-development budget requirement of £400k. The PCSA costs of £280k form part of the pre-development budget.
- 8.2 The main works contract at an estimated £2.7m will be discussed and, subject to meeting the Council's return metrics, will need to be agreed as part of the Gateway 4 stage by the Investment Panel.
- 8.3 Given the nature of the contract a direct award to JFC to design and build the projects will allow the development to be produced quickly and allow for consistency across the Temporary Accommodation Programme providing cost savings and maintenance benefits in the operational phase.

9. Legal Implications

Implications completed by: Gowling WLG (and assessed by Ian Chisnell, Special Projects Lawyer, Law & Governance)

- 9.1 External legal advisers Gowling WLG have been asked to comment in this report on the procurement and best value considerations associated with the proposed direct appointment of JFC by Be First given the request for a waiver (although Gowling WLG were not instructed on the original negotiations, they have since been retained to advise on the construction documentation).
- 9.2 Be First and the Council are bound by the Public Contracts Regulations 2015 ("**Regulations**"). The Council is bound by its best value duty under the Local Government Act 1999 and Be First is contractually bound to assist the Council in fulfilling that duty.

Procurement

- 9.3 There is a risk of challenge for breach of the Regulations from other economic operators for use of the framework in breach of its terms. Even if such a challenge were to materialise, then Be First and/or the Council would, we anticipate, contend that:
- a) the appointment falls outside of the ambit of the Regulations as each has a value of less than £4,292,000 (2019) or £4,733,252 (2020); and

- b) this contract (together with the Margaret Bondfield contract for 15 homes (see separate request for waiver)) has not been artificially created by way of two sub-lots so as to bring each beneath the applicable threshold – whilst the contracts are granted to the same contractor, the schemes, and the risks associated with each are separate.

9.4 Notwithstanding this, the Council still has a legal obligation to comply with the relevant provisions of the Council's Contract Rules. For reasons set out in the body of the report it has been decided to directly award the Pre-Construction Services Agreement (PCSA) and Main Contract, for Wivenhoe Road, to JFC. This therefore requires a waiver of the Council's contract rules as any contract above £50,000 is required to be subject to a competitive tendering exercise. Contract Rule 6.3 permits Cabinet to grant waivers in excess of £500,000 providing it is satisfied that the justification for such waiver is sound and that it is in the Council's overall interests.

Best Value Duty

9.5 The Council is bound by its best value duty under the Local Government Act 1999 and Be First is contractually bound to assist the Council in fulfilling that duty.

9.6 The approach taken by Be First is summarised below and accords with the value for money protocol which applies to single source appointments. In the absence of a tender exercise, compliance with that protocol, in our view, sufficiently evidences a defensible approach to the need to fulfil the best value duty. The following describes the approach taken:

- a. Price (in each case) assessed by Budget holder against benchmarked rates from previous Be First appointments where applicable, along with published market data.
 - b. Offer to be assessed by Budget Holder for compliance with the requirements of the opportunity.
 - c. Offer to be considered in terms of any added value that is being offered.
 - d. Award to be signed off by Be First PMO.
-
- a) Appointment of JFC to the Weighbridge project through a previous mini-competition as the most economically advantageous tender;
 - b) The competitive tender of each Weighbridge sub-contractor package and assessment by Be First of those packages delivering value for money;
 - c) Appointment of JFC to the lot 1 panel pursuant to the Regulations;
 - d) Application of the Weighbridge project methods of construction and suppliers to the proposed Wivenhoe Road project.
 - e) Identification of the benefits set out at paragraph 2.10 above; and
 - f) Use of Weighbridge, Be First in-house and market data for the purposes of benchmarking costs.

Council Powers

9.7 The power of the Council to enter into the PCSA and in due course the JCT Design & Build 2016 is contained in section 1 Localism Act 2011 together with the so called incidental power under section 111 Local Government Act 1972.

10. Other Implications

- 10.1 **Risk Management** – This project will be managed/monitored throughout with a Risk Register that will be updated and monitored regularly.
- 10.2 **Contractual Issues** – A standard form JCT 2016 D&B contract with the council amendments will be used for this project.
- 10.3 **Corporate Policy and Equality Impact** – An approval for a waiver to direct appoint this contractor will allow for the progression of this appointment to construct in total 20 new homes in total. This is consistent with the independent Growth Commission's recommendations for the borough to continue bringing forward redevelopment which will help encourage further regeneration and investment. The delivery of the scheme will help deliver the aspirations of the Council's vision and corporate policies. The Scheme which will be enabled by the a wavier being granted is also consistent with the Council's planning policies.
- 10.4 **Health Issues** – Following completion of these works, the new homes present an opportunity for improving health and reduced health inequalities through social and economic regeneration. These works will also go some way to improve/prevent mental health issues due to the uncertainty of families living in Bed and Breakfast accommodation.
- 10.5 **Crime and Disorder Issues** – These will be considered as part of the planning application decision making. The Scheme will improve crime prevention through its design which improves natural surveillance by building on this site the positives will be that this under used area will come back into use and will reduce the anti-social behaviour that appears to be prevalent around this unused garage sites.
- 10.6 **Property / Asset Issues** – Both sites are within the Council's ownership and have been approved via existing Cabinet Reports for development.

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

List of appendices: None

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CABINET**17 March 2020**

Title: Margaret Bondfield Avenue Temporary Accommodation Project - Appointment of Construction Contractor	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: Eastbury	Key Decision: No
Report Author: Danny Taylor, Senior Construction Manager, Be First	Contact Details: Tel: 020 8227 3618 E-mail: danny.taylor@befirst.london
Accountable Director: Ed Skeates, Development Director, Be First	
Accountable Strategic Leadership Director: Graeme Cooke, Director of Inclusive Growth	
Summary	
<p>This report seeks approval for a waiver to enable the direct award of the Pre-Construction Services Agreement (PCSA) and Main Contract, for a total of 15 Temporary Accommodation Homes at the former garage site situated on Margaret Bondfield Ave, Barking to Jerram Falkus Construction Limited (JFC).</p> <p>The approval for the financial and delivery details of this project have been separately approved as part of the Investment and Acquisition Strategy updated and reported to Cabinet on 17 September 2019.</p>	
Recommendation(s)	
The Cabinet is recommended to:	
<p>(i) Waive the requirement to tender in accordance with the Council's Contract Rules and agree that the Council proceeds with the direct award of the Pre-Construction Services Agreement (PCSA) and main contract to Jerram Falkus Construction Limited to undertake the construction of 15 new homes at the Margaret Bondfield Avenue site for a total contract sum of circa £2.6m; and</p> <p>(ii) Authorise the Director of Inclusive Growth, in consultation with the Cabinet Members Regeneration and Social Housing and Finance, Performance and Core Services, the Director of Law and Governance and the Chief Operating Officer, to award and enter into the PCSA and main contracts with Jerram Falkus Construction Limited for the described works.</p>	

Reason(s)

The recommendations are aligned to four elements of the new Council vision and priorities namely:

- Regeneration and development of the borough
- Housing Estate Regeneration
- Provision of affordable housing
- Community and social benefits

1. Introduction and Background

- 1.1 At the Cabinet meeting held on 21st May 2019 (Minute No.9), the Cabinet approved the Be First Business Plan 2019-2024. The Margaret Bondfield project formed part of this plan. This project also formed part of the Council's Investment and Acquisition Strategy. The last update of this strategy was approved by Cabinet on 17th September 2019 (Minute 46).
- 1.2 The site at Margaret Bondfield forms part of the portfolio of Temporary Accommodation projects the council are undertaking, to reduce the financial burden of placing homeless people and families within privately rented accommodation while they wait for a permanent home to become available.
- 1.3 The Weighbridge Project (Cook Road, Dagenham) was the first of these Temporary Accommodation projects, and is being delivered by JFC Ltd, who were procured through a competitive process from Lot 2 of The London Borough of Barking and Dagenham Framework Agreement for New Build Housing Works. The project is currently under construction and works are due to complete in the first Quarter of 2020.
- 1.4 The homes on the Weighbridge project are being constructed off-site utilising a modern method of construction that mitigates the impact of construction works on site, whilst speeding up delivery. This is a relatively new method of construction within the construction industry. Therefore, JFC together with its supply chain has gained valuable knowledge that will benefit the Council on other similar projects, such as Margaret Bondfield.
- 1.5 Given that JFC Ltd demonstrated value for money through a competitive procurement process on the Weighbridge project, and the knowledge they have gained through the delivery of that project, it is proposed that they are selected as the preferred contractor for Margaret Bondfield via Direct Award, subject to agreeing the terms of the appointment. The Be First Board approved this this approach at the Be First Board meeting on 14th January 2019.

2. Proposal and Issues

Procurement Process Weighbridge Project

- 2.1 It is proposed to award a contract to JFC with no competition.

- 2.2 Jerram Falkus Construction Limited were appointed to the Weighbridge project on a two stage Design and Build basis via mini-competition using Lot 2 of The London Borough of Barking and Dagenham Framework Agreement for New build Housing Works
- 2.3 After assessment of their tender by Be First, Jerram Falkus Construction Limited were deemed to have provided the most economically advantageous tender as per the parameters set out in the Tender Documents and were recommended for appointment.
- 2.4 The Pre-construction Stage of this process (carried out under PCSA) included design development, obtaining the required statutory approval and procurement of sub-contractors to construct the new homes. Each Works Sub-Contract Package has been competitively tendered by Jerram Falkus Construction Limited, and this has been demonstrated via an Open Book process, a set of Contractor Proposals were then produced. These proposals were assessed by Be First and their appointed Cost Management team and were deemed to have met the Employer's Requirements and to have demonstrated Value for Money.
- 2.5 In early 2019 Be First engrossed a contract between Jerram Falkus Construction Limited and the London Borough of Barking Dagenham for the Weighbridge project, this contract was subsequently executed by both parties.
- 2.6 Following the development of the Weighbridge Project, it is proposed to contract to deliver the Margaret Bondfield scheme via a direct appointment without competition, as this route provides a number of benefits to the delivery of the project, including but not limited to the following:
- Lessons Learnt from the Weighbridge site design, build and construction to be fed into the Margaret Bondfield project. This includes the designs, manufacturer and installation of the new homes.
 - Lessons learnt provides a good foundation/understanding of the build methods, including achieving building regulations, planning approval, and other statutory approvals, i.e. Secured by Design, London Fire Brigade.
 - Utilising the same contractor will therefore facilitate the delivery of new homes at the earliest opportunity thereby improving the outcome for residents and saving the Council money in relocating families from expensive TA.
 - The project team have developed in-depth knowledge/expertise in the delivery from using this method of construction from Weighbridge.
 - Where possible, standardisation of the final product will be adopted which will assist with future maintenance.
 - Programme and Budget benefits from using the same suppliers.
 - The products delivered will be consistent across the Temporary Accommodation Programme providing cost savings and maintenance benefits in the operational phase.
- 2.7 Where applicable, the Weighbridge project's contractor proposals will be used for programme/quality/cost benchmarking to agree a set contractor's proposal to deliver the Margaret Bondfield project. As the Weighbridge scheme was competitively tendered this will demonstrate best value. When it is not possible to use the Weighbridge project for benchmarking purposes, Be First and their

Consultant team will use in-house and appropriate market data to ensure value for money is achieved.

- 2.8 The cost element of this benchmarking will assess the pre-construction costs (design and management), preliminaries and works package costs that were received for the competitively tendered Weighbridge project to ensure value for money is being achieved; Overhead and Profit levels will be set at the level agreed in the overarching Be First Development Framework. All cost benchmarking will be undertaken in conjunction with the Be First Cost Management team.
- 2.9 The works will be let under separate Pre-construction Services Agreements and Main Contracts.
- 2.10 The project received Investment Panel approval in April 2019 for circa 16 units with an estimated total development cost of £2,992,704 and a pre-development budget requirement of £1m. The PCSA costs (outlined in paragraph 3.2.1) are to be funded under the approved pre-development budget of £1m. The estimated Main Works Contract sum of £2.6m will be subject to future Investment Panel approval at Gateway 4 subject to the project meeting the Council's investment metrics.

3. Proposed Procurement Strategy

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

- 3.1.1 The design, manufacture and installation of 15 new homes on the Margaret Bondfield Avenue.
- 3.1.2 Initial appointment to individual PCSAs on each project to develop the design and Contractor's Proposals for Main Contract Agreement.
- 3.1.3 Should the Contractor's Proposals meet the Employer's Requirements, demonstrate value for Money and meet Be First's social value requirements then JFC shall be engaged under a JCT Design and Build 2016; as amended Contract to deliver the Works on Site.

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

3.2.1 Margaret Bondfield Ave

PCSA	£300,000
Main Works (Estimated)	£2,300,000
Total Value of Award (Estimated)	£2,600,000

3.3 Duration of the contract, including any options for extension

- 3.3.1 Margaret Bondfield - December 2019 - September 2020.

3.4 Is the contract subject to (a) the (EU) Public Contracts Regulations 2015 or (b) Concession Contracts Regulations 2016?

- 3.4.1 Not applicable.

- 3.5 Recommended procurement procedure and reasons for the recommendation**
- 3.5.1 Direct Award of Main Contractor to the Margaret Bondfield scheme.
- 3.5.2 This approach was approved by the Be First board on 14 January 2019.
- 3.5.3 This approach will maintain project delivery programmes and drive efficiency through lessons learnt on the Temporary Accommodation programme as a whole.
- 3.6 The contract delivery methodology and documentation to be adopted**
- 3.6.1 JCT 2016 Design & Build Contract, using the JCT Pre-construction Service Agreement to agree contractor proposals.
- 3.7 Outcomes, savings and efficiencies expected as a consequence of awarding the proposed contract**
- 3.7.1 As stated at paragraph 2.6, the award to Jerram Falkus Construction Limited to capture the knowledge, innovation and modular product development to be applied to this project leading to efficiencies in the cost, time and programme.
- 3.8 Criteria against which the tenderers are to be selected and contract is to be awarded**
- 3.8.1 As detailed above, this contract will be benchmarked against the Weighbridge project which was competitively tendered.
- 3.8.2 The project costs will also be benchmarked against industry data held by our appointed Quantity Surveyors and available from the Royal Institute of Chartered Surveyors.
- 3.9 How the procurement will address and implement the Council's Social Value policies**
- 3.9.1 By utilising Jerram Falkus Construction Limited for these works the overall contribution from the Contractor for its commitment to Social Value and Skills will be enhanced. Using a Contractor who is engaged in ongoing projects with the Council and Be First means that they are already committed to delivering long term results for the local community from their relationship with Be First.
- 3.9.2 Be First and the Council have agreed a Social Value Policy through which our Framework Contractors will be measured. Jerram Falkus are signed up to this and are committed to deliver the agreed targets.
- 3.10 Contract Management methodology to be adopted**
- 3.10.1 Be First Construction Management are overseeing the Project with the assistance of an external Employer's Agent and Cost Controller along with an internal Clerk of Works. The management of this includes monthly progress meetings, Risk Management, Daily site attendance, along with a monthly Project Overview meeting with senior Be First Management and reports fed back to the Client.

4. Options Appraisal

4.1 Four options are available:

1. Run a mini-competition via the Be First Development Framework, this has been discounted as it increases the risk of losing the valuable knowledge of this innovative design and build scheme which has been gained by the supplier via the design and construction of the Weighbridge Project.
2. Run a full open tender procedure to the wider market, this option is discounted as it further increases the risk outlined in Option 1, increases costs and delays the programme.
3. Do nothing – this will impact the supply of temporary accommodation homes within the borough and reduce the chances of homeless residents being able to be housed within the borough.
4. Directly award to JFC to design and build the projects –this will lead to programme/quality and cost benefits.

5. Waiver

- 5.1 This report seeks to waive contract rule 28.5; requiring contracts in excess of £50,000 to be subject to a competitive tender exercise, in that the awards for the works are being directly awarded to the Main Contractor, JFC.
- 5.2 The waiver is required to realise the anticipated benefit noted in this report for Programme, Cost Quality and consistency of delivery and product.
- 5.3 The grounds for the waiver are covered in part 4, Chapter 1 of the Council's Contract Rules, clause 6.6, (G) which states; the nature of the market for the works to be carried out of the goods or services to be provided has been investigated and is such that a departure from the requirements of Contract Rules is justifiable.

6. Consultation

- 6.1 These projects have been to Be First Board and approval has been granted subject to the Council's Cabinet Approval for the direct appointment of JFC.
- 6.2 As part of the Be First programme these projects will be delivered with the full engagement of the communities, local stakeholders and residents they impact, this starts from the inception of the project and is confirmed via the production of an individual Engagement Strategy for each project which is integrated into Be First's internal Gateway Approval process.

7. Corporate Procurement

Implications completed by: Euan Beales Head of Procurement

- 7.1 The Contract rules require all spend over £50k to be formally tendered, however if the sum is below EU threshold, a waiver can be applied if full justification to support the waiver is offered.

- 7.2 The report requests a direct award to JFC for a value which is below EU threshold for works, and as such would not require a fully compliant process.
- 7.3 The waiver is sought under the validation of works, being value for money and with the process being reviewed by Gowlings.
- 7.4 Based on the contents of the report and that Gowlings have reviewed the process, the recommendations as made should stand.

8. Financial Implications

Implications completed by: David Dickinson, Investment Fund Manager

- 8.1 Margaret Bondfield has an agreed total development cost of £2,992,704 and a pre-development budget requirement of £1m. The PCSA costs of £300k form part of the pre-development budget.
- 8.2 The main works contract at an estimated £2.3m will be discussed and, subject to meeting the Council's return metrics, will need to be agreed as part of the Gateway 4 stage by the Investment Panel.
- 8.3 Given the nature of the contract a direct award to JFC to design and build the projects will allow the development to be produced quickly and allow for consistency across the Temporary Accommodation Programme providing cost savings and maintenance benefits in the operational phase.

9. Legal Implications

Implications completed by: Gowling WLG (and assessed by Ian Chisnell, Special Projects Lawyer, Law & Governance)

- 9.1 External legal advisers Gowling WLG have been asked to comment in this report on the procurement and best value considerations associated with the proposed direct appointment of JFC by Be First given the request for a waiver (although Gowling WLG were not instructed on the original negotiations, they have since been retained to advise on the construction documentation).
- 9.2 Be First and the Council are bound by the Public Contracts Regulations 2015 ("**Regulations**"). The Council is bound by its best value duty under the Local Government Act 1999 and Be First is contractually bound to assist the Council in fulfilling that duty.

Procurement

- 9.3 There is a risk of challenge for breach of the Regulations from other economic operators for use of the framework in breach of its terms. Even if such a challenge were to materialise, then Be First and/or the Council would we anticipate contend that:
- a) the appointment falls outside of the ambit of the Regulations as each has a value of less than £4,292,000 (2019) or £4,733,252 (2020); and

b) this contract (together with the Wivenhoe contract for 20 homes (see separate request for waiver)) have not been artificially created by way of two sub-lots so as to bring each beneath the applicable threshold – whilst the contracts are granted to the same contractor, the schemes, and the risks associated with each are separate.

9.4 Notwithstanding this, the Council still has a legal obligation to comply with the relevant provisions of the Council's Contract Rules. For reasons set out in the body of the report it has been decided to directly award the Pre-Construction Services Agreement (PCSA) and Main Contract, for Margaret Bondfield Avenue to JFC. This therefore requires a waiver of the Council's contract rules as any contract above £50,000 is required to be subject to a competitive tendering exercise. Contract Rule 6.3 permits Cabinet to grant waivers in excess of £500,000 providing it is satisfied that the justification for such waiver is sound and that it is in the Council's overall interests.

Best Value Duty

9.5 The Council is bound by its best value duty under the Local Government Act 1999 and Be First is contractually bound to assist the Council in fulfilling that duty.

9.6 The approach taken by Be First is summarised below and accords with the value for money protocol which applies to single source appointments. In the absence of a tender exercise, compliance with that protocol, in our view, sufficiently evidences a defensible approach to the need to fulfil the best value duty. The following describes the approach taken:

- a. Price (in each case) assessed by Budget holder against benchmarked rates from previous Be First appointments where applicable, along with published market data.
 - b. Offer to be assessed by Budget Holder for compliance with the requirements of the opportunity.
 - c. Offer to be considered in terms of any added value that is being offered.
 - d. Award to be signed off by Be First PMO.
-
- a) Appointment of JFC to the Weighbridge project through a previous mini-competition as the most economically advantageous tender;
 - b) The competitive tender of each Weighbridge sub-contractor package and assessment by Be First of those packages delivering value for money;
 - c) Appointment of JFC to the lot 1 panel pursuant to the Regulations;
 - d) Application of the Weighbridge project methods of construction and suppliers to the proposed Margaret Bondfield Avenue project.
 - e) Identification of the benefits set out at paragraph 2.10 above; and
 - f) Use of Weighbridge, Be First in-house and market data for the purposes of benchmarking costs.

Council Powers

9.7 The power of the Council to enter into the PCSA and in due course the JCT Design & Build 2016 is contained in section 1 Localism Act 2011 together with the so called incidental power under section 111 Local Government Act 1972.

10. Other Implications

- 10.1 **Risk Management** – This project will be managed/monitored throughout with a Risk Register that will be updated and monitored regularly.
- 10.2 **Contractual Issues** – A standard form JCT 2016 D&B contract with the council amendments will be used for this project.
- 10.3 **Corporate Policy and Equality Impact** – An approval for a waiver to direct appoint this contractor will allow for the progression of this appointment to construct in total 15 new homes in total. This is consistent with the independent Growth Commission's recommendations for the borough to continue bringing forward redevelopment which will help encourage further regeneration and investment. The delivery of the scheme will help deliver the aspirations of the Council's vision and corporate policies. The Scheme which will be enabled by the a wavier being granted is also consistent with the Council's planning policies.
- 10.4 **Health Issues** – Following completion of these works, the new homes present an opportunity for improving health and reduced health inequalities through social and economic regeneration. These works will also go some way to improve/prevent mental health issues due to the uncertainty of families living in Bed and Breakfast accommodation.
- 10.5 **Crime and Disorder Issues** – These will be considered as part of the planning application decision making. The Scheme will improve crime prevention through its design which improves natural surveillance. By building on this site the positives will be that this under used area will come back into use and will reduce the anti-social behaviour that appears to be prevalent around the unused garage sites.
- 10.6 **Property / Asset Issues** – The site is within the Council's ownership and has been approved via existing Cabinet Reports for development.

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

List of appendices: None

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CABINET**17 March 2020**

Title: Debt Management Performance and Write-Offs 2019/20 (Quarter 3)	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Information
Wards Affected: None	Key Decision: No
Report Author: Gill Hills, Head of Revenues	Contact Details: Tel: 0208 724 8615 E-mail: gill.hills@elevateeastlondon.co.uk
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
Summary	
<p>This report sets out the performance of the Council's partner, Elevate East London, in carrying out the contractual debt management function on behalf of the Council. This report covers the third quarter of the financial year 2019/20. The report also includes summaries of debt written off in accordance with the write off policy that was approved by Cabinet on 18 October 2011. The report demonstrates that performance is stable and continuing to improve year on year in terms of overall cash collection, though continuing to be impacted by welfare reform measures.</p>	
Recommendation(s)	
<p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Note the performance of the debt management function carried out by the Revenues and Benefits service operated by Elevate East London, including the performance of enforcement agents; and (ii) Note the emerging impact of impact of Universal Credit on collection levels and particularly Council Tax and rents. 	
Reason	
<p>Assisting in the Council's Policy aim of ensuring an efficient organisation delivering its statutory duties in the most practical and cost-effective way. This ensures good financial practice and adherence to the Council's Financial Rules on the reporting of debt management performance and the total amounts of debt written-off each financial quarter.</p>	

1. Introduction and Background

- 1.1 The Council's Revenues, Benefits, General Income and Rents Service is operated by the Council's joint venture company, Elevate East London LLP (Elevate). The service is responsible for the management of the Council's debt falling due by way of statutory levies and chargeable services. It also collects rent on behalf of Barking and Dagenham Reside. Council debts not collected by Elevate are not included in this report, for example parking and road traffic debt prior to warrants being granted and hostel and private sector leasing debt.
- 1.2 This report sets out performance for the third quarter of the 2019/20 municipal and financial year and covers the overall progress of each element of the service since April 2019. In addition, it summarises debts that have been agreed for write off in accordance with the Council's Financial Rules. All write offs are processed in accordance with the Council's debt management policy agreed on 18th October 2011.
- 1.3 The Revenues service is responsible for the collection of Council Tax, Business Rates, Housing Benefit Overpayments, General Income, Rents and for the monitoring of cases sent to Enforcement Agents for unpaid parking debts

2. Performance

- 2.1 The Key Performance indicators are shown below with details of collection rates. Further performance indicators are shown in table 12.

Council Tax

- 2.2 The table below shows the Net Collectable Debit (NCD) for Council Tax including the percentage of the tax collected within the year for the past two years. The overall amount to be collected is increasing by approximately £5m each year due to both the increase in the tax and reduction in Council Tax Support (CTS)

Table 1	Council Tax – Quarter 3		
	2017/18	2018/19	2019/20
NCD (000)	£71,108	£76,899	£81,913
Percentage collected	82.1%	81.9%	81.8%

- 2.3 Universal Credit (UC) remains one of the biggest challenges faced by the Revenues service and delays in payment of UC are resulting in a knock-on delay in payment of Council Tax. The table below shows Council Taxpayers that are claiming CTS and are also receiving UC or legacy benefits. The percentage of Council Tax collected from those in receipt of CTS and claiming UC is 67.2%, 13% lower than those in receipt of CTS but still claiming legacy benefits. The difference in the collection rates has increased from 8% at the end of quarter 2 to 10% in quarter 3 and will equate to a loss in collection of approximately £230k by the end of the year. The Revenue service looks to assist those customers in receipt of UC and who are experiencing financial difficulty by removing debt recovery costs, allowing longer periods to pay and referring them to Community Solutions. However, whilst this can

help to alleviate the pressure placed on the customer and help to ensure that the customer's current year debt is being paid, it does have an effect upon collection of arrears

- 2.4 Universal credit has had a detrimental effect upon both current year and arrears collection. The table below shows a 10% difference in the collection rate in 19/20 of those on UC and those still on legacy benefits. This 10% difference equates to £123k reduction in collection. Therefore, the collection rate would have been 0.2% higher and would currently be exceeding target.

Table 2	CTS – Universal Credit	CTS – Legacy benefits
NCD	£1,209,315	£5,050,575
Percentage collected	67.2%	77.4%

- 2.5 The introduction of Universal credit (UC) in April 2018 has had an effect on the debt recovery process. UC has delayed the assessment of Council Tax Support which has in turn moved payment instalments forward. This has created accounts which are not technically behind with payments but are not being charged correctly. Once the CTS has been assessed instalments are recalculated and started from the following month
- 2.6 The table below shows the number of recovery documents sent in by the end of quarter 3 for the past 3 years.

Table 3	2017/18	2018/19	2019/20
Reminders	64,308	55,016	57,067
Summonses	12,719	9,858	8,608
Total	77,027	64,874	68,180

- 2.7 Notably, the number of summonses continues to reduce, however reminders have increased. This indicates that more customers are falling behind sooner, but that pre-emptive action is being taken to avoid the need to send a summons.
- 2.8 The amount of CTS being awarded to taxpayer accounts continues to reduce. The table below shows Council Tax payable, the value of CTS and the percentage of the debt paid by the CTS. The reduction in CTS has resulted in an additional £1.1m being charged to taxpayers. These taxpayers are among the most financially vulnerable residents in the borough.

Table 4	2017/18	2018/19	2019/20
Council Tax	£84,055	£89,670	£94,505
CTS (000)	£12,949	£12,771	£12,594
% of Council Tax paid by CTS	15.4%	14.2%	13.3%
Reduction		1.2%	0.9%
Payable shortfall (000)		£1,044	£865

- 2.9 The collection of Council Tax arrears has been steadily increasing in previous years. However, UC has meant that Taxpayers are now falling behind faster and

greater effort is required by the Council tax team to deal with current year debts. The table below shows the comparable position at the end of quarter 3

Table 5	2017/18	2018/19	2019/20
Collected	£1,705,193	£2,064,051	£1,914,319
Variation		£358,858	-£149,732

- 2.10 To deal with the change to UC the Revenues team has been identifying Council Taxpayers that are experiencing financial distress and has been working closely with Community Solutions to identify the root cause of financial problems and to look to help taxpayers find a resolution. This includes the awarding of discretionary relief, budgeting advice, payment arrangements which aim to bring the customer back on track, training and employment assistance, and referral to CAB, Job Centre or Social Services.
- 2.11 The budget for Council Tax discretionary relief this year is £50k. At the end of quarter 3, £26k had been allocated to customers to help them recover from financial hardship. Some delays in processing occurred in quarter 3 which were rectified in January and allocation has increased to £40k.
- 2.12 The changes made to collection techniques alongside the continued collaboration with Community Solutions has ensured that current year collection rates have not been as badly impacted as other boroughs. At the end of quarter 3 the collection rate is 0.07% behind the same time last year or £59k.
- 2.13 **Successes** – Council Tax collection remains relatively strong in light of the introduction of Universal Credit last year. Current year collection has improved and is only 0.1% behind last year
- 2.14 **Concerns** – Arrears collection is lower than in previous years and there is a concern that annual increases in the tax, reductions in the number of Council Tax Support applicants and continued confusion around Universal Credit will further reduce collection rates and increase pressure upon residents with lower incomes.

3. Rent Collection

- 3.1 As tenants' transition to Universal Credit the amount of housing benefit being paid directly to rent accounts has reduced dramatically. The table below shows the collection rates since 2017/18. It should be noted that the NCD (Net collectable Debit) is projected to year end as rent is charged weekly.
- 3.2 Collection rates this year have begun to be significantly affected by UC and collection is 0.8% below last year

Table 6	Rent collection		
	2017/18	2018/19	2019/20
NCD (000)	£102,260	£100,180	£101,082
Percentage collected	71.9%	73.9%	73.1%

- 3.3 The Revenue team has reacted to the introduction of Universal Credit by helping residents with the transition and working closely with Community Solutions through our joint work in the Homes and Money Hub. However, as the table below shows the level of arrears for those residents receiving UC continues to increase.

Table 7	Number	In arrears	Percentage in arrears
Residents in receipt of Housing Benefit	6,993	2,130	30.5%
Residents in receipt of UC	2,623	1,735	66.2%

Table 8	Value of arrears	Average arrears	Percentage in arrears
Residents in receipt of Housing Benefit	6,993	2,130	30.5%
Residents in receipt of UC	2,623	1,735	66.2%

- 3.4 As tables 7 and 8 show, residents in receipt of UC are more likely to be in arrears and for higher amounts.
- 3.5 The Rents team has been working closely with Community Solutions to identify residents that require additional support. The Rents team has responded to the challenges of UC by agreeing repayments plans that consider the variable nature and delays in UC payments. This has maintained collection rates and minimised the impact of UC upon collection rates. This two-pronged approach of realistic payment plans and appropriate support is working well.
- 3.6 **Successes** – Rent collection whilst below last year is being maintained and controlled. Positive outcomes from the collaboration between Community Solutions and Revenues is apparent.
- 3.7 **Concerns** – There is a clear indication that UC has a detrimental effect upon tenants and rent collection. Increases in rent in 2020/21 will present new challenges increasing pressure on both the residents and the service.

4. Leasehold collection

- 4.1 The table below shows the estimated amount charged and paid by leaseholders compared with 2018/19.

Table 9	Leasehold – Quarter 3		
	2017/18	2018/19	2019/20
NCD (000)	£4,541	£4,321	£5,316
Percentage collected	76.7%	74.3%	67.7%

- 4.2 Both the service charge and reserve fund have been increased in 2019/20. The increase in the reserve fund includes some backdating, this has reduced the collection rate in comparison with the previous year.
- 4.3 The General Income team has collected £387k more this year than at the same time last year, however the size of the increase in service charge, coupled with the backdating of reserve fund charges has meant that it has not been possible to maintain the same percentage of collection as last year.
- 4.4 Customers are being allowed more time to pay any backdated charges and this has reduced the percentage of collection.
- 4.5 **Successes** – the amount collected has been increased compared with last year.
- 4.6 **Concerns** – unexpected increases in service charge. Backdated reserve fund and increases in the service charge causing £1m increase in the collectable amount. Discussions regarding the current target in light of the unexpected increase of £1.1m are taking place between Elevate and the Council.

5. General Income collection

- 5.1 The table below shows the charge raised so far for General Income as well as payment and percentage of collection.

Table 10	General Income – Quarter 3		
	2017/18	2018/19	2019/20
NCD (000)	£55,693	£83,907	£90,121
Percentage collected	91.8%	94.2%	94.4%

- 5.2 General Income charges can fluctuate year on year and to the end of the third quarter an additional £6.2m has been raised when compared with the same time last year. Even with this large increase the General Income Team has maintained a collection rate which is above last year
- 5.3 **Successes** – significant increases in revenue collected in the first half of the year
- 5.4 **Concerns** – lack of a debt management system makes the process labour intensive and the progress of cases through recovery cannot be reported. Entities moving from Oracle to other systems without enough planning for migration of future payment allocation to invoices that remain in Oracle is causing an additional administrative workload.

6. Fairer Contribution Collection

6.1 The table below shows the charges raised for homecare in 2018/19 and 2019/20.

Table 11	Fairer contribution – Quarter 3		
	2017/18	2018/19	2019/20
NCD (000)	£827	£786	£648
Percentage collected	68.03%	68.90	72.1%

6.2 The figures above are also included as part of the General Income figures shown in table 10. The amount charged in homecare has reduced this year compared with last year and the collection rate is 3.24% higher.

6.3 **Successes** – improved liaison with Social Services to better deal with queries.

6.4 **Concerns** - lack of a debt management system makes the process labour intensive and the progress of cases through recovery cannot be reported.

7. Commercial Rent

7.1 The table below shows the amount raised for Commercial Rent for 2018/19 and 2019/20.

Table 12	Care charge raised	Percentage
2018/19 (000)	£3,388	97.74%
2019/20 (000)	£3,743	96.0%
Variation (000)	£355	-1.74%

7.2 Commercial rent raised this year has increased in comparison with last year. Although the percentage of collection is lower than at the same time in 2018/19, the collection rate is not below the expected level and is on course to achieve the target of 98.75%

7.3 Collection has experienced a slight decrease as resource has been allocated to assist with the testing of the new housing system.

7.4 Successes – closer working with property services to identify arrears and take appropriate action

7.5 Concerns - lack of a debt management system makes the process labour intensive and the progress of cases through recovery cannot be reported. Further testing of the new Housing system is scheduled before go live, which is stretching further the resources in the team

8. Performance

8.1 Performance against targets is shown below:

Table 13	Service level	Target	Variation from target
Council tax in year collection	81.8%	81.9%	-0.1%
General Income collection in year	94.37%	94.22%	0.15%
Rents	73.06%	72.79%	0.27%
Leasehold Income collection %	67.66%	74.58%	-6.92%
Fairer contribution (homecare in year)	72.14%	68.90%	3.24%
NNDR in year collection %	79.7%	79.1%	0.6%
Commercial Rent %	95.95%	93.30%	2.65%
Council Tax arrears £	£1,914,319	£2,045,636	-£131,317
Former Tenant arrears	£146,819	£154,500	-£7,681
Road Traffic Enforcement %	15.9%	14.0%	1.9%
HB overpayment %	102.25%	61.2%	41.05%
Reside	99.67%	99.50%	0.17%

9. Arrears

- 9.1 The tables below show arrears for quarter 3 and the current level of debt recovery activity. The debt recovery activity shows the current action being undertaken; this does not mean that other actions have not been taken in the past. The databases (Academy) for Council Tax, NNDR and Housing Benefit overpayments do not report previous actions. General Income does not have a debt management system and so debt recovery action cannot be recorded, and the process remains manual.
- 9.2 In most debt streams shown in table 14 the arrears will show as higher in 2019/20 than in 2018/19. However, Council Tax was increased in 2018/19 and as shown above, CTS reduced, therefore the uncollected amount will appear as higher. General Income arrears can fluctuate dependent upon the amounts raised by issuing departments.
- 9.3 The definition of arrears is different for each of the revenue streams. The table below shows the amount of unpaid debt at the end of the third quarter compared with the same time in 2018/19.

Table 14	2018/19 (000)	2019/20 (000)	Variation (000)	Description
Council Tax	£21,101	£22,657	£1,566	Debts raised and unpaid which are not for the current year
Housing Benefit overpayments	£27,873	£27,020	-£853	Currently outstanding for all years
NNDR	£6,598	£6,585	£13	Debts raised and unpaid which are not for the current year
Leasehold	£244	£213	-£31	Debts raised and unpaid which are not for the current year
General Income	£5,236	£7,153	£2,445	Debts raised and unpaid which are not for the current year

Homecare (part of General Income arrears)	£702	£909	£238	Debts raised and unpaid which are not for the current year
Rent	£3,620	£3,757	£137	Rent that has not been paid for 1 week or longer

10. Council Tax Arrears

- 10.1 Council Tax arrears are defined as any debt that remains unpaid after the end of the financial year in which it was raised.
- 10.2 The recovery of Council Tax continues after the year has ended. Although it is not possible to collect all Council Tax charged in the financial year, replacing Council Tax Benefit with Council Tax Support, welfare reform and more recently Universal Credit have made collection within year more challenging. Therefore, some Taxpayers will still be paying off Council Tax from previous years and are unable to catch up.
- 10.3 The table below shows the debt recovery status of the arrears. There will be some debts that have not entered the recovery process as they are newly created or are being disputed.

Table 15

Action	Balance (000)	Number of liability orders
Enforcement Agent	£12,522	18,914
Attachment to benefits or earnings	£1,601	3,945
Returned by Enforcement Agent	£1,843	3,427
Awaiting write off	£2,533	4,022
Payment arrangement	£1,295	2,640
Absconded	£2,506	3,662
Other	£2,858	4,872
Total	£25,157	41,482

- 10.4 Liability orders are obtained at court and allow further enforcement action, i.e. Enforcement Agents. Taxpayers will often have more than one liability order as normally they are obtained for each unpaid year. There are 41,482 liability orders but there 21,029 individual accounts. Therefore, there is an average of 2 liability orders per taxpayer.
- 10.5 The process of sending cases to Enforcement Agents is automated, although pre checks are made. However, all other actions are manual, this includes agreeing payment arrangements, attachments to benefits or earnings, bankruptcy and committal. Current resource does not allow all cases to be immediately pursued. Debts that have been designated as uncollectable are coded for write off, but again the process is manual and is not prioritized over enforcement action.

11. Housing Benefit Overpayments Arrears

11.1 Where a housing benefit overpayment has been created the debt is immediately pursued. The table below shows the current debt recovery status of those overpayments

Table 16

Action	Balance (000)	Cases
Payment arrangement	£12,909	3,487
Actively being managed	£7,245	6,967
Awaiting recovery action	£6,866	9,058
Total	£27,020	19,512

11.2 Those debt being actively managed covers several different actions, including the use of debt collection agencies and attachments to benefits or earnings.

11.3 The process of debt recovery is manual, very little automation is available and debts are prioritized by size and age.

11.4 As many debtors have been or are still in receipt of benefit, the process of debt collection can be relatively slow with small payments being made towards often large debts.

12. NNDR

12.1 Business Rates arrears can fluctuate considerably. Appeals against rateable values are sometimes made many years after the year of the charge. This means that debts can sometimes be increased or decreased by hundreds of thousands of pounds. Although arrears are pursued, collection is shared with the London pool.

13. General Income (including Homecare) arrears

13.1 All General Income is recorded using Oracle which has no debt management system. It is therefore not possible to determine where each debt is within the debt recovery process.

13.2 The arrears figures show in table 13 represents 7,580 invoices and each must be examined manually to determine the current and next best course of action. Therefore, the General Income team works from spreadsheets of invoices and relies on knowledge and experience of each area to determine recovery priorities.

14. Rent arrears

14.1 The table below shows the breakdown of rent arrears. Rent arrears are designated as any tenancy that is one week or more in arrears.

Table 17

Arrears range	Cases	Value
Less than £250	3,424	£258,653
£250 to £500	855	£307,156
£500 to £1,000	754	£541,831

£1,000 to £3,000	813	£1,402,011
£3,000 to £5,000	199	£498,976
Over £5,000	76	£498,976
Total	6,121	£3,757,420

- 14.2 Over 50% of residents in arrears are still in receipt of Housing Benefit or are now claiming Universal Credit. The majority of tenants in arrears are less than £250 behind with their rent, which is the equivalent of 1 to 3 weeks. Higher debts are managed by the Rents team either by court order or by payment arrangements. Improving liaison with Community Solutions is helping to reduce court action and help residents to control their budgets.
- 14.3 The arrears figures tend to fluctuate month on month because Universal Credit is paid to tenants monthly and so for 3 weeks out of every 4, they can be in arrears.
- 14.4 This has increased the complexity of cases being dealt with by the Rents Team and prompted a revision to the recovery process. The new process focuses attention more on identifying those falling into arrears and then assisting or working with Community Solutions to find a resolution.

15. Costs

- 15.1 The table below shows the amount of Council Tax Court costs raised in this year compared with the same time last year.

Table 18	2018/19	2019/20
Raised	£1,390,203	£1,388,429
Withdrawn	£765,485	£939,546
Payable	£617,800	£443,887
Paid	£623,446	£519,909
All years outstanding	£3,345,328	£3,400,208

- 15.2 Council Tax costs represent most costs charged to residents for non-payment of debt. Every summons issued for non-payment attracts an additional cost, to the resident, of £123.
- 15.3 Although a similar amount of costs has been raised compared with last year, a much high proportion have been withdrawn
- 15.4 However, not all summonses result in a court hearing as taxpayers may agree to pay the charge by revised instalments. Similarly, if there is reason to believe the taxpayer is vulnerable the summon and costs will be withdrawn.
- 15.5 More summonses have been withdrawn this year to date than last. Increases in the tax, coupled with the introduction of Universal Credit has put additional pressure on taxpayers. This makes it more likely they will miss instalments and receive a summons.

16. Financial Implications

Implications completed by Sandra Pillinger Group Accountant

- 16.1 Collecting all debts due is critical to the Council's ability to fund Council and maintain the Council's cash flow. In view of this, monitoring performance is a key part of the monthly meetings with Elevate. The monthly meetings between Elevate and the Council mainly focus where the targets are not being achieved to discuss ways to improve prompt collection of Council revenues.
- 16.2 At the end of quarter 3, Elevate has achieved many but not all of its targets. Performance on Council Tax was below that target by 0.1%. Council Tax arrears and Former Tenant Arrears are also below target. Leasehold collection is below target by 6.92%
- 16.3 Performance is impacted by welfare reform and the introduction of Universal Credit where delays in payment of UC are resulting in delays in the payment of Council Tax. UC has also delayed the assessment of Council Tax support.
- 16.4 The Revenues team has been working closely with Community Solutions to identify residents in financial difficulty and to provide support to assist in tackling financial problems and managing debt
- 16.5 The importance of prompt collection is that debts become more difficult to collect as the debt ages and there is a much greater risk of not being able to collect older debts. The Council maintains a provision for Bad Debts from which the cost of uncollectable debts relating to 2018/19 and earlier years are charged, the preventing any impact upon the Councils current revenue income. A periodical review is carried out required to ensure the adequacy of the Council's Bad Debt Provisions adjustments to the provisions are met from the Council's revenue budget and reduce the funds available for other Council expenditure

17. Legal Issues

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

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

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

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

List of appendices: None.

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