

Notice of Meeting

CABINET

Tuesday, 21 April 2020 - 5:00 pm
Meeting to be held virtually

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 April 2020

Chris Naylor
Chief Executive

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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 March 2020 (Pages 3 - 8)**
4. **COVID-19 Financial Governance and Measures (Pages 9 - 17)**
5. **Urgent Action: Sport and Leisure Management Support Package (Pages 19 - 24)**
6. **Be First Business Plan 2020-25 (Pages 25 - 90)**

The Business Plan document at Appendix 1 to the report is exempt from publication under the provisions of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended), as it contains commercially confidential information and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

7. Barking and Dagenham Trading Partnership Business Plan 2020-23 (Pages 91 - 147)

The Business Plan document at Appendix 1 to the report is exempt from publication under the provisions of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended), as it contains commercially confidential information and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

8. Barking and Dagenham School Improvement Partnership Business Plan 2020-23 (Pages 149 - 165)

The Business Plan document at Appendix 1 to the report is exempt from publication under the provisions of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended), as it contains commercially confidential information and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

9. Establishment of New Additional Resource Provisions and Expansion of the Further Education Centre at Trinity Special School (Pages 167 - 172)

10. Purchase of the Heathway Shopping Centre Long-Leasehold Interest (Pages 173 - 190)

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

11. The New Corporate Plan 2020-22 (Pages 191 - 365)

12. Future Location of Multi Agency Safeguarding Hub (MASH) (Pages 367 - 372)

13. Contracts for Provision of Bespoke Packages for Children's Care Services (Pages 373 - 381)

14. Oracle Enterprise Resource Planning (ERP) System - Procurement of Replacement Solution (Pages 383 - 391)

15. Procurement of a Replacement Customer Relationship Management and IT Service Management System (Pages 393 - 403)

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

17. **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 such items at the time of preparing this agenda, other than those listed above.***

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

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Our Vision for Barking and Dagenham

ONE BOROUGH; ONE COMMUNITY; NO-ONE LEFT BEHIND

Our Priorities

A New Kind of Council

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

Empowering People

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

Inclusive Growth

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

Citizenship and Participation

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

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MINUTES OF CABINET

Tuesday, 17 March 2020
(7:00 - 8:08 pm)

Present: Cllr Darren Rodwell (Chair), Cllr Saima Ashraf (Deputy Chair), Cllr Dominic Twomey (Deputy Chair), Cllr Syed Ghani and Cllr Margaret Mullane

Apologies: Cllr Sade Bright, Cllr Evelyn Carpenter, Cllr Cameron Geddes, Cllr Lynda Rice and Cllr Maureen Worby

112. Declaration of Members' Interests

There were no declarations of interest.

113. Minutes (17 February 2020)

The minutes of the meeting held on 17 February 2020 were confirmed as correct.

114. Budget Monitoring 2019/20 - April to January (Month 10)

The Cabinet Member for Finance, Performance and Core Services presented a report on the Council's revenue and capital budget monitoring position for the 2019/20 financial year as at 31 January 2020 (Month 10).

The underlying General Fund position had improved from the previous month, with a projected end of year overspend of £6.743m against the budget of £158.677m which reflected the improvements in Care and Support, Public Realm and Central Expenses as well as a small increase in forecasted income. The Cabinet Member explained that the total overspend could be covered from the Budget Support reserve with no further impact on the unearmarked General Fund reserve.

The Leader placed on record thanks to all staff for their support and efforts in trying to keep the budgets on track despite the difficult financial situation.

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; and
- (ii) Note the implications for the reserves position and the need to identify in-year action in relation to General Fund expenditure.

115. Corporate Plan 2018-2022 - Quarter 3, 2019/20 Performance Reporting

The Cabinet Member for Finance, Performance and Core Services introduced the corporate performance monitoring report for the third quarter of 2019/20 financial year, which set out progress against the Council's Key Accountabilities and 47 Key Performance Indicators (KPIs).

The Cabinet Member highlighted specifically the area of improvement relating to

the number of care leavers in employment, education or training as well as an area requiring improvement, namely the weight of fly-tipped material collected which indicated that more enforcement was required, a fact acknowledged by the Cabinet Member for Public Realm.

Cabinet **resolved** to:

- (i) Note progress against the Key Accountabilities as detailed in Appendix 1 to the report; and
- (ii) Note performance against the Key Performance Indicators as detailed in Appendix 2 of the report.

116. Proposed Disposal of Pondfield House Depot, Wantz Road, Dagenham

The Cabinet Member for Finance, Performance and Core Services reported on the proposed disposal of the Pondfield House Depot located in Wantz Road, Dagenham, which had been declared surplus to requirements, by means of a freehold sale to the Department for Education, through its property company 'LocalED', for development as a Special School.

The Cabinet Member stated that the proposed sale would not only help to meet the demand for school places for pupils with severe learning difficulties and autism but also provide the Council with a significant capital receipt, the detail of which was contained in a private and confidential appendix to the report, once terms and contracts had been agreed.

Members fully supported the proposals for the site, citing its central location which would benefit parents taking their children to and from school. The Leader echoed the comments and added that he hoped it would be the catalyst for the upgrading and redevelopment of the wider area, providing benefits and future opportunities for local residents.

Cabinet **resolved** to:

- (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 LocalED 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 became vacant and the disposal was completed with LocalED, which minimised the Council's risk while 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.

117. Appropriation and Acquisition of Land at North Street / London Road, Barking

Further to Minute 33 (18 September 2018), the Cabinet Member for Finance, Performance and Core Services presented a report outlining the background to a residential-led joint development scheme on land owned by the Council and Robyna Ltd at North Street/London Road which had now obtained planning permission.

Following the application, it was identified that interested parties in ownership of adjacent land have the potential for a 'right of lights' claim for which they could bring an injunction to delay or, at worst, prevent the development proceeding and the Cabinet Member referred to the mitigating steps that could be taken by the Council to protect against any such claims.

Cabinet **resolved** 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 (1) implementation of the approach for engaging and negotiating (as necessary) with third parties; (2) grant of planning permission free from challenge; (3) exercise by the Developer of its option to proceed with the Development; (4) conclusion of the appropriate consultation exercise; and (5) 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.

118. Barking Riverside Land Transfers

The Cabinet Member for Finance, Performance and Core Services presented a report on proposals to progress the first element of the Barking Riverside Gateways Housing Zone at 12 Thames Road, Barking, which would involve the development of a co-location scheme including ground floor industrial units and upper floor residential units.

The Cabinet Member explained that whilst the site at 12 Thames Road was owned by the Council, a thin strip of adjacent land that formed part of the planning approval was in the ownership of Barking Riverside Ltd (BRL). Initially, agreement had been reached with BRL for the Council to purchase the strip of land. However further discussions had identified an opportunity for a land swap arrangement that would benefit both parties, with each covering their own legal costs.

Cabinet **resolved** 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.

119. Wivenhoe Road Temporary Accommodation Project - Appointment of Contractor

The Cabinet Member for Finance, Performance and Core Services presented a report on a proposed waiver to enable the appointment of a construction contractor for the Wivenhoe Road Temporary Accommodation Project

Cabinet **resolved** to:

- (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
- (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.

120. Margaret Bondfield Avenue Temporary Accommodation Project - Appointment of Construction Contractor

The Cabinet Member for Finance, Performance and Core Services presented a report on a proposed waiver to enable the appointment of a construction contractor for the Margaret Bondfield Avenue Temporary Accommodation Project.

The Leader explained that as with the previous item, the project involved under-used parcels of vacant land to provide much needed temporary accommodation using pioneering methods of construction, which would be under the Council's management.

Cabinet **resolved** to:

- (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
- (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.

121. Debt Management Performance and Write-Offs 2019/20 (Quarter 3)

The Cabinet Member for Finance, Performance and Core Services introduced the performance report for the third quarter of the 2019/20 financial year in respect of the debt management functions carried out on behalf of the Council by the Revenues and Benefits service within Elevate East London, including the debt write-offs for the quarter.

The Cabinet Member referred to the financial pressures faced by many local residents which had impacted on some collection rates and cited the ongoing negative impact of the Government's Universal Credit scheme which was fast becoming the single biggest issue in the collection of both rents and Council Tax.

It was acknowledged that it was becoming increasingly difficult in the current climate to meet financial targets, albeit Elevate had done so in most areas. The Cabinet Member conveyed his concern that the situation would get worse in the short to medium term given the current world events with people potentially losing jobs and income over the coming months, but stressed that the Council would be sensitive and compassionate to these issues.

Cabinet **resolved** to 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.

CABINET**21 April 2020**

Title: COVID-19 Financial Governance and Measures	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Philip Gregory, Finance Director	Contact Details: Tel: 020 8227 5048 E-mail: philip.gregory@lbbd.gov.uk
Accountable Director: Philip Gregory, Finance Director	
Accountable Strategic Leadership Director: Claire Symonds, Deputy Chief Executive and Chief Operating Officer	
Summary	
<p>This report provides a summary of the measures put in place so far in response to the COVID-19 pandemic by the London Borough of Barking and Dagenham. These include:</p> <ul style="list-style-type: none"> • Emergency governance measures to coordinate the Council's response. • community co-ordination and support system. • Support provided to business rates and Council Tax payers. • Support provided to the Council's supply chain <p>The report also provides a summary of the support provided by Government in the form of reliefs and grants to businesses and wider support for the economy and seeks a series of delegations to the Chief Financial Officer (also known as Section 151 Officer) to implement appropriate arrangements.</p>	
Recommendation(s)	
<p>The Cabinet is recommended to:</p> <p>(i) Delegate authority to the Chief Financial Officer to allocate the Emergency COVID-19 funding from Central Government (initial allocation: £6.3m) to meet the following priorities:</p> <ul style="list-style-type: none"> • Meet the increased demand for adult social care and enable the Council to provide additional support to social care providers. • Support CCGs in discharging and keeping people out of hospital. • Meet the cost of extra demand and higher business-as-usual costs of providing children's social care. • Provide additional support for the homeless and rough sleepers. • Support those at higher risk of severe illness from COVID-19. 	

- Meet pressures across other services, as a result of reduced income, rising costs or increased demand.

- (ii) Note that the Government has recommended that payment to providers of essential services to the London Borough of Barking and Dagenham continue to be made on the basis of them providing the contracted service regardless of their temporary ability to fulfil their contractual obligations, and delegate authority to determine the providers to who this applies to the Chief Financial Officer;
- (iii) Delegate authority to the Chief Financial Officer, following consultation with the Cabinet Member for Finance, Performance and Core Services and the Director of Law and Governance, to amend or refine the criteria for allocation of the Emergency COVID-19 funding; and
- (iv) Delegate authority to the Chief Financial Officer, following consultation with the Cabinet Member for Finance, Performance and Core Services and the Director of Law and Governance, to modify or extend contracts that may be required as a result of the impact of COVID-19.

Reason(s)

To contribute to the achievement of a Well Run Organisation and ensure that the Council response to the COVID-19 pandemic is focussed and flexible in a rapidly changing environment to support residents and business.

1. Introduction and Background

- 1.1. The COVID-19 pandemic is having a significant impact on the economy, reducing the ability for businesses to operate as normal and restricting the movement of the general population. Unprecedented measures have been taken by the Government in an attempt to reduce the ability of the COVID-19 virus to spread. These measures include the provision of financial support to businesses, individuals and the public sector in the short term. The longer term effects on individuals, communities and the economy is as yet unknown due to the global nature of the pandemic and the potential impact on supply chains, local as well as larger businesses, the movement of people and the global economy.
- 1.2. The impact of COVID-19 on the council's operations, and those of its subsidiary companies are significant. We are responsible for public health, education, social care, leading the community as an employer, partner and service provider. Fundamental to our response to COVID-19 must be that no-one is left behind.
- 1.3. The Leader and Cabinet are responding to the crisis on a daily basis. The Chief Executive and Strategic Leadership Team have instigated an emergency governance protocol to ensure that the council's response to the crisis is coordinated and timely.

2. **Budget 2020 and Subsequent Government Announcements**

- 2.1. The budget announced by the Government in March included several measures to support the COVID-19 response:
- 2.2. £12bn was allocated to alleviate the pandemic, including a £5bn emergency support fund for the NHS and local authorities and a £500m hardship fund to supplement existing Council Tax Support schemes.
- 2.3. Local authorities were allocated £1.6bn of the £5bn emergency support fund, of which LBBD's share is £6.3m. This a non-ringfenced grant to meet the following objectives:
 - i. Meet the increased demand for adult social care and enable councils to provide additional support to social care providers.
 - ii. Support CCGs in discharging and keeping people out of hospital.
 - iii. Meet the cost of extra demand and higher business-as-usual costs of providing children's social care.
 - iv. Provide additional support for the homeless and rough sleepers.
 - v. Support those at higher risk of severe illness from COVID-19.
 - vi. Meet pressures across other services, as a result of reduced income, rising costs or increased demand.
- 2.4. LBBD have been allocated £2.2m of the £500m hardship fund for local authorities. This is a non-ringfenced grant to provide additional support to working age Council Tax Support recipients. This will be distributed in the form of a £150 reduction in the Council Tax bill for new and existing CTS recipients. Criteria for a new hardship fund is being developed to help those affected by COVID-19, this will be refined over time as the impact on the community changes
- 2.5. A number of business rates reliefs have also been provided for 2020/21 in response to COVID-19. These will be funded by section 31 grants and the costs associated with implementation will be provided through new burdens funding, e.g. the cost of resending business rates bills. These are:
 - i. Retail, Hospitality and Leisure Grant Fund: occupied businesses with a rateable value (RV) below £15k will receive a £10k grant, those with a RV between £15k-£51k will receive a £25k grant. This is extended to all shops, pubs, theatres, music venues, restaurants and any other hospitality or leisure business.
 - ii. Small Business Grant Fund: occupied businesses claiming small business rates relief (SBRR) or Rural Rate Relief with a RV less than £15k will receive a £10k grant.
 - iii. Retail Rates Relief: occupied properties will receive 100% relief during 2020/21 meaning they will pay no business rates. This is extended to all shops, pubs, theatres, music venues, restaurants and any other hospitality or leisure business regardless of RV. The Government have announced that this does not represent state aid.
 - iv. Nursery discount: most occupied childcare providers will receive 100% rates relief during 2020/21. The government have announced that this does not represent state aid.

- 2.6. Further measures were announced to support individuals and businesses directly:
- i. UK workers of any employer who is placed on the Coronavirus Job Retention Scheme can keep their job, with the government paying up to 80% of a worker's wages, up to a total of £2,500 per worker each month. These will be backdated to 1st March and will be initially open for 3 months, to be extended if necessary.
 - ii. Self-employed UK workers will be able to claim a cash grant of 80% of their profits, up to £2,500 per month subject to having a trading profit below £50k in 2018/19.
 - iii. VAT payments due between now and the end of June will be deferred. No VAT registered business will have to make a VAT payment normally due with their VAT return to HMRC in that period. Income tax payments due in July 2020 under the Self Assessment system will be deferred to January 2021.
 - iv. The standard rate in Universal credit and Tax Credits will be increased by £20 a week for one year from April 6th, meaning claimants will be up to £1040 better off.
 - v. £330bn of guarantees have been made available from the government, to allow any business to borrow on favourable terms. Banks have been instructed to offer three-month payment holidays for those who need it.
 - vi. Nearly £1bn of additional support for renters, through increases in the generosity of housing benefit and Universal Credit. From April, Local Housing Allowance rates will pay for at least 30% of market rents in each area.

3. Government Emergency Funding

- 3.1 The council will allocate funding provided to meet the aims set by the government, stated in paragraph 2.3. The initial funding of £6.3m in emergency support funding and £2.2m hardship funding will be used to support residents and businesses within the community in Barking and Dagenham.

4. Community Co-ordination and Support System

- 4.1. The council is working in partnership with the social sector and the local community through BDCAN, the Citizen's Alliance Network, to put in place support systems for the groups most at-risk from the impact of the pandemic.
- 4.2. Five tiers of support have been identified with increasing complexity, risk and oversight requirements. These are supported by different parts of the organisation:
- i. Tier 1: Universal on-going participation – people and communities who can help themselves.
 - ii. Tier 2: BDCAN – People at risk of isolation, falling through gaps in service who may be unknown to us.
 - iii. Tier 3: Community Solutions – People with specific concerns about issues including debt, welfare and benefits, housing and jobs.
 - iv. Tier 4: Coronavirus Specialist Support Hub – Specific vulnerable cohorts of residents including those who have been identified by the NHS as being in need of 'shielding'.
 - v. Tier 5: Statutory and safeguarding intervention – People with additional statutory support needs that are identified will use existing referral routes, e.g. MASH, Intake Team.

5. Support for Business Rates payers

- 5.1. Paragraph 2.5 sets out the reliefs and grants that government have made available to business rates payers. The reliefs are being applied to business rates accounts and revised bills will be issued. The grants are being paid as soon as practically possible, subject to government guidance and systems being in place to facilitate these payments. Businesses do not need to apply; these reliefs and grants will be processed automatically.
- 5.2. The business rates team has replaced recovery processes with a reminder-based system, which reminds businesses what they owe and asks them to contact the council if they cannot pay and need support.
- 5.3. Where businesses are not eligible for government support there are further local reliefs and support that can be provided. These will be assessed on a case-by-case basis.

6. Support for Council Tax payers

- 6.1. Paragraph 2.4 details the £2.2m in hardship funding provided by the government to enhance the Council Tax Support scheme. This funding will be used in conjunction with the existing Local Welfare Assistance Scheme for people in extreme hardship. An Individual Assistance Payment may be made where appropriate to alleviate hardship by providing support to residents who have been furloughed or lost their job as a result of COVID-19 and find themselves in financial difficulty.
- 6.2. Support for residents who need to claim benefits or access other support can be accessed through the Homes & Money Hub which is operating online or by phone.

7. Procurement and Supply Chain Support

- 7.1. The Cabinet Office issued a Procurement Policy Note to provide information and guidance for public bodies on payment of their suppliers to ensure continuity of service during and after the COVID-19 outbreak. The interpretation of this for the Council are to apply the following approaches:
 - i. Supporting cash flow issues by arranging for more frequent invoicing than usual; reviewing and removing any 'on hold' invoices to ensure payment for services already delivered; and forward ordering, payment in advance/on order (rather than receipt of goods/services).
 - ii. In exceptional cases involving priority suppliers, considering committing to continuity of payments until the end of June (even where service delivery is disrupted or temporarily suspended) – on a case-by-case basis, agreed in advance with the Chief Financial Officer.
- 7.2. The Cabinet Office has also issued a Procurement Policy Note providing guidance on the application of procurement regulations for urgent procurements and any amendments to existing contracts required due to COVID-19. This emphasises that the Public Contracts Regulations permit the following:
 - i. The procurement without prior publication of supply or services contracts in extreme urgency brought about by unforeseeable events providing the

urgency isn't attributed to the contracting authority. Any such contracts should be limited to works or services that are absolutely necessary to the urgent circumstances.

- ii. The extension or modification of a contract where the need has been brought about by circumstances the authority could not have foreseen.

7.3. In the current environment, the procurement and implementation of some contracts may not be advisable at this time for reasons including:

- i. The availability of front-line services to be able to engage with the procurement process and implementation of new contracts and therefore ensure these are fit for purpose.
- ii. The capacity of suppliers to meet critical timelines and deliver fit for purpose new contracts or services.
- iii. Where re-procurement is likely to result in price increases or unfavourable terms due to uncertainty around market supply, demand or cost and availability of materials.
- iv. General uncertainty regarding business resilience.
- v. In such circumstances the extension or modification of an existing contract may be recommended and will be considered on a case by case basis.

8. **Adult Social Care income**

8.1. The COVID-19 Bill has relaxed the need to complete care assessments or financial assessments at the point of entry to social care. Detailed financial assessments will be completed as soon as practicable to ensure that clients are aware of their contributions as soon as possible.

9. **Consultation**

9.1. The proposals in this report were considered and endorsed by the COVID-19 Gold Group and by the Cabinet Member for Finance, Performance and Core.

9.2. Furthermore, it has been appropriate to apply the "Special Urgency" provision as set out in Part 2, Chapter 17, paragraph 15 of the Constitution as the matter qualifies as a 'key decision' and had not been publicised in advance on the Council's Forward Plan in line with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

9.3. In accordance with the Special Urgency provision, the agreement of the Chair of the Overview and Scrutiny Committee was sought and received that the matter was very urgent and could not reasonably be deferred.

10. **Financial Implications**

Implications completed by: Philip Gregory, Finance Director

10.1. The financial ramifications of the COVID-19 pandemic are wide-ranging and far-reaching. The government have committed to provide full financial support to local authorities as they support their communities through the current uncertainty.

10.2. The council will continue to ensure that robust processes are in place to ensure the effective and efficient use of public monies. The Chief Financial Officer will ensure that accurate records are kept of additional expenditure and foregone income as a result of the COVID-19 pandemic. Requests will be submitted to government for funding to cover all costs associated with the response to the outbreak.

11. **Legal Implications**

Implications completed by Dr Paul Feild Senior Governance Lawyer

- 11.1. In this current emergency, the general laws still apply unless there are special legislative measures to take account of the factors which may or will have an effect on the Council and its duties, powers and obligations. The key provision at time of writing being the Coronavirus Act 2020 which addresses specific issues connected with the challenges that the pandemic presents rather than matters of finance and procurement.
- 11.2. Nevertheless, the unique situation presents the prospect of the need to purchase additional supplies and services with heavy competition. Value for money and best values duties still apply. There is also the issue of the Councils existing suppliers and service providers also facing issues of pressure on supply chains and staffing matters of availability. As a result, these pressures will inevitably create extra costs which will have to be paid to ensure statutory services and care standards for the vulnerable are maintained.
- 11.3 The Government has provided support as set out in the main body of this report. Such support will have its own conditions and guidance, the Cabinet Office has produced Procurement Policy Notes (PPN) to set the direction of how to manage its procurement and contracts. The Council as a contracting authority will need to ensure that it observes the guidance within the PPN in practice to ensure that the grant conditions are complied with.
- 11.4 The key requirement is that councils should need to ensure that their suppliers cashflow is maintained and the following steps are advised in that all councils shall:
- Urgently review their contract portfolio and inform suppliers who they believe are at risk that they will continue to be paid as normal (even if service delivery is disrupted or temporarily suspended) until at least the end of June.
 - Put in place the most appropriate payment measures to support supplier cash flow; this might include a range of approaches such as forward ordering, payment in advance/prepayment, interim payments and payment on order (not receipt).
 - If the contract involves payment by results then payment should be on the basis of previous invoices, for example the average monthly payment over the previous three months.
 - To qualify, suppliers should agree to act on an open book basis and make cost data available to the contracting authority during this period. They should continue to pay employees and flow down funding to their subcontractors.

- Ensure invoices submitted by suppliers are paid immediately on receipt (reconciliation can take place in slower time) in order to maintain cash flow in the supply chain and protect jobs.
- Pay all suppliers as quickly as possible to maintain cash flow and protect jobs. Contracting authorities should also take action to continue to pay suppliers at risk due to COVID-19 on a continuity and retention basis. Contracting authorities can consider making advance payments to suppliers if necessary.

PPN 20

- 11.6 It is important to note the PPN contains the advice that continuing to make payments to at risk suppliers will present risks including that, despite these exceptional actions, a supplier may still become insolvent. These risks will need to be managed by on a case by case basis. In such circumstance there may need to establish guarantees or direct payments be made by the Council to sub-suppliers or sub-contractors and in some cases seek some form of security.
- 11.7 As the situation is fast moving and the predictability of what effect the coronavirus will have, this report seeks the Cabinet's agreement to delegate to the Council's Chief Finance Officer (Section 151 Local Government Act 1972), following consultation with the Cabinet Member for Finance, Performance and Core Services and the Director of Law, Governance and Human Resources, the authority to manage, amend or refine the criteria for allocation of the Governments Emergency COVID-19 funding to the Council.

12. **Other Implications**

- 12.1. **Risk Management** - Whilst it is important for the Council to ensure spending for delivering this policy agenda is contained within budget and budget provision is available for this, the most immediate risk is the Council's inability to provide critical services both directly and indirectly as a commissioner of services. The proposals set out in this report look to put in place a suite of financial measures which look to minimise risk and provide financial support to residents, local business and providers the Council directly contracts with.
- 12.2. **Contractual Issues** – see paragraph 3.9 and 3.10.1
- 12.3. **Staffing Issues** – Council staff have been requested to work remotely, where possible, or change their approach to working patterns/routines in order to observe the governments guidance on social distancing thereby limiting the spread of the virus. Trade Unions have been consulted on the measures put in place.
- 12.4. **Corporate Policy and Equality Impact** – The response of the council to the COVID-19 pandemic is directed by the vision of the corporate plan – that no-one is left behind. This is an unprecedented situation which requires the whole community in Barking and Dagenham to work in partnership to achieve this vision collectively.
- 12.5. **Safeguarding Adults and Children** – These issues will be considered by the COVID-19 Gold Group and the Chief Financial Officer in the allocation of emergency funding and support to the supply chain.

- 12.6. **Health Issues** - These issues will be considered by the COVID-19 Gold Group and the Chief Financial Officer in the allocation of emergency funding and support to the supply chain.
- 12.7. **Crime and Disorder Issues** - These issues will be considered by the COVID-19 Gold Group and the Chief Financial Officer in the allocation of emergency funding and support to the supply chain.
- 12.8. **Property / Asset Issues** - These issues will be considered by the COVID-19 Gold Group and the Chief Financial Officer in the allocation of emergency funding and support to the supply chain.

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

List of appendices: None

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CABINET**21 April 2020**

Title: Urgent Action: Sport and Leisure Management Support Package	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Information
Wards Affected: None	Key Decision: No
Report Author: Andy Knight, Head of Leisure, Parks and Heritage	Contact Details: E-mail: andy.knight@lbbd.gov.uk
Accountable Director: Mark Tyson, Director of Policy and Participation	
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
<p>Summary:</p> <p>Following a Government order in the face of the Covid-19 public health emergency, all leisure centres in the Borough run by Sport and Leisure Management Limited (SLM), under the Service Agreement between SLM and the Council of 2017, have been required to temporarily close to the public.</p> <p>In order to protect the employment of the staff and to ensure the continued maintenance of the leisure centre buildings, the Council has been approached by SLM to provide a financial support package.</p> <p>The package of financial measures includes the temporary suspension of the management fee payments due from SLM to the Council, a 50% contribution to essential building maintenance costs while facilities are closed to the public and a loan of £241,000 to cover staff salary costs pending reimbursement from the Government under the Coronavirus Job Retention Scheme.</p> <p>In the circumstances and with particular regard to the April 2020 payroll arrangements, the Chief Executive agreed that it would be appropriate to approve the financial support package under the Urgent Action provisions of Part 2, Chapter 16, paragraph 4 of the Constitution. It was also necessary to apply the Special Urgency arrangements as set out in Part 2, Chapter 17, paragraph 15 of the Constitution as the matter qualified as a 'key decision' but had not been publicised in advance on the Council's Forward Plan in accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. The detailed report which formed the basis of the Chief Executive's decision is set out at Appendix 1 to this report.</p> <p>In line with the Urgent Action and Special Urgency provisions, the Chair of the Cabinet and the Chair of the Overview and Scrutiny Committee were consulted prior to the Chief Executive taking the action on 9 April 2020.</p>	

Recommendation(s)

The Cabinet is asked to note the action taken by the Chief Executive, in accordance with the Urgent Action procedures set out in Part 2, Chapter 16, paragraph 4 and the Special Urgency provision under Part 2, Chapter 17, paragraph 15 of the Council Constitution, in relation to approving a financial support package for SLM in the light of the enforced closure of the Borough's leisure centres due to the Covid-19 pandemic.

Reasons

To accord with the requirements of the urgency procedures contained within the Council Constitution.

Public Background Papers Used in the Preparation of the Report:

- Letter signed by the Chief Executive dated 9 April 2020 entitled "Urgent Action under Paragraph 4, Chapter 16, Part 2 of the Constitution – Sport and Leisure Management Support Package"
(<https://modgov.lbbd.gov.uk/Internet/ieListDocuments.aspx?CId=180&MId=10423&Ver=4>)

List of appendices:

- **Appendix 1** - Report entitled "Sport and Leisure Management Support Package"

**Report of the Cabinet Member for Finance, Performance and Core Services
9 April 2020**

Title: Sport and Leisure Management Support Package	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: None	Key Decision: Yes
Report Author: Andy Knight, Head of Leisure, Parks and Heritage	Contact Details: E-mail: andy.knight@lbbd.gov.uk
Accountable Director: Mark Tyson, Director of Policy and Participation	
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
Summary	
<p>Following a Government order in the face of the Covid-19 public health emergency, all leisure centres in the Borough run by Sport and Leisure Management Limited (SLM), under the Service Agreement between SLM and the Council of 2017, have been required to temporarily close to the public.</p> <p>In order to protect the employment of the staff and to ensure the continued maintenance of the leisure centre buildings, the Council has been approached by SLM to provide a financial support package of which the details are outlined in the report.</p>	
Recommendation(s)	
<p>The Cabinet is recommended to agree the proposed support package for SLM who manage the Borough's leisure centres on behalf of the Council, as detailed in the report.</p>	
Reason(s)	
<p>To assist the Council to achieve its priority of a "Well Run Organisation" in the context of its response to the Covid-19 public health emergency.</p>	

1. Introduction and Background

- 1.1 Following a government order in the face of a Covid-19 public health emergency, we have been required to temporarily suspend the operation of all leisure centres run by SLM under the service Agreement of 2017 in the Borough.
- 1.2 This has meant that SLM will face significant financial pressure whilst the Government's social distancing measure are in place.
- 1.3 In order to protect the employment of the staff and to ensure the continued maintenance of the leisure centre buildings, the Council has been approached by SLM to provide a financial support package.

1.4 SLM have been encouraged wherever possible to seek Government help and the following section outlines what support that is considered appropriate for the Council to provide at this time.

2. Proposal and Issues

2.1 In response to the outbreak the Government has launched the Coronavirus Job Retention Scheme which we believe is available to SLM to claim in respect of payroll costs while the leisure centres are closed.

2.2 However, due to the lack of income it is proposed that the Council supports SLM with their cashflow in order to pay their staff 80% of their salary in line with the Job Retention Scheme.

2.3 The cost of this cashflow shortage is estimated to be in the region of £241,000. Advancing this figure in the form of a loan is required to ensure that leisure centre staff will get paid in this month (April). This will be reimbursed to the Council when SLM receive the money from the Government under the terms of the scheme.

2.4 Other support proposed would be to suspend the management fee payments from SLM to the Council for 3 months, this in total would be approximately £439,000. These specific payments would be formally discussed once normal business activity has resumed and future payments reprofiled accordingly.

2.5 Finally, as the facilities are key Council assets it is proposed that we would contribute 50% (capped up to £30,000) of the essential building maintenance costs whilst the facilities are closed. This would be to protect the buildings and ensure that they are ready to operate as soon as the emergency legislation requiring social distancing measure are lifted.

2.6 Officers will review all the proposed support measures on a monthly basis to ensure that they are proportionate and will challenge, where possible, to reduce the costs.

3. Options Appraisal

3.1 **Option 1** - Provide the support package as outlined above

By offering this support to SLM it will enable them to maintain their business in the borough as a going concern in the borough operating during this unprecedented time. They are a key partner for the Council and like so many other organisations have been impacted significantly through no fault of their own.

These buildings are key council assets and this support will allow SLM to continue to maintain them and protect the significant investment that the Council has made over the recent years.

3.2 **Option 2** – Do Nothing

Should SLM not being able to pay its staff could lead to significant job losses of which many employees are LBB residents. Similarly, if SLM are not financially able to maintain the buildings it could lead to them falling into a state of disrepair

and could result in the buildings transferring back to the Council, which would be a greater financial risk for the Council.

4. Consultation and Urgent Action Arrangements

- 4.1 The proposals in this report have been fully consulted on, and endorsed by, senior Cabinet Members and management.
- 4.2 In view of the implications for SLM resulting from the leisure centre closures and, in particular, the issue relating to staff salaries for the April payroll, the Chief Executive intends to approve the package of support measures as detailed in the report for immediate implementation, under the provisions of Part 2, Chapter 16, paragraph 4 of the Council Constitution.
- 4.3 Furthermore, it has been appropriate to apply the “Special Urgency” provision as set out in Part 2, Chapter 17, paragraph 15 of the Constitution as the matter qualifies as a ‘key decision’ and had not been publicised in advance on the Council’s Forward Plan in line with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.
- 4.4 In accordance with the above provisions, the agreement of the Chair of the Overview and Scrutiny Committee to the application of the Urgent Action and Special Urgency arrangements has been received and the Chief Financial Officer and the Monitoring Officer have similarly approved these arrangements.
- 4.5 Full details of this Urgent Action decision taken by the Chief Executive will be reported to the next meeting of the Cabinet on 21 April 2020.

5. Financial Implications

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

- 5.1 Prior to the transfer to SLM in August 2017 the Council operated the Leisure Centres and was wholly responsible for all costs and income and the centres often ran at a net loss. Since the transfer SLM has borne most of the operating risk and returned to the Council a net income through the Concession Fee in addition to covering some of the Council’s retained costs for capital financing and insurance. The centres therefore are funded from customer fees and charges rather than from public funding. The net income budget for 2020/21 is £2.057m or £0.171m a month.
- 5.2 As part of the emergency measures in response to the Covid-19 pandemic, the Government has instructed all Leisure centres to close thus creating a severe financial pressure. As a separate entity that is dependent on customer charging (rather than significant public funding) SLM is eligible for various kinds of support from the Government especially the Job Retention Scheme (Furlough Scheme). However, this is unlikely to cover the full costs of the closure. This report sets out three main elements of financial support. The first is a cashflow loan of £0.241m which should be recoverable at some stage. However, in these circumstances there is a higher than usual risk that this may not be recovered or may need to be recovered over a long period.

- 5.3 The second element is a contribution up to £30k towards the premises costs of the centres (which are Council assets.) This is the amount required for a three-month closure. The final element is suspension of the concession fee payment to the Council. The cost of this would be £0.439m for March, April and May and a further £0.171m for every subsequent month.
- 5.4 The total cost to the Council therefore is likely to be a minimum of £0.470m and this could increase. As an illustration, if the social distancing measures were extended for a further three months (until end of August) and the cashflow loan could not be recovered the total cost could rise to £1.158m.
- 5.5 It must be recognised that if the Council does not grant this financial support then there is still a very high risk that the Concession fee will still not be paid and there would be other risks to the Council as set out in this report.
- 5.6 Central Government has provided funding to Local Government to meet additional costs arising from the Covid pandemic and its response. The Barking and Dagenham share of this is £6.3m, some of which could be applied to meet these costs at the lower end of the estimate but if the costs are at the higher end then there is unlikely to be sufficient funding to meet this and other pressures elsewhere. MHCLG will be gathering information about the total costs incurred by Local Government and are likely to release further funding if this can be clearly shown to be required but this is not yet confirmed.

6. Legal Implications

Implications completed by: Dr Paul Field Senior Governance Lawyer

- 6.1 This report is being prepared under the urgent action procedure set out in the Council's Constitution Part 2 Chapter 16 paragraph 4. The reasoning being that there is a need for SLM to pay their employees on 14 April 2020, and that meeting is prior to the Cabinet.
- 6.2 This urgent action should be reported to the Cabinet and it has been advised that the ongoing commitment of support to SLM should be raised for decision together with this immediate position.
- 6.3 The Council has the power to make such a payment under section 1 general power of competence given to it by the Localism Act 2011.
- 6.4 Measures need to be taken to ensure the payments are strictly for the purposes set out in this report and not a line of general funding to SLM. This will require specialist drafting of a conditional loan agreement and ensuring that the payment reaches directly the employees of SLM working in the borough for the purposes of the agreement made between the Council and SLM in 2017.

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

List of appendices: None

CABINET**21 April 2020**

Title: Be First Business Plan 2020-25	
Report of the Cabinet Member for Finance, Growth and Investment	
Open Report with Exempt Appendix 1 (relevant legislation: paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972)	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Hilary Morris, Commercial Director	Contact Details: Tel: 020 8227 3017 E-mail: hilary.morris@lbbd.gov.uk
Accountable Strategic Director: Claire Symonds, Chief Operating Officer	
<p>Summary</p> <p>This report seeks Cabinet approval of the 2020-25 Business Plan for Be First in line with the requirements of their Shareholder Agreement. This Business Plan has been scrutinised by the Shareholder Panel, the advisory body created to monitor and to report to Cabinet on the performance of Companies that the Council has a shareholding interest in.</p> <p>It must be noted that the Business Plan has been developed prior to the recent pandemic and it is not yet possible to determine the extent of the impact this will have on the Company's ability to deliver the outcomes outlined in the report however this will be monitored through the Shareholder Panel.</p> <p>The substantive Business Plan is contained within Appendix 1 which is in the exempt section of the agenda as they contain commercially confidential information (relevant legislation: paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972) and the public interest in maintaining the exemption outweighs the public interest in disclosing the information</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Approve the Be First Business Plan 2020-2025 at Appendix 1 to the report; (ii) Authorise the Chief Operating Officer, in consultation with the Investment Panel, to take all necessary action to enable Be First to carry out its proposals under the Business Plan and to agree any minor variations to the business plan subject to the conditions in these recommendations; (iii) Approve Be First or the Council to enter into any procurement related agreement or commitment required to enable the delivery of the Business Plan subject to compliance with relevant procurement regulation and compliance with State Aid 	

rules;

- (iv) Agree that if Be First enter into contractual arrangements described in the Business Plan and the report, the Council shall give a guarantee to the Contractor under such contract guaranteeing performance of the contract by Be First subject to Be First being satisfied that the Contractor is able to perform the Contract and all necessary due diligence being undertaken;
- (v) Authorise the Chief Operating Officer to enter into any such guarantee and any necessary documents to give effect to the contractual arrangements so described, subject to the above conditions and the advice of the Director of Law and Governance;
- (vi) Agree to vary the existing loan facility as outlined in the report subject to the existing conditions relating to it; and
- (vii) Authorise the Chief Operating Officer, in consultation with the Investment Panel, to grant loans, any other relevant approvals on behalf of the Council which may be relevant or required for the specific project and complete all necessary documents and negotiations to complete the projects set out in the Business Plan, subject to all necessary due diligence and compliance with State Aid law, the Public Contracts Regulations 2015 (or any replacement thereof) and the Council's Constitution.

Reason(s)

To assist the Council with delivering the Inclusive Growth Strategy and delivering a well-run organisation. This proposal is in line with Recommendation 8 of the independent Growth Commission's report published in February 2016 and is therefore aligned to both the 'Growing the Borough' and Inclusive Growth objectives.

1. Introduction and Background

- 1.1 In line with the Shareholder Agreement for Be First, this Business Plan has been produced for Cabinet approval as outlined in the recommendations.
- 1.2 The Business Plan was approved by Be First's Board in March 2020; Corporate Strategy Group in February 2020 and has been scrutinised by the Shareholder Panel and recommended for approval to Cabinet on 23 March 2020.
- 1.3 This report highlights the key objectives to be delivered and the period by which the returns, either financial or social are expected with the detail behind the assumptions being shown in Appendix 1.

2. Company performance highlights in 2019/20

- 2.1 The Business Plan identifies that Be First have progressed a number of activities outlined within the 2019/20 Business Plan and that it has made tremendous strides in establishing a ground-breaking model of local authority regeneration with over 100 staff delivering at a pace and the organisation is now fully established and

operational.

- 2.2 In 2019 Be First have identified several sites for acquisition, undertaken feasibility works and developed proposals which have secured approval. These include proposals to invest in several sites with a view to bringing forward development at key locations including Chadwell Heath. Be First have also been developing a wider acquisition plan for the Council.
- 2.3 Be First have started on site for 10 regeneration schemes which will deliver much needed new homes for the Borough. The Business Plan notes that 3 schemes which were expected to have started on site by the end of March 20 have been delayed, primarily for reasons relating to cost concerns resulting from increasing fire regulations and significant construction cost inflation.
- 2.4 Be First are expecting to deliver 67 more homes this year than in the 19/24 plan as the delivery of units at Becontree has been brought forward into this financial year. With the 179 units being completed in 19/20 Be First will have delivered 427 homes since 2017.
- 2.5 Be First have taken the lead in progressing the Film Studios project forward at pace and demonstrating that they can step in when the private sector is derailed by political and financial uncertainty and the planning application has now been submitted for consideration.
- 2.6 The plan highlights that Be First has been working with the Council to define and agree a new estate regeneration offer for tenants. This business plan commitment is also reflected in the company's commissioning mandate from the Council.
- 2.7 Be First are predicting to deliver a surplus by the end of this financial year which is earlier than their contractual commitment to deliver £10.3m by 31st March 2021 but there are still significant risks around the final position which relate to the ability to finalise contracts.

3. Business Plan Commitments 2020-25

- 3.1 Part of the objective of Be First is accelerate regeneration. The plan provides an outline of the commitments Be First are making to deliver against this objective and which are:
 - complete 116 new homes in 20/21 from 4 schemes. They will also commence development of 7 schemes which will deliver 938 homes between now and 24/25 with an average of 73% affordable housing with proposed tenure across the portfolios to ensure no one gets left behind.
 - Agree a masterplan for Thames Road to include mixed use residential development to enhance employment offer
 - Secure Planning Permission for the film studio and start construction on site
 - Develop a vision for Dagenham Dock that focuses on opportunities from the wholesale markets
- 3.2 In addition to accelerating development Be First are proposing to deliver a number of place shaping commitments including:

- Delivering improvements to the look and feel of Barking Station
- Attracting a major development partner for Barking Town Centre
- Completing a number of strategic masterplans
- Submitting the Local Plan to the inspectorate

- 3.3 Be First are contractually required to deliver a financial return to the Council of £10.3m by 31st March 2021 and annually thereafter and the plan provides detail on how that objective will be reached. Other than in 2021/22 Be First are not forecasting that they will reach this return based on the current programme of schemes although they are working to develop a pipeline of new schemes such as Turnkey projects and a new stream of pipeline Investment and Acquisition schemes. If the pipeline of new schemes are approved this could deliver in excess of the required return over the next 5 years but would require a significant increase in funding. Be First outline that to if approved the full pipeline would require £2bn of funding over 10 years.
- 3.4 The Business Plan largely assumes almost all financial surpluses are continuing to be driven by work commissioned by LBBD. The plan outlines an aspiration to secure external funding for at least one new investment scheme and an aspiration for their development framework to be utilised by other authorities.
- 3.5 In addition to a surplus from delivery of their core operations the Be First return includes income from New Homes Bonus. This plan assumes that New Homes Bonus will bring in £37m of income over the next 5 years however there is uncertainty over this income stream long-term and the Government has announced plans to consult on new proposals. Be First have proposed mitigations which suggest that the lost income could be off-set by further development and assumes that for every £2m pa lost to NHB Be First would need to develop 170 units requiring £60m in development funding to sustain the current financial projections. These mitigations will need to be considered further in the coming year.

4. Consultation

- 4.1 The Business Plan has undergone the following consultations
- Approved by the Be First Board in March 2020
 - Endorsed subject by Corporate Strategy Group in February 2020
 - Endorsed by the Shareholder Panel on 23rd March 2020

5. Financial Implications

Implications completed by: David Dickinson, Investment Fund Manager

5.1 Be First Financial Return to the Council and Increased Borrowing Requirements

- 5.1.1 The Be First Business Plan (BFBP) is based on data as at 31 December 2019 and this predates any subsequent Investment Panel and Cabinet agreements but also predates issues that may result from the Covid-19. It is likely that the impact of Covid-19 will negatively impact the BFBP as schemes will likely be delayed as some of the construction will cease for the foreseeable future and there is the potential for demand for new builds to reduce. At the time of adding these financial

implications, it is too early to tell what the financial impact will be but close monitoring by Be First and the Council is essential to identify any issues and adjust the BFBP accordingly.

- 5.1.2 The BFBP for 2020 to 2025 outlines an ambitious programme of development and regeneration of the Council, with a significant increase in borrowing. The BFBP shows that Be First will generate target surplus of £10.1m for 2020/21, £9.9m for 2021/22 and £10.2m for 2022/23. The BFBP therefore confirms Be First's ability to deliver at or near its target of £10.3m to the Council for the next three years but that ability to continue to meet the £10.3m target is dependent on there being an increase in either direct borrowing by the Council or through the Council providing a guaranteed return to external funders.
- 5.1.3 To enable Be First to achieve these returns, the Council will need to spend £543.2m, which is a significant amount over three years. Most of the £543.2m has been secured by the Council at relatively low, fixed rates of borrowing of around 2%. Securing borrowing at these rates has allowed a number of cost pressures that have come through during the year, including increasing costs to meet new fire regulations requirements, construction cost inflation and delays in getting schemes operational to be absorbed, without the need to increase the interest budget.
- 5.1.4 Development and Construction income, which delivers the majority of Be First's financial return, is driven predominantly by fees from the Council's Investment and Acquisitions Strategy (IAS). The Council is currently responsible for funding the IAS and therefore this income is reliant on the Council providing funding. This funding requirement must be factored into Be First's future strategy as there will be a limit to the level of funding the Council can provide, especially from 2023/24 onwards or if additional expenditure is required to fund additional commercial schemes or the Turnkey schemes.
- 5.1.5 The Business Plan does not cover, in any great detail, other income streams outside of Development and Construction Fees and New Homes bonus and it is essential that Be First identifies additional income streams to reduce the pressure on the Council. If this does not happen then there will be a continuous requirement for the Council to continue to increase its borrowing to levels.
- 5.1.6 The Be First financial return to the Council does consider investing in Turnkey schemes to support their financial returns as Be First's financial return will come under pressure from 2024/25 onwards as the current schemes are built and become operational and Be First no longer receive development and construction management fees. The Turnkey schemes will require additional borrowing of £346.2m. Be First have briefly outlined an option to fund this from financial institutions but greater details will be required before external funding of these schemes should be considered. The risks and issues around external funding are outlined in section 5.5 below.
- 5.1.7 The forecast return includes New Homes Bonus (NHB) which, in 2020/21, is forecast to be £1.8m due from the expected growth in supply of new homes within the borough. The BFBP outlines potential risks around NHB, as this source of funding may be withdrawn. The BFBP calculates that for every £2m lost to NHB, Be First would need to develop 170 units requiring £60m in development funding to sustain the current financial projections. As this increase in borrowing is currently

not budgeted for this would require an increase in interest budget of £1.5m, based on £60m at 2.5% interest.

- 5.1.8 Development and Construction fees are directly linked to development spend and can be increased through bringing forward schemes that were originally scheduled for later on in the Business Plan, through new pipeline schemes being added but also as a result of an increase in development costs due to cost inflation and build cost increases. All of these lead to an increase the amount the Council needs to borrow and, in turn, the borrowing costs. It is therefore essential for Be First to work closely with the Council to ensure that the schemes acceleration is affordable, both in terms of funding but also in terms of Be First achieving their £10.3m target.
- 5.1.9 A concern within the BFBP is the delay in a number of the schemes. During 2019/20 no units became operational as the Becontree Heath (87 units) site was closed in March due to Covid-19 and Weighbridge (92 units) is now forecast to complete in Q1 2020/21. Wivenhoe was also due to be completed in 2019/20 but its completion has also been pushed back to 2020/21.
- 5.1.10 The impact of these delays means that the income to the Council from Reside, both from interest from the loans and from the net return, is delayed. This puts pressure on the Council's interest budget and the IAS target return. Going forward, it is essential that schemes are completed on time and as close to budget as possible and that new schemes are only started when there is sufficient interest budget to fund them.

5.2 **Loan Facility**

- 5.2.1 A loan facility agreement of up to £4.2m working capital was provided to Be First in 2017/18. This loan will not be repayable until Be First are fully self-financing with the first repayment no earlier than 31 March 2020.

5.3 **Be First Contribution to the Investment Strategy**

- 5.3.1 Be First will help to accelerate the delivery of the Council-led development schemes which will be integral to the Council's ability to achieve its £5.1m investment strategy returns by 2020/21. The £5.1 investment return is in addition to Be First's target return of £10.3m and is predominantly generated when each scheme is operational and managed within Reside. Delays in schemes becoming operational and or where net returns are reduced will negatively impact on the ability for the Council to achieve the target return. As no new schemes became operational in 2019/20, the IAS will struggle to meet its income target.

5.4 **BFBP Funding**

- 5.4.1 The borrowing requirement outlined in the BFBP comprises most of the schemes agreed in the IAS but excludes some of the large schemes that have already been built, such as Abbey Road 2, Weavers and the Street Purchases schemes. The size of the borrowing is significant and careful treasury management is required to manage the interest cost of carry during the construction phase.
- 5.4.2 The BFBP requires an increase in net development costs of £24.8m for the existing IAS schemes but also an additional £223.8m for pipeline schemes and £342.4m for

Turnkey schemes, for a total of £591.0m over the next 5 years. This will require a significant increase in additional long term borrowing by the Council to fund this as this increased borrowing has not been budgeted for. The delays in some of the schemes becoming operational will also have a negative impact on the borrowing costs as income from the schemes will be delayed and therefore there will be delays in receiving the interest income.

- 5.4.3 Each £100m of additional borrowing will require an interest budget of £2.5m based on borrowing costs of 2.5% and this will be a cost per year until schemes become operational. Once schemes are operational, then the interest income received from the scheme being operational can be used to fund further borrowing. Based on the net development costs provided within the BFBP and the date when the various schemes will become operational, to fund the additional £591.0m will require approximately £5m of additional funding by the Council to meet the increased borrowing costs.
- 5.4.4 New proposals for funding put forward by Be First will need to be either self-financing or a replacement of any schemes that are currently budgeted for but potentially are not progressed with or are delayed. It is important to outline that the Council does not have unlimited borrowing powers and each scheme proposed will need to provide a return and fit within the funding budget.
- 5.4.5 It is therefore essential that Be First work closely with the Council to ensure that future investment proposals fit within the current funding available and are built, at the right time and within agreed budgets, to ensure that the Council's plans are met within agreed timescale but that are also Value for Money.

5.5 External Borrowing

- 5.5.1 Currently the Council has funded most of the IAS, with only the original Reside 1, William Street and Eastern Thames View, being funded by financial institutions. The Council has used long term fixed rate borrowing, from the Public Works Loan Board (PWLB) and European Investment Bank to fund the schemes.
- 5.5.2 The BFBP has included the potential for funding from financial institutions. The ability to borrow long term from financial institutions has always existed but the rates are usually around 1.1% to 1.5% above the rate the UK government borrows at (GILTS). Since 2012 the PWLB rate has been the GILTS rate plus a margin of 0.8%, which has made the PWLB rate much cheaper than financial institutions. In October 2019 the government increased the margin the PWLB charges on GILTS to 1.8%, which is a much less competitive rate and allows funding to be considered from a number of different banks and pension funds.
- 5.5.3 The BFBP includes a reference to the 30-year gilt rate of 1.28% and therefore the equivalent borrowing costs from institutional investors would be approximately 2.4% to 2.8%. These rates are higher than the average cost of borrowing that the Council has managed to achieve over the past three years and would also include a cost during the construction phase, which is currently not taken into account when Council borrowing is utilised.
- 5.5.4 Borrowing costs during the construction phase is one of the main barriers for the Council in funding more schemes early, as during construction there is no income

but just an expense from the cost of borrowing. It is possible, with borrowing financial institutions, to capitalise the cost of borrowing (adding this to the total build costs), as well as to defer funding (receive funding over a number of periods). All of these options should be considered.

- 5.5.5 Other borrowing options from financial institutions could include borrowing that is not fixed but is inflation linked, this is often accessed through a lease and leaseback approach. This approach can prove to be useful where there is sufficient margin from the rental income, such as with the recent Aparthotel and Travelodge hotels. However, where margins are small and where there can be pressure to not increase rents by inflation every year, such as with social housing, a disconnect between the increase, through inflation, of the borrowing costs to the funder and the income received from rents. If margins are small, this can turn to a shortfall in income that will need to be covered by the Council.
- 5.5.6 The risks and requirements of using financial institutions have only briefly been covered as part of the financial implications and it is essential that any proposal includes a detailed outline of the risks and obligations and also scenario testing for different situations.
- 5.5.7 Careful profiling of the development programme to allow for there to be sufficient interest budget to fund future schemes, as well as meeting key targets of completion dates and costs, can prove to be a much more prudent and less onerous than trying to accelerate the programme through the use of more complicated funding sources.

5.6 Risks

- 5.6.1 There are a number of risks that have the potential to impact on Be First financial performance including risks attached to capital programme delivery; supply chain costs; and, general economic performance and activity including the potential impact of Brexit and Covid-19. These are assessed as part of the BFBP and mitigations and monitoring arrangements in place, with the risk register constantly being updated. Corporate risks are monitored through the Shareholder Panel.
- 5.6.2 Given the increased scale of the borrowing, the interest rate risk (i.e. the risk that interest rates will be higher than currently forecast) will be significant. An interest rate margin has been included to produce the interest budget but there is still the risk that borrowing rates could increase, which would make a number of the more marginal scheme unviable. To mitigate this, where schemes have progressed through Gateway 4 and are in the process of being built, the Council will seek to lock in the borrowing requirement, but it will only do so when rates are relatively low.
- 5.6.3 In considering the BFBP, it is incumbent on the Council to ensure the activity of Be First is strategically aligned with the Council and Reside priorities to deliver long term outcomes for the borough. These include understanding the quality of schemes as well as the delivery of financial returns. To do this the Council has put in place governance arrangements through the Investment Panel and associated gateway processes.

6. Legal Implications

Implications completed by: Ian Chisnell, Major Projects Solicitor

- 6.1 The Council has a number of relevant powers concerning the formation of trading companies, borrowing and investment activities.

Relevant Statutory Powers

- 6.2 Section 1 of the Localism Act 2011, the general power of competence (“GPC”) empowers local authorities to do anything that an individual can lawfully do provided that the activity is not expressly prohibited by other legislation. Activities authorised by the GPC can include investment, trading or charging decisions which may be undertaken through commercial (corporate) vehicles with the primary aim of benefiting the authority, its financial management, its area or its local communities. The power is wide and provided that the specific activity is not expressly restricted or proscribed by other legislative provisions, it will be within the parameters of the GPC power. The GPC enables the Cabinet to agree the loan facility and to delegate to appropriate officers’ approval of the final terms and entering into a loan facility agreement (for capital to fund development).
- 6.3 The Company will be advised on its procurement and other matters by an external firm of solicitors, currently Gowling WLG.
- 6.4 Section 12 of the Local Government Act 2003 (“Power to Invest”) enables a local authority to invest for any purpose relevant to its functions under any enactment, or for the purposes of the prudent management of its financial affairs. Consequently, borrowing to invest primarily for profit only would not be deemed directly relevant to fulfilling the authority’s functions and will not, therefore, be authorised under this power. However, investment in development, land or property, for example with a view to promoting regeneration is likely to fall within the power to invest.
- 6.5 Section 1 of the Local Government Act 2003 (“Power to Borrow”) provides local authorities with the power to borrow for any purpose relevant to their functions under any enactment or for the purpose of the prudent management of its financial affairs. The Power to Borrow has similar constraints to the investment power under the 2003 Act. Borrowing primarily to achieve a return is unlikely to be deemed connected to the functions of the Council or to be prudent financial management. Caution should be exercised in making decisions to ensure that any investments or loans financed with borrowing further the functions of the Council and are consistent with the prudent management of the Council’s financial affairs and associated prudential guidance.

Other Legal and Commercial Considerations

- 6.6 The Council’s fiduciary duties could be briefly summarised as it acting as a trustee of tax and public sector income on behalf of its rate and taxpayers. The Council in effect holds money but does not own it; it spends money on behalf of its business rate and council taxpayers.
- 6.7 Cabinet in making the decision concerning the facility for Be First Development Limited/Be First should give due consideration to the risks and benefits of approving

the recommendations. In practice Cabinet will want to consider whether the Council will achieve an appropriate return for its risk and that the Council has minimised the risk and potential cost to it if Be First Development became insolvent and/or defaulted on its loan(s). The Chief Operating Officer should also consider this in approving the terms of the relevant legal agreements.

- 6.8 Consideration should also be given to whether the Council's funding in this arrangement is proportionate and properly balanced against the anticipated benefit (taking into account) the wider interests of its local business rate and tax payers. On a practical basis this means that the Cabinet Members should consider whether the monies they are requested to approve for lending to Be First company could be better used by the Council for the wider interests of its local tax payers.
- 6.9 The Ministry of Housing Communities and Local Government (MHCLG) has issued statutory guidance on what qualifies as 'an investment'. CIPFA has also updated its guidance in relation to local authority loans and investments.
- 6.10 In exercising the delegation of authority to agree the terms of the Facility Agreement the Chief Operating Officer should be satisfied that there is provision within the Council's budget/MTFS to fund the facility/borrowing costs associated with it and to ensure that it complies with the Council's relevant investment strategy.
- 6.11 In terms of procurement, if Be First procure on behalf of the Council they must follow the Council's Constitution and adhere to the Public Contracts Regulations 2015.
- 6.12 If it is agreed that Be First enter into contracts to undertake works as contracting party then they must follow their own procurement rules and as they are a contracting authority under those regulation they must also adhere to the Public Contracts Regulations 2015. It should be noted that the Regulations require that all procurement of whatever value must be open and transparent.
- 6.13 The Council will have to agree a service agreement with Be First for them to act on the Council's behalf.

State Aid Implications

- 6.14 As a public body, the Council cannot provide state resources or other forms of support on a selective basis to any organisations or body in a manner that could potentially distort competition and trade in the European Union. The Council is aware of its duty not to breach state aid law and in this regard, will seek reassurance from Be First and professional advice from external professionals that the terms of the overall Facility Agreement (including its terms, finance rate and security offered) satisfy the Market Economy Investor Principle. The Facility Agreement and loans made under it are required to be state aid compliant and legal due diligence will be carried out to confirm this to the Chief Operating Officer before entering into any agreements or permitting draw-downs.
- 6.15 Consideration will need to be given as to the way any third-party developer is sought.

Governance Implications

- 6.16 The approval of the Be First business plan is reserved to the Council as shareholder under a shareholder agreement entered into with Be First in September 2017. This is an executive function exercised by the Cabinet on behalf of the Council as shareholder.

7. Other Implications

- 7.1 **Contractual Issues** - Development of Business Plans is a contractual commitment for all of the Companies and is designed to set the framework by which the strategic direction of each Company is considered and approved or endorsed by the Council as either a major or minor Shareholder
- 7.2 **Staffing Issues** – Some elements of the plan will require the Company to employ a greater number of staff.
- 7.3 **Corporate Policy and Customer Impact** – The outcomes noted within the Business Plan are expected to have a positive impact on residents, either by supporting the Council's aim to become self-sustainable as well as improving service outcomes and educational attainment for residents and children.
- 7.4 **Health Issues** - The proposed Business Plans will have a positive impact on the local community in terms of improvements the environment, place and housing.
- 7.5 **Property / Asset Issues** – Any changes to the delivery of regeneration schemes will impact the financial assumptions set out within the Reside Business Plan

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

List of appendices:

- Appendix 1: Be First Business Plan 2020-2025 (exempt document)

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of the Local Government Act 1972.

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CABINET**21 April 2020**

Title: Barking and Dagenham Trading Partnership Business Plan 2020-23	
Report of the Cabinet Member for Finance, Growth and Investment	
Open Report with Exempt Appendix 1 (relevant legislation: paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972)	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Hilary Morris, Commercial Director	Contact Details: Tel: 020 8227 3017 E-mail: hilary.morris@lbbd.gov.uk
Accountable Strategic Director: Claire Symonds, Chief Operating Officer	
<p>Summary</p> <p>This report seeks Cabinet approval of the 2020-23 Business Plan for the Barking and Dagenham Trading Partnership (BDTP) in line with the requirements of their Shareholder Agreement. This Business Plan has been scrutinised by the Shareholder Panel, the advisory body created to monitor and to report to Cabinet on the performance of Companies that the Council has a shareholding interest in.</p> <p>It must be noted that the Business Plan has been developed prior to the recent pandemic and it is not yet possible to determine the extent of the impact this will have on the Company's ability to deliver the outcomes outlined in the report however this will be monitored through the Shareholder Panel.</p> <p>The substantive Business Plan is contained within Appendix 1 which is in the exempt section of the agenda as it contains commercially confidential information (relevant legislation: paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972) and the public interest in maintaining the exemption outweighs the public interest in disclosing the information</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Approve the Barking and Dagenham Trading Partnership Business Plan 2020-2023 at Appendix 1 to the report; and (ii) Approve Barking and Dagenham Trading Partnership to enter into any procurement related agreement or commitment required to enable the delivery of the Business Plan subject to: <ul style="list-style-type: none"> a). compliance with relevant procurement regulation b). compliance with relevant procurement law c). BDTP's compliance with its own scheme of delegation 	

- d). Compliance with state aid rules, and
- e). Any other relevant approvals by the Council which may be relevant or required for the specific project

Reason(s)

To assist the Council with delivering value for money for taxpayers and delivering a well-run organisation. This proposal is in line with Recommendation 8 of the independent Growth Commission's report published in February 2016 and is therefore aligned to both the 'Growing the Borough' and 'Well run organisation' objectives.

1. Introduction and Background

- 1.1 In line with the Shareholder Agreement for BDTP, this Business Plan has been produced for Cabinet approval as outlined in the recommendations.
- 1.2 The Business Plan was approved by BDTP's Board in March 2020; Corporate Strategy Group in February 2020 and has been scrutinised by the Shareholder Panel on the 23 March and recommended for approval to Cabinet.
- 1.3 This report highlights the key objectives to be delivered and the period by which the returns, both financial or social are expected with the detail behind the assumptions being shown in the exempt Appendix

2. Company performance highlights in 2019/20

- 2.1 Since the company was launched in 2018 it has introduced new management processes, invested in new systems to increase efficiencies and launched a company-wide transformation programme which is still ongoing. It has made changes to the way services are delivered, with the aim to make them more customer focused and commercially minded. There are still challenges in achieving a truly customer focused culture across the different subsidiaries of this company, however the business plan indicates this trajectory will improve in future years with increased focus through the Company's transformation programme.
- 2.2 Despite in year revenue being less than projected, the Company is still predicting to deliver a larger dividend return to the Council than was forecast in the 2019-22 plan. In-year 2019/20 financial performance shows that in some parts of the business, income levels have exceeded business plan targets and that greater savings to the Housing Revenue Account (HRA) have been achieved than was forecast. This has been achieved through the company securing additional work streams not originally included in the 2019/22, plan such as compliance works covering services such as PAT testing and by reducing expenditure.
- 2.3 In line with its original business case objective to invest in its workforce through 2019, the Company has been working with the Barking and Dagenham College to develop a programme to offer level 2 qualifications for Literacy, English as a second language and Numeracy to its employees. The content of the programme will be developed with the College in line with their existing community learning courses and it will be an entirely voluntary programme delivered at locations that are

convenient and appropriate for staff. Although primarily intended for colleagues working within its schools' operations, BDTP are looking to incentivise staff to take up this offer and it is envisaged that each course will be 4 hours per week for 18 weeks. In addition, the Company continues to pay the London Living Wage

- 2.4 LEUK, the former Sanofi site which was bought by the Company in January 2019 is performing well and attracting a range of exciting new organisations. Already supporting 47 individual businesses, BDTP are planning to invest further in the site which is fast becoming a major hub for Universities seeking new facilities. Part of University College London, the PEARL (Person-Environment-Activity Research Laboratory) has just secured planning permission on the site for a building comprising an open laboratory space of 3,600sqm, workshops, meeting rooms, a sound laboratory, a 'maker space' (where teams can collaborate to make models and smaller articles), for cutting-edge of research into the movement of people through global transportation networks

3. Business Plan Commitments 2020-23

- 3.1 The 20/23 plan includes a commitment to deliver a total return to the council of £2.8m. This commitment is made up of a revenue dividend, loan and interest payments and savings to the Housing Revenue Account.
- 3.2 A like for like comparison of the anticipated return in this Business Plan against the forecasted revenue in the 19/22 plan shows a drop of £8m in forecast revenue for 20/21 (down from £59m to £51m), which in part is a reflection of the competitive environment the company is operating and expectations that some schools will choose not to continue to buy services from BDTP. The revenue is also dependant on the commissioning and delivery of the Council's capital programme.
- 3.3 The lower forecast for revenue growth this year has not resulted in a drop in Earnings Before Interest and Tax (EBIT) which remains consistent with last year at 4%. This indicates the company is maintaining operational efficiency despite the anticipated loss in revenue. Part of this operational efficiency will be achieved by continued focus on stock control and agency spend.
- 3.4 The plan includes a commitment to recruit 60 new operatives in the BD Services Delivery subsidiary if there is a committed longer-term programme of works. This will assist in reducing reliance on sub-contracted services and thus improving the financial return to the Council. Furthermore, this should provide increased employment opportunities for local people.
- 3.5 The plan sets out the company's strategy to move to a more independent arm's length arrangement with the Council, to include their own support services functions which include internal HR, Procurement, Finance and Accounts Payable. This will be a significant change for the Company as well as providing an opportunity for more focused, company-specific functions which should support the company's growth agenda.

4. Consultation

- 4.1 The Business Plan has undergone the following consultations

- Approved by the BDTP Board on 18th March 2020
- Endorsed subject by Corporate Strategy Group on the 20th February 2020
- Endorsed by the Shareholder Panel on 23rd March 2020

5. Financial Implications

Implications completed by: Philip Gregory, Finance Director

- 5.1 The company structure allows post-tax profits to be paid to the Council as dividends. The business plan sets out how the company will deliver returns back to the Council which is made up of a revenue dividend, loan and interest payments and savings to the Housing Revenue Account. The business plan estimates that dividends returned to the Council are up to £2.8m in 2020-21, £3.4m in 2021-22 and £3.8m in 2022-23. These updated estimates will be reflected in the Council's Medium Term Financial Strategy in the next update.
- 5.2 It is important to note that the company is also delivering savings to the Council HRA through the continued improvement in their operational delivery as well as delivering dividend returns.

6. Legal Implications

Implications completed by: Ian Chisnell, Major Projects Solicitor

- 6.1 Cabinet is requested to approve a Business Plans for BDTP a company wholly owned by the Council and is therefore a Regulated Company under the Local Government and Housing Act 1989.
- 6.2 This decision is taken by the Council as shareholder in the company.
- 6.3 The Council has a number of relevant powers regarding its involvement in such companies. Section 1 of the Localism Act 2011, the general power of competence ("GPC") empowers local authorities to do anything that an individual can lawfully do provided that the activity is not expressly prohibited by other legislation. Activities authorised by the GPC can include investment, trading or charging decisions which may be undertaken through commercial (corporate) vehicles with the primary aim of benefiting the authority, its financial management, its area or its local communities. The power is wide and provided that the specific activity is not expressly restricted or proscribed by other legislative provisions, approval will be within the parameters of the GPC power.
- 6.4 Under s4 of the Localism Act 2011, if the Council is trading services then this must be done through a company.
- 6,5 In terms of procurement, If BDTP falls with in Regulation 12 of the Public Contracts Regulations, the company can contract with the Council and vice versa without the need to tender contracts over the threshold in those Regulations, However if it is not and it is carrying out Council functions then it will need to comply with those Regulations.
- 6.6 As a public body, the Council cannot provide state resources or other forms of support on a selective basis to any organisations or body in a manner that could

potentially distort competition and trade in the European Union. This principle is binding in law on the Council.

7. Other Implications

- 7.1 **Support Services** - the Business Plans outlines the company's strategy for creating its own internal support services provision. The financial impact is being worked through with the Council.
- 7.2 **Contractual Issues** - Development of Business Plan's is a contractual commitment for all of the Companies and is designed to set the framework by which the strategic direction of each Company is considered and approved or endorsed by the Council as either a major or minor Shareholder
- 7.3 **Staffing Issues** – Some elements of the plan will require the Company to employ a greater number of staff and potential transfers of staff between LBB and BDTP as support service provision is revised at which point TUPE may apply.
- 7.4 **Corporate Policy and Customer Impact** – The outcomes noted within the Business Plan are expected to have a positive impact on residents, either by supporting the Council's aim to become self-sustainable as well as improving service outcomes and educational attainment for residents and children.
- 7.5 **Health Issues** - The proposed Business Plans will have a positive impact on the local community in terms of improvements to the Repairs and Maintenance service as well as more local employment,
- 7.6 **Property / Asset Issues** – The company anticipates relocating its offices from Pondfield House to the LEUK site in Dagenham East in Spring 2020. BDTP and the Council have been working collaboratively to ensure any resulted staffing or asset management implications are considered holistically.

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

List of appendices:

- Appendix 1: Barking and Dagenham Trading Partnership Business Plan 2020-2023 (exempt document)

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CABINET**21 April 2020**

Title: Barking and Dagenham School Improvement Partnership Business Plan 2020-23	
Report of the Cabinet Member for Finance, Growth and Investment	
Open Report with Exempt Appendix 1 (relevant legislation: paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972)	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Hilary Morris, Commercial Director	Contact Details: Tel: 020 8227 3017 E-mail: hilary.morris@lbbd.gov.uk
Accountable Strategic Director: Claire Symonds, Chief Operating Officer	
<p>Summary</p> <p>This report seeks Cabinet endorsement of the Business Plan the Barking and Dagenham School Improvement Partnership (BDSIP) in line with the requirements of the Membership Agreement. This Business Plan has been scrutinised by the Shareholder Panel, the advisory body created to monitor and to report to Cabinet on the performance of Companies that Council has a shareholding interest in.</p> <p>It must be noted that the Business Plan has been developed prior to the recent pandemic and it is not yet possible to determine the extent of the impact this will have on the Company's ability to deliver the outcomes outlined in the report however this will be monitored through the Shareholder Panel.</p> <p>The substantive Business Plan is contained within Appendix 1 to this report, which is in the exempt section of the agenda as it contains commercially confidential information (relevant legislation: paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972) and the public interest in maintaining the exemption outweighs the public interest in disclosing the information</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to endorse the BDSIP Business Plan 2020-2023 at Appendix 1 to the report.</p>	
<p>Reason(s)</p> <p>To assist the Council in achieving value for money for the taxpayer and is aligned to both the 'Growing the Borough' and 'Well run organisation' objectives.</p>	

1. Introduction and Background

- 1.1 In line with the Membership Agreement for BDSIP, this Business Plan has been produced for Cabinet endorsement.
- 1.2 The Business Plan has been approved by BDSIP Board and has been scrutinised by the Shareholder Panel and recommended for endorsement by Cabinet.
- 1.3 It must be noted that this plan has been prepared prior to the current restrictions operating as a result of the Covid-19 pandemic. As it is not clear how long the current restrictions will last it is not possible to determine the extent to which the commitments within this Business Plan will be able to be delivered however this plan will serve as the baseline forecast by which the impact of Covid-19 can be assessed.

2. Barking and Dagenham School Improvement Partnership (BDSIP) Business Plan 2020-2023

- 2.1 BDSIP is a school's led Company with 81% of the shares being held within the Barking and Dagenham family of Schools and 19% being held by the Council as a minority shareholder. BDSIP is a not-for profit Company with no financial targets to meet for the Council. However, as a shareholder the Council has an interest in the company's strategy and financial sustainability.
- 2.2 In 2019 fifty-six schools have opted to be Members of BDSIP including all 43 LBBB schools and 13 academies and the Business Plan sets out the Company's vision to become schools' most **Trusted Partner**, working with them to deliver the best outcomes for all our young people.
- 2.3 Since its launch in 2018 BDSIP has focused on updating its service offer to schools across the business, adapting and evolving it's original offer in line with changes in schools needs and tightening of budgets. This has generated positive feedback and schools buy-in which puts the company in good stead to achieve its strategic aims which is by 2023 BDSIP want to see all pupils, schools and staff in Barking & Dagenham achieve excellence
- 2.4 The Business Plan demonstrates that the Company has had a positive year developing enhancements to its service offer as well as the creation of new services such as primary careers, counselling and Continued Professional Development.
- 2.5 As a result of introducing new service offers the company has exceeded its business plan financial target and is forecasting a surplus financial position for 2019/20 which will be reinvested in services back to schools. In this Business Plan the company commits to introduce at least two new services every year which it will develop in response to schools emerging needs.
- 2.6 BDSIP's aspiration is to see all schools in B&D rated good or outstanding by 2023. Part of delivering this ambition will be for BDSIP to continue to maintain or grow the current level of traded services to ensure best practise is shared and embedded across all B&D schools.
- 2.7 Following further analysis of the work done undertaken by LBBB Education and

BDSIP it is proposed that SEND and inclusion commissioning and their associated costs will return to the Council in 2020/21 with the Early Years advisory service and their costs moving to BDSIP.

- 2.8 BDSIP successfully secured external funding from the Department for Culture, Media and Sport to support the development of BDSIP's services and culture change within the business. This demonstrates positive external recognition in the company's ethos and its aspirations for children and young people in the borough

3. **Consultation**

- 3.1 The Business Plans have undergone the following consultations

- Approved by the BDSIP Board on 23rd March 2020
- Endorsed by the Shareholder Panel on 24th March 2020

4. **Financial Implications**

Implications completed by: Philip Gregory, Finance Director

- 4.1 The company structure allows any surplus to be re-invested in the activities of the company. The Council is a minority shareholder in the company and there are no financial returns included within the Medium Term Financial Strategy.

5. **Legal Implications**

Implications completed by: Ian Chisnell, Major Projects Solicitor

- 5.1 Cabinet is requested to approve a Business Plans for BDSIP a company in which the Council has a minority interest.
- 5.2 BDSIP is a not-for-profit company limited by guarantee in which the Council along with the group of Barking schools has a membership. The Council is a minority member with 19% control. Therefore, the Cabinet does not have final approval over the BDSIP Business Plan and is asked to indicate its endorsement of the plan and agree for the Council's Non-Exec Directors to vote for its approval at the BDSIP Annual General Meeting. The decision is taken as member of the company.
- 5.3 The Council has a number of relevant powers regarding its involvement in such companies. Section 1 of the Localism Act 2011, the general power of competence ("GPC") empowers local authorities to do anything that an individual can lawfully do provided that the activity is not expressly prohibited by other legislation. Activities authorised by the GPC can include investment, trading or charging decisions which may be undertaken through commercial (corporate) vehicles with the primary aim of benefiting the authority, its financial management, its area or its local communities. The power is wide and provided that the specific activity is not expressly restricted or proscribed by other legislative provisions, approval will be within the parameters of the GPC power.
- 5.4 As a public body, the Council cannot provide state resources or other forms of support on a selective basis to any organisations or body in a manner that could potentially distort competition and trade in the European Union. This principle is

binding in law on the Council and is applicable for this company in which it has a minority interest.

6. Other Implications

- 6.1 **Support Services** - The Business Plan outlines that BDSIP will be creating its own internal support services function as of April 2020. Discussions between the Council and BDSIP are in place to ensure a smooth transition.
- 6.2 **Contractual Issues** - Development of Business Plan's is a contractual commitment for all of the Companies and is designed to set the framework by which the strategic direction of each Company is considered and approved or endorsed by the Council as either a major or minor Shareholder
- 6.3 **Staffing Issues** – Some elements of the plan may involve the transfer of staff from the Company back to the Council and vice versa. In this situation TUPE will apply.
- 6.4 **Corporate Policy and Customer Impact** – The outcomes noted within the Business Plan are expected to have a positive impact on residents, either by supporting the Council's aim to become self-sustainable as well as improving service outcomes and educational attainment for residents and children.
- 6.5 **Health Issues** - The proposed Business Plan will have a positive impact on the local community.

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

List of appendices:

- Appendix 1: Barking and Dagenham School Improvement Partnership Business Plan 2020-2023 (exempt document)

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CABINET**21 April 2020**

Title: Establishment of New Additional Resource Provisions (ARPs) and Expansion of the Further Education Centre at Trinity Special School	
Report of the Cabinet Member for Educational Attainment and School Improvement	
Open Report	For Decision
Wards Affected: All Wards	Key Decision: Yes
Report Author: Andrew Carr, Group Manager for School Investment, Organisation and Admissions	Contact Details: Tel: 020 8227 2254 E-mail: Andrew.carr@lbbd.gov.uk
Accountable Director: Jane Hargreaves, Commissioning Director for Education	
Accountable Strategic Leadership Director: Elaine Allegretti, Director of People and Resilience	
<p>Summary</p> <p>The Council has a statutory obligation to provide a school place for every child or young person who wants one in the borough.</p> <p>The demand for places from pupils who have Special Education Needs and Disabilities is rapidly increasing where in response the Council plans to create some additional capacity. New temporary Additional Resource Provisions (ARPs) have been set up in three schools to help meet demand.</p> <p>This report seeks approval for the permanent establishment of the three new Additional Resource Provisions (ARPs) which would specialise in autism at the following schools;</p> <ul style="list-style-type: none"> • Barking Abbey Secondary School • Thomas Arnold Primary School, and • Grafton Primary School. <p>If agreed these would take effect from the summer term 2020.</p> <p>Further, the report seeks approval to expand the Further Education Centre (FEC) at Trinity School from 60 to 90 places. The FEC admits pupils from 16-19 years, all with complex and severe or profound learning difficulties. If agreed, the proposals would take effect from the start of the winter term 2020.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <p>(i) Agree the permanent establishment of three Additionally Resourced Provisions (ARPs) at the following schools for pupils with a diagnosis of autism, each to have between 12 to 24 places with effect from the summer term 2020:</p>	

- Barking Abbey Secondary School
- Thomas Arnold Primary School
- Grafton Primary School

- (ii) Agree to the expansion of the Further Education Centre (FEC) at Trinity Special School for pupils with complex and severe or profound learning difficulties by an additional 30 places, to 90 places, with effect from the start of the winter term 2020.

Reason(s)

Under statute, the Council is required to make provision for pupils or young people with special educational needs and disabilities. The council needs to create some additional capacity to meet the increase demand for pupil places who have SEND.

These proposals will assist the council in providing further specialist provision to pupils of primary and secondary school age who have complex needs related to Autism and secondly, young people between 16 and 19 years of age with complex and severe learning difficulties. The proposal would also reduce a future reliance on expensive of borough placements.

1. Introduction and Background

- 1.1 Local authorities have a statutory duty under the 1996 Education Act to provide sufficient school places and to have “particular regard for the need to secure special educational needs provision for pupils with special educational needs.” Further, the Children and Families Act 2014 introduced significant reforms to the special educational needs system which effectively increased the number of children and young people for whom a Local Authority must ensure suitable provision is available.
- 1.2 The Councils Cabinet of 22 January 2020 received a report minute 94 (School Place Planning & Capital Investment) which provided the background as to why the demand for places for pupils with Special Educational Needs and Disabilities is increasing.
- 1.3 The provision for pupils with Special Educational Needs and Disabilities is currently provided through 3 special schools, Trinity School, Riverside Bridge and Pathways for those who require a specialist placement and through Additionally Resourced Provisions (ARPs) which are attached to mainstream schools.
- 1.4 Here in developing the strategy for SEND places, the Council strives to provide a continuum of provision that strikes a balance between the need for inclusion in mainstream schools whilst access to high-quality specialist provision for those children and young people who need it.

2. Additional Resource Provisions (ARPs)

2.1 Additional Resource Provisions (ARPs) are those educational provisions set up within a mainstream schools which are designed to provide vital specialist and targeted support for pupils with long term special educational needs or disabilities (SEND). These ARPs are very popular with parents and carers as they cater for pupils and young people in a local context. With this targeted help, many pupils or young people with additional learning needs can make better, more sustained progress when they attend mainstream schools.

2.2 ARP's are additionally funded which means that that they are able to offer:

- Teaching staff and support staff with knowledge, skills, expertise and allocated time in a particular area of SEND;
- Specialist environments which support the learning, behaviour and social and emotional needs of each pupil;
- Systems to identify, plan for and track small-step progress to inform next steps;
- Education in a mainstream school but with additional specialist resources and teaching;
- Additional Educational Psychologist and specialist health input as necessary;

2.3 Each ARP specialises in a particular area of special educational needs and places are allocated according to the specific needs of the child or young person. Each ARP is an integral part of the school.

2.4 The three ARPs have been set up on a temporary basis to help manage the rapidly increased demand the Council was experiencing for pupils with Autism. Places are set out below:

	Capacity
- Barking Abbey Secondary School	12 places
- Thomas Arnold Primary School	24 places
- Grafton Primary School	24 places

2.5 Going forward and following agreement with the above schools concerned it is proposed that these ARPs will be permanently established by statutory means. This will provide a valuable long-term capacity to meet the demand for SEND places. The capacity of these permanently established ARPs will total 60 places. However, they will start with smaller numbers initially and will grow each year as the demand for places comes through.

2.6 The most recent Ofsted judgement for these schools range from good to outstanding. The willingness of the head teachers for these Schools Headteachers to have these provisions, together with their localities, further justifies these schools having an ARP.

3. Further Education Centre at Trinity Special School

3.1 The Further Education Centre at Trinity School is an existing facility which caters for young people between 16 and 19 years of age who have complex and severe or profound learning difficulties. The centre promotes the development of independent living skills within a vocational skill framework. They teach skills that enable students to live independently and to learn skills in a real and relevant environment.

The centre enables young people to follow accreditation pathways but also has a strong focus on transition for when pupils leave Trinity School Centre where they work with parents, carers and key partners in Health and Social care. The centre is highly regarded by parents and carers.

- 3.2 The existing capacity of the centre is 60 students however the demand coming through from Trinity's Schools pre-16 age cohort would indicate the need for 90 places in the future.
- 3.3 Following agreement with Trinity School it has been agreed that the centre would benefit from expanding to 90 places.

4. Consultation

- 4.1 As the Council is proposing to create new ARP provision and to expand the Trinity FEC consultation has taken place with the Governing Body of each of the Schools. Further, letters were sent to parents, carers, guardians and pupils for each of the schools on 19 November 2019.
- 4.2 Statutory Notices were published in The Barking & Dagenham Post on 23 January 2020 and placed on the Council website regarding the proposed new provisions and expansion. The notice period ended after four weeks from the date of publication on 18 February 2020. The notices have been on display at both the main public libraries in Barking and in Dagenham and on each of the School's notice boards.

5. Financial Implications

Implications completed by: Mike Maduro - Interim Investment Monitoring Officer

- 5.1 This report details three new Additional Resource Provisions (ARP's) at the following schools: Barking Abbey Secondary School, Thomas Arnold Primary School, and Grafton Primary School. Further it details the expansion of the Further Education Centre (FEC) at Trinity Special School.
- 5.2 All four schemes will be contained with the current capital programme and within the following project codes detailed below.

Project Code	Project Name	Current Approved Budget 19.20	Forecast Spend 19.20 Mth 9	Proposed Slippage 19.20 (month 9)			Life time approved budget
				Accelerate Spend	20.21 Budget	21.22 Budget	
FC03078	Barking Abbey Expansion 2016-18	5,500,000	2,100,000	3,400,000	925,740	0	6,425,740
FC04052	SEND 2018-21	1,245,716	1,900,000	-654,284	1,300,000	1,620,727	4,166,443
FC04097	Trinity Special School Expansion	250,000	250,000	0	750,000	0	1,000,000
Grand Total		6,995,716	4,250,000	2,745,716	2,975,740	1,620,727	11,592,183

- 5.3 Thomas Arnold Primary School and Grafton Primary School will be funded through the 18-21 SEND allocation and will be contained within the £4.2m funding envelope detailed above.

6. Legal Implications

Implications completed by: Lucinda Bell - Education Lawyer, Law and Governance

- 6.1 The Council as an education authority has a duty to promote high standards of education and fair access to education. It also has a general duty to secure sufficient schools in their area, and to consider the need to secure provision for children with SEN (sections 13 and 14 of the Education Act 1996). This includes a duty to respond to parents' representations about school provision. These are referred to as the school place planning duties.
- 6.2 An ARP is a specialist provision within a mainstream school. It is not a special school. Different provisions apply to proposed alterations to special schools.
- 6.3 Proposals to establish, remove or alter SEN provision at a community maintained school requires that the Local Authority making the proposal follows a statutory process, as set out in the Department of Education statutory guidance, "Making significant changes ('prescribed alterations') to maintained schools" ("the Guidance") October 2018. The proposed changes are firstly to establish new ARPs, by reorganising internally at three schools. There will be no change to the PAN for the rest of the relevant schools, but additional pupils will be admitted to this specialist provision.
- 6.4 The second proposal is to increase provision at Trinity Special School FEC, from its current capacity of 60 to 90 post 16 pupils. For this proposal we are also required to follow the same statutory process (see paragraph 9.3 above) as this is an increase in number to a community special school.
- 6.5 The Guidance describes the statutory process that must be followed in the case of prescribed alterations. This is summarised as Stage 1, publication of statutory proposal/notice, Stage 2 representation (formal consultation) for at least 4 weeks and as set out in regulations, Stage 3 decision by the Local Authority within 2 months (or it falls to the Schools Adjudicator), with any appeal to the Schools Adjudicator to be made within 4 weeks of the decision and Stage 4 implementation, with no prescribed timescale, as specified in the published statutory notice, subject to any modifications agreed by the decision-maker.

7. Other Implications

- 7.1 **Risk Management** - We need to make provision as a statutory obligation for additional pupil places in the borough and these proposals mitigate the risk of failing to provide suitable numbers of places for pupils' learning. The number of children with severe Autism, SEMH and moderate learning difficulties has increased, partly owing to the growing pupil population; hence the need for additional special needs places. The consequences of not providing more places in-borough is the increased cost of sending growing numbers of SEN children to other placements outside of the borough and this leads to less overall control over their education and reduced control of the associated financial costs.
- 7.2 **Staffing Issues** - There are no specific staffing issues although the growing demand for school places will create additional opportunities in schools for both teaching and non-teaching staff.

- 7.3 **Corporate Policy and Equality Impact** - The decision will assist the Council in fulfilling its statutory obligations to provide a school place for every child and support the intention of the Council's Vision and Priorities, including encouraging civic pride, enabling social responsibility and growing the Borough. It is part of the mitigation of Corporate Risk 31 – Inability to Provide School Places.
- 7.3.1 The short term impact of the recommendations for the coming year would be positive for customers on all counts of: race, equality, gender, disability, sexuality, faith, age and community cohesion. The longer term outlook is unlikely to be positive on the proposed funding levels as it will be difficult to address need on current budget levels.
- 7.4 **Safeguarding Adults and Children** - Adoption of the recommendations in the short term would contribute to the Council's objectives to improve the wellbeing of children in the borough, reduce inequalities and ensure children's facilities are provided in an integrated manner, having regard to guidance issued under the Childcare Act 2006 in relation to the provision of services to children, parents, prospective parents and young people.
- 7.5 **Health Issues** - The health and wellbeing board and JSNA highlight the importance of investing in early intervention and education to support children's and young people's long-term wellbeing. The evidence and analysis set out in Fair Society, Healthy Lives (Marmot Review) has been developed and strengthened by the report of the Independent Review on Poverty and Life Chances. The reports draw attention to the impact of family background, parental education, good parenting and school based education, as what matters most in preventing poor children becoming poor adults. The relationship between health and educational attainment is an integral part of our Health and Wellbeing Strategy. At this point there is no need to change the focus of the Health and Wellbeing Strategy as a result of this report.
- 7.6 **Property / Asset Issues** - This proposed decision would facilitate the improvement and renewal of Council assets.

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

List of Appendices: None

CABINET**21 April 2020**

Title: Purchase of the Heathway Shopping Centre Long Leasehold Interest	
Report of the Cabinet Member for Finance, Performance and Core Services and Cabinet Member for Regeneration and Social Housing	
Open Report with Exempt Appendix 1 (relevant legislation: paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972 as amended)	For Decision
Wards Affected: Village	Key Decision: Yes
Report Author: David Harley, Head of Regeneration and Jonathan Langham, Head of Commercial	Contact Details: E-mail: david.harley@befirst.london jonathan.langham@befirst.london
Accountable Director: Ed Skeates, Development Director, Be First	
Accountable Strategic Director: Claire Symonds, Chief Operating Officer	
<p>Summary</p> <p>The owners of the long leasehold interest (c 87 years remaining) of the Dagenham Heathway shopping centre, CIP Threadneedle UK Property, have approached the Council to purchase its interest.</p> <p>The purchase of the shopping centre will enable both its redevelopment as a high-quality retail destination but more importantly enable the redevelopment of Millard Terrace. Millard Terrace is in poor condition and suffers from recurrent repair problems including leaks which arise from the way the building was constructed. To date it has been impossible to economically redevelop it due to it sitting above the shopping centre which was not in the Council's ownership.</p> <p>Purchasing the shopping centre is a rare and strategically important opportunity to enable the redevelopment of both Millard Terrace and the existing shopping centre. In the very short term this help the Council manage its repairing obligations to both the shopping centre and the dated Millard Terrace that sits above it. In the period beyond this the redevelopment will provide a significant increase in the number and quality of homes and the creation of a high-quality shopping attraction for Dagenham.</p> <p>The shopping centre will generate income during the hold period and enable the Council and Be First to develop plans for the wholesale redevelopment of the shopping centre and Millard Terrace in future years. A redevelopment will provide new retail and residential accommodation more in line with market needs and achieve a significant increase in the number of residential units further increasing the footfall to the Heathway generally. An acceleration of the redevelopment will lessen the risk associated with retail income and maintenance liabilities arising from Millard Terrace. A purchase would put the Council in control of both areas of risk.</p>	

Cabinet are asked to delegate concluding agreements on the basis of satisfactory Due Diligence and that the final agreed purchase price does not exceed the purchase price figure set out in Appendix 1, which 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. . A valuation by Strutt & Parker confirms this does not exceed the current market value.

Dagenham Heathway is the Borough's second largest centre after Barking Town Centre and is defined as a Major Centre. It serves as an important focal point in Dagenham being centred on the tube station with connections on the District line. Other than the recent redevelopment of the library site there has been little recent investment in the centre and both the shopping centre and Millard Terrace are physically unattractive and provide compromised accommodation.

The main retail area consists of commercial units on either side of the Heathway (a range of small units shops and the Iceland/ Lidl unit) plus the Heathway Shopping Centre (previously known as the Mall). The Heathway Shopping Centre, itself, is a 1.3 hectare site which consists of a covered shopping centre made of up around 32 internal units as well two units fronting the Heathway and some kiosks and totalling approximate 87,000 sqft. The wider site area including the shopping centre car park and a row of shops (units 218-234 - also owned by the council and including the Tesco convenience store and Lloyds bank together with AST residential properties above) extends to approximately 1.58 ha (4 acres).

The Council also owns the Millard Terrace made up of 156 homes of which around 135 are Council tenants. A total of 21 units have been sold under right to buy and as leaseholders they continue to have a maintenance liability for common parts which, given the scale of forecast major works, will exceed the current maintenance reserve fund.

The whole site including Millard Terrace, the Mall and the adjacent car park has been part of a recent study looking at medium to long term regeneration schemes for inclusion in the 2023 - 2033 Extended Estates Programme. It has been included in the 2020 Be First Business Plan for initial feasibility work. A potential purchase would enable an acceleration of the redevelopment timeline that will further mitigate the risks associated with the letting of unit shops and speed the delivery of area's regeneration. Indicative plans suggest the potential for the site to accommodate between 400 and 500 new residential units, as well as re-providing an element of retail provision at ground floor. Any redevelopment could include the adjacent Lidl block to allow phased delivery to enable continuity for retail trading across both sites, as well as proving opportunities for decant accommodation for the Council's own tenants. The proximity of the railway line and the scale of development will result in a complex construction programmes but one that could achieve a significant regeneration of the area.

The comprehensive redevelopment of Millard Terrace in the future will not be possible without the inclusion of the current long leasehold interest. Any proposals for its inclusion in the future Estate Renewal Programme would be subject to any statutory consultation requirements and be in line with any GLA funding guidance and policy following approval of the detailed proposals by Cabinet.

Cabinet are asked to approve the purchase and delegate to the Chief Operating Officer completion of the necessary due diligence for purchase and the preparation of a business

plan for the management of the shopping centre. A future report would set out comprehensive redevelopment opportunities based on more detailed costings, analysis and plans.

Recommendations

The Cabinet is recommended to:

- (i) Agree to purchase the long leasehold interest in the Heathway Shopping Centre for an acceptable value subject to not exceeding the maximum purchase price set out in Appendix 1 to the report;
- (ii) Authorise the Chief Operating Officer to agree and approve an asset management strategy for the Shopping Centre;
- (iii) Note that the Transfer of Undertakings (Protection of Employment) Regulations (TUPE) shall apply with a transfer of the Shopping Centre manager to Be First; and
- (iv) Authorise 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 and execute all the necessary legal agreements, contracts and other documents associated with the resolution subject to satisfactory due diligence.

Reason(s)

- To generate an income source for the Council in line with the Council's Investment and Acquisitions strategy.
- To secure control of a high-profile strategic asset for short/medium asset management to deliver a range of socio-economic benefits and secure the long term potential for future redevelopment.
- To provide the Council with greater control over its maintenance budget for Millard Terrace and shopping centre in the short-term hold period.

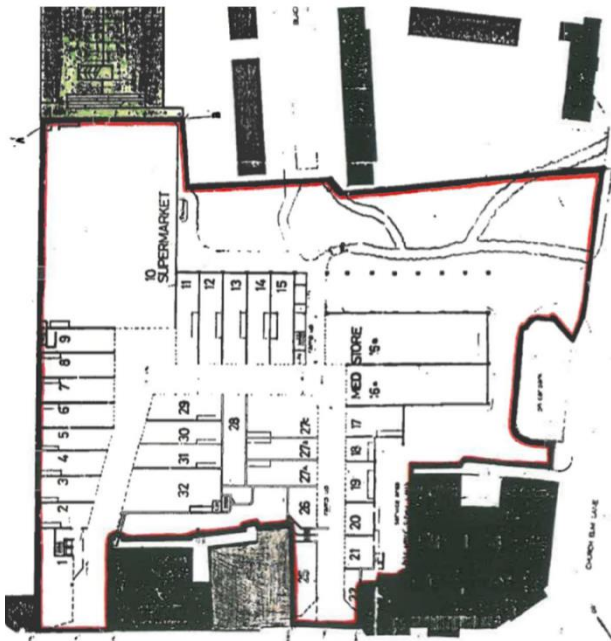
1. Introduction and Background

- 1.1 Dagenham Heathway is a key focal point in the Borough with high footfall of 28,000 people a day. Vacancy rates at Dagenham Heathway are the highest in the Borough but well below UK averages. Originally the shopping centre was anchored by Sainsburys but this unit is now occupied by Wilkinsons (Wilko). Wilko no longer utilise their access to the car park. As a result, the car park has a low level of utilisation for shoppers and is only lightly used by residents of Millard Terrace. This contrasts with the utilisation of the car park for the Lidl store on the opposite side of the railway tracks which is congested at most times during the day. This car park is free for Lidl shoppers, in contrast to the Heathway car park that is subject to normal Council charges (Plan 1.1).

Plan 1.1 - The Long Leasehold Interest



Plan 1.2 - Demise plan from “Head Lease of The Mall Heathway – Nov 1988”



- 1.2 The shopping centre is shown on Plan 1.1 and the demise of the long leasehold interest is set out Plan 1.2 which excludes the car park and units 234-218 Heathway.
- 1.3 The shopping centre contains the Post Office, Boots, Specsavers, JD Sports, Shoe Zone, Savers, The Works (bookstore), Poundland and Timpson amongst other uses. In recent weeks a Starbucks Coffee store has opened in the prominent frontage unit. Officers have reviewed the full tenancy list and the length of leases. There are seven vacant units making up just 7% of floorspace (21% vacant by number). There are a further two units no longer being used but tenants are paying rent. There are two residential properties let on assured shorthold tenancies that have pedestrian access via the shopping centre’s operational service yard.

- 1.4 Units 234- 218 fall outside the long leasehold interest but are owned freehold by the council, which would enable a comprehensive redevelopment. These comprises a number of national multiple retailers including Tesco, Halifax and Lloyds. (Plan 2).

Plan 2 The Wider Site (Lidl site beyond)



2 Proposal and Issues

- 2.1 The shopping centre and Millard Terrace the residential housing estate on the upper deck was constructed in 1988. The centre was originally anchored by a large format Sainsbury's food store. There has been significant change in the retail market in terms of operator requirements. Whilst the centre still has a reasonable representation of national multiples the current unit sizes and internal arrangements will compromise future re-lettings and the overall attractiveness of the centre. Whilst the residential units in Millard Terrace still provide satisfactory accommodation the overall environment is hostile given its appearance dating from a 1970s design style which generates antisocial behaviour. This further underpins a lack of investment in the centre generally and a poor social and physical environment.
- 2.2 Whilst the shopping centre lease still has an 87-year unexpired term, the building will become obsolete in the very near future. Without significant reinvestment and combining the council's existing freehold interests in Millard Terrace, the adjacent car park and the frontage to Heathway (as well as the long leasehold interest currently owned by Threadneedle), it would not be possible to deliver a comprehensive redevelopment. A redevelopment would provide new retail (less floorspace overall but more regularly sized units) and residential accommodation fit for modern purposes as well as significantly increasing the number of residential units with flatted as opposed to terraced housing. In addition, there is an

opportunity to increase the level of private rented units that will provide diversity to the demographic profile of the area increasing levels of disposable income. The increased density of the development will maximise the site's overall accessibility given the adjacent District Line station and further bolster the patronage of both retail and community facilities within the Heathway.

- 2.3 The key issues that arise from the proposal relate to:
- the formulation of a viable redevelopment proposal;
 - immediate and long-term maintenance liabilities associated with Millard Terrace;
 - the operational management of the shopping centre.
- 2.4 These are considered below to formulate a suitable business plan to secure a comprehensive redevelopment aimed at minimising risk.

Comprehensive redevelopment proposals

- 2.5 Prior to the formation of Be First, the Council's Regeneration Team held workshops with property and housing strategy teams to determine how to bring forward and appraise a programme of longer-term Estate Renewal projects including Millard Terrace. They concluded it would be difficult to implement any redevelopment scheme without the inclusion of the long leasehold interest that there was some concern that the condition of the deck and long-term maintenance requirement could not be satisfactorily addressed by the current capital improvements works budget. The workshop concluded that there was an opportunity to increase densities given the proximity of the district line station in a future redevelopment. In particular, it was noted that the site has the potential to accommodate taller buildings and has the potential to act as a catalyst for the regeneration of the wider area including land to the north of the district line including the Iceland and Lidl stores.
- 2.6 The proposals have the potential to create between 400 and 500 residential units as well as re-providing circa 6,000 m² of retail floor space (65,000 ft.²) with the provision of car parking spaces for residents.
- 2.7 A comprehensive redevelopment would secure a significant regeneration of the area by increasing the amount of residential accommodation and re-providing retail accommodation fit for purpose as well as boosting the income generation for the Council from retained units (both commercial and residential). The scale of development proposed would mean that a ballot of current residents would be required to access GLA grant funding. In any event a redevelopment of this scale would require extensive communication with both commercial and residential tenants as well as adjacent landowners including Network Rail.
- 2.8 It is clear that the council would not be able to progress a comprehensive redevelopment without buying in the existing long leasehold interest. There is advantage in securing this interest now. If the current landlord or an alternative landlord were to enforce the lease covenants the council may be forced into significant and disruptive capital expenditure in maintaining the roof to a proper standard. Whilst the council would be under the same obligation to maintain the shopping centre roof if it were to step into the long leasehold interest, it would be able to do so in a planned manner rather than being forced to undertake

maintenance on an unplanned basis. It would be able to compensate tenants for any disruption caused by delays in maintenance by providing softer rental terms on lease renewals for instance. By owning both the freehold of Millard Terrace and the shopping centre the council would be in the advantageous position of managing its ongoing maintenance liabilities.

- 2.9 Accordingly, it is considered that there is a significant advantage in securing the current leasehold interest at this stage, to implement short term asset management proposals to enhance the shopping centre income, as well as work towards a better planned maintenance schedule for the block with a view to formulating a longer term comprehensive redevelopment proposal.
- 2.10 A comprehensive development including the land to the north of the station occupied by Lidl would enable continuity of trade for a number of other retailers as well as providing the decant accommodation for the longer-term redevelopment of Millard Terrace. In overall terms the combined regeneration would significantly increase the volume of the housing stock and tenure mix which will result in increased levels of patronage for both commercial and civic facilities within the Heathway.
- 2.11 The 2020 Be First Business Plan proposes initial feasibility work to be undertaken with a potential start on site in 2026/2027. A redevelopment could take many forms from a direct development by LBBB to a JV with the private sector with LBBB simply buying completed units. At this stage there are too many variables to determine the optimum solution and the key objective is to secure the property interest to facilitate a future development as and when a credible plan is developed.
- 2.12 Subject to Cabinet approval it is proposed to prepare a business plan for the management of the shopping centre and formulate a strategy for the implementation of comprehensive redevelopment that will be subject to a further Cabinet Paper. The key initial stages to this programme would include:
- purchase of shopping centre;
 - scoping and implementing short term asset management proposals to enhance rental income and extend lease terms;
 - undertake detailed investigations for the short and medium term maintenance of the roof membrane to Millard Terrace and the car park deck;
 - develop an initial comprehensive redevelopment plan suitable for undertaking resident consultation with a view to holding a ballot;
 - undertake detailed costing proposals for the redevelopment proposal (with and without GLA funding and ballot arrangements);
 - undertake detailed valuation assessments of compensation due to existing commercial tenants and plans for phased construction to maintain continuity of trading;
 - preparation of a detailed phased construction plan to provide decant accommodation for displaced residential tenants;
 - determine the potential for external funding for the construction programme and use of joint venture partners to minimise construction risk to the Council.

The Maintenance and Management of Millard Terrace

- 2.13 There are a total of 156 units in Millard Terrace comprising flats and two-storey terraced houses. A total of 21 units have been sold under right to buy and it is estimated that a budget of circa £6m would be required to buy back these interests to facilitate a comprehensive redevelopment.
- 2.14 As part of the council's Extended Estates Programme 2023-2030 an initial review of the planned maintenance programme for Millard Towers has been undertaken by an independent firm of cost consultants. The cost consultants estimate that cost of the maintenance of the residential elements in the next five-year period should be around to £4m but cannot provide detailed analysis without undertaking intrusive survey work. It is clear from the frequency of leaks to the roof that there is a significant problem.
- 2.15 The roof to the shopping centre is overlaid with the open space of Millard Terrace as well as the residential units themselves, in the form of the multi-story tower and the two-storey terraces. There is a network of drainage channels on the floor slab which is overlaid with a suspended paving finish. There is a history of blockages of these drainage channels resulting in multiple leaks to the roof in the shopping centre. Without a wholesale relaying of the roof membrane it is proving very difficult to provide a satisfactory remedy.
- 2.16 Moreover, the cost plan has no allowance for the maintenance of the adjacent car park. The council is under a lease obligation to provide 250 car parking spaces to be available to the shopping centre, even if a charge is made for their occupation. Anecdotal evidence suggests there are continued issues in maintaining the membrane to the car park as well as damage to the vehicle ramps due to their tight geometry. The resulting lack of planned maintenance is resulting in a decline in the attractiveness and usability of the car park. Nevertheless, there continues to be a lease obligation to the tenants of the shopping centre (and the long leaseholder in particular) to maintain the spaces.
- 2.17 Accordingly, there are a number of issues relating to the roof to Millard Terrace and the maintenance of the car park that have the potential to adversely affect the lease obligations that the council has to the owners of the shopping centre. If the shopping centre lease is purchased by a party that actively manages the asset the council may be forced into un-planned maintenance requiring significant and disruptive capital expenditure to the roof membrane on the terrace and the car park. The scale of this cost could easily exceed the annual income generated from the residential accommodation of Millard Terrace and the ground rent income generated from the shopping centre itself. In addition, difficulties are likely to be experienced in recovering significant maintenance contributions from the 21 long leaseholds that have been sold in Millard Terrace with the service of statutory notices. This will further complicate the council's maintenance budget.

The Operation and Management of the Shopping Centre

- 2.18 The investment attractiveness of shopping centres has significantly deteriorated in recent years. The situation has worsened more recently. As a result there have been few transactions making it difficult to make an accurate assessment of the site's value. Comparable evidence for secondary and tertiary shopping centres range from a net initial yield of between 8 to 10%. Strutt and Parker have prepared a detailed assessment and conclude that a 10% yield is appropriate in this case. The maximum purchase price is set out in Appendix 1.
- 2.19 The centre includes a number of good quality national multiples such as Boots, Savers, Peacocks and JD sports. More recently Starbucks has taken one of the frontage units albeit via a franchise. In addition, the Wilko lease extends up until 2030. However, the majority of the units have lease terms that expire or have a potential break date within the next three years meaning that there is little security of income, up to 62% of the units have a lease event in the next 3 years. Accordingly, discussions have taken place with the centre's management team as well as the retained letting agents to determine short to medium term asset management proposals.
- 2.20 Through the service charge tenants are recharged the costs of maintaining the centre. This includes both the operation of the centre as well as the cost of management including rent collection and the centre manager itself. This generate a net income. As there are vacant units some of the service charge cannot be recovered there is a deduction to the gross income.
- 2.21 The Investment and Acquisitions Strategy requires a net return for retail investment after MRP (3.25%) of 4.13%. Due to the short lease terms on a number of units, that would have to be re let at expiry or the existing tenant renews the lease, there is a danger that the income might fall and the yield will drop below 4.13% in years 2023-2025 as a number of leases end.
- 2.22 Any approved redevelopment proposals will take time to secure planning permission and implement a suitable decant strategy for both commercial and residential tenants. Therefore, the scheme is unlikely to be redeveloped in a period less than three years and more likely between five and 10 years. Therefore, in the first instance it should be possible to extend the leases on a number of national multiple retailers even if slightly lower rents are offered to ensure continuity of income and remove lease breaks that would otherwise occur in the next three year period.
- 2.23 Stutt & Parker have undertaken a number of tenant re letting scenarios (Base Case assuming the re letting of units in line with lease terms and Active Management where a number of lease re gears take place on larger units and Wilko is re located to a terrace of vacant units). These demonstrates that there is a credible asset management strategy that could increase the overall rent roll in future years and remove lease breaks in the next three year period provided that incentives are offered to existing tenants to regear / renew their leases – this is exemplified in Appendix 1.
- 2.24 The Active Asset Management plan provides a more consistent cashflow over the hold period, which exceeds the IAS hurdle rate but incurs a cost in year 1 as capital

expenditure is incurred in relocating tenants/ offering incentives to regear/ renew leases. Accordingly, the year 1 return falls below the IAS hurdle. This suggests that a passive management strategy could achieve, on average, a return in excess of the IAS hurdle rate. Given the instability in the retail market it is difficult to determine the merit of either strategy and the sensible approach would be to undertake initial conversations with retailers to see if key tenants such as Boots, Savers, JD Sport can be encouraged to take extended lease terms.

- 2.25 The centre has a dedicated manager who coordinates with the various facilities management teams as well as with tenants. The centre manager is directly employed by Savills who manage the centre on behalf of Threadneedle, collecting rents and the service charge. If the purchase progresses the centre manager would have to be TUPE'd to the new owner. It is proposed that Be First would be responsible for the ongoing asset management of the centre and would take responsibility for the employment of the centre manager. The Savills contract could be renewed or terminated in future years. Savills do not provide an active asset management role but could do so and an allowance has been included in the cash flow model.
- 2.26 The centre manager could assist and form part of a wider town centre management team to following the model to be adopted for Barking Town Centre where a clear regeneration strategy is being produced setting out short, medium and long term actions. It is proposed that a commercial property agent would be retained to deal with all of the rent collection and service charge reconciliation with Be First acting as an intermediate client. The net rents received by the managing agent would then be paid directly to the council.
- 2.27 Appendix 1 illustrates the net cash flow after deductions for voids, ground rent and management fees. It is proposed that the Be First fee would be the margin of the net rents after the LBBB hold cost at 3.25%.
- 2.28 In discussions with the centre manager it appears that there is a long history of maintenance failures with the roof of Millard Terrace resulting in regular leaks into the shopping centre. The shopping centre has been let on a full repairing and insuring basis but this relates solely to the foundations and wall structure and not the roof. The council as freehold owner of Millard Terrace is responsible for the maintenance of the roof. The continued leaks present a risk that the current leaseholder may enforce its lease terms where the Council has to provide 'quiet enjoyment' and maintain the roof to a proper standard.
- 2.29 Based upon site inspections, the structure of the shopping centre (excluding the roof) is well maintained and a suitable service charge budget is raised and paid for by the current tenants to ensure the maintenance of common parts. There is an element of non-recovery of the service charge relating to vacant units, amounting to circa £120,000 per annum. This deficit can be reduced with new lettings.
- 2.30 Maintenance records confirm that there is little plant and machinery within the common parts of the shopping centre for which the landlord is responsible for maintaining. In particular all the lighting in the shopping malls has been upgraded to energy efficient LED and a rolling programme of replacement is currently underway in the service yard. Therefore, there are no significant capital items likely to come forward in the next 3 to 5 year period.

3 Options Appraisal

- 3.1 Cabinet is asked to approve the purchase of the shopping centre and to delegate to the Chief operating Officer the preparation of a business plan for the short-term asset management of the shopping centre and the formulation of a business plan for the comprehensive redevelopment of Millard Terrace. At this stage the Council has the option to purchase or not to purchase. If it purchases, there are sub-options regarding the management approach it takes.
- 3.2 The 'Do Nothing' option would lose the opportunity to generate a rental stream, actively manage the centre and control future redevelopment opportunities of Millard Terrace. Potentially there could be an opportunity to purchase the site at a future date and proceed with development rather than holding now, however, there is no guarantee this will be possible and what maintenance liabilities will be incurred in the intervening period.
- 3.3 The recommended option to purchase the long leasehold interest is in line with the Investment and Acquisition Strategy and the emerging Inclusive Growth Strategy.
- 3.4 Should the Council purchase the site it is recommended a pro-active management strategy is adopted to maximise returns and deliver additional socio-economic benefits. This could be delivered through Be First acting as asset manager who would in turn appoint a commercial property agent to assist with new lettings rent collection and service charge reconciliation. This appointment would include the Transfer of Undertakings (Protection of Employment) Regulations 2006 for the existing shopping centre manager. The costs of this are included in the appraisal as they form part of the operational service charge as a deduction before arriving at the net rents received by the owner of the long leasehold interest.

4 Consultation

- 4.1 Given the confidential nature of discussions between seller and purchaser there has been no consultation on this proposal. However, over the years various public consultation exercises seeking residents' views have identified a strong desire for improved facilities at Dagenham Heathway and the feeling that the full potential of the shopping centre was not being realised. If proposals are brought forward to Cabinet in due course for comprehensive redevelopment a full resident and wider community engagement strategy would be included and all statutory consultation and GLA guidelines followed in the preparation of this.

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 The Heathway Shopping Centre contains a number of facilities such as the Post Office and toilets which particularly serve the needs of certain protected characteristic groups. The recommendations set out in the report will not change this but future redevelopment plans would need to ensure a specific Equality Impact Assessment was carried out.

6 Financial Implications

Implications completed by David Dickinson, Investment Fund Manager

- 6.1 This report proposes the purchase the long leasehold interest in Heathway Shopping Centre and outlines that the Council owns the freehold. The shopping centre is not mentioned in the Be First Business Plan as an investment but would fall under a commercial investment budget.
- 6.2 Shopping Centres, for several years, have proven to be a difficult investment, with higher than average vacancy levels and an increased use of company voluntary arrangements (CVAs) reducing the rental income received from commercial tenants. In addition, many property funds are also under pressure as investors move both out of shopping centres and out of the UK market due to the uncertainties around Brexit. As a result of these pressure, negotiations should seek to obtain a discount price when compared to the current valuation. This requirement is even more essential as several leases expire or are available for review in the next two years and these could result in reduced rental income.
- 6.3 While the report includes an outline of costs, there will be the potential for additional costs to be incurred as each lease is negotiated and the shopping centre is marketed. Any additional costs will reduce the net income, with the net income being allocated to the Be First return target. If the net income were to be negative due to a combination of additional costs and reduce rental income, then any net loss would be allocated to Be First. It is therefore essential that, if the lease is purchased, that it is actively and appropriately managed by Be First.
- 6.4 Financing costs will be based on interest costs of 3.25% and an MRP based on a 50-year annuity repayment profile. This will support the Investment and Acquisition Strategy as there is no build cost and interest from the lease will be available from the start.

7 Legal Implications

Implications completed by: Dr Paul Feild, Senior Governance Solicitor

- 7.1 This report proposes the acquisition of a long head lease of 87 years from the current investor tenant. As the Council is the owner of the freehold title it will be able to merge the property interest and the freehold will no longer be subject to

restrictions of being subject to a lease and the landlord's obligations. Key legal considerations will be:

- the acquisition of the leases,
- the legal powers to enable the transaction,
- the need to minimise the Council's exposure to risk and unforeseen liabilities particularly with regard to the size of the site, its current and future investment value, planning, development and environmental risks, state aid and human rights.

Acquisition

- 7.2 Due to the Council's existing freehold interest being subject to the lease, there is value to the Council beyond as it were, to that to a straightforward arm's length purchaser. The benefit of greater control and flexibility that the opportunity to acquire the lease presents delivers additional value to the Councils existing ownerships and interests at the site. In addition, future regenerative ambitions will require a full assembly of titles of which the lease is key. The purchase will be based on considered valuation advice. This will satisfy the Councils duty to achieve best value under the Local Government Act 1999.
- 7.3 The Council has the power to acquire land by virtue of Section 120 of the Local Government Act 1972, further it may by agreement do the same for the purposes of development by virtue of s. 227 of the Town and Country Planning Act 1990. This permits LBBDD to acquire land for any purpose for which a local authority may be authorised to compulsorily acquire land under s. 226 of that Act. The Council further has the power to carry out the proposed scheme by the general power of competence given by section 1 of the Localism Act 2011 (GPC). Under the GPC power the Council can do anything that individuals generally may do provided that there is no prohibition against it elsewhere. Section 1(5) of the Localism Act provides that the general power of competence under section 1 is not limited by the existence of any other power of the authority which (to any extent) overlaps with the general power of competence. The use of the power in section 1 of the Localism Act 2011 is, akin to the use of any other powers, subject to Wednesbury reasonableness constraints and must be used for a proper purpose.
- 7.4 Whilst the general power of competence in section 1 of the Localism Act 2011 provides sufficient power for the Council to participate in the transaction and enter into the various proposed agreements, further support is available under Section 111 of the Local Government Act 1972 which enables the Council to do anything which is calculated to facilitate, or is conducive to or incidental to, the discharge of any of its functions, whether or not involving expenditure, borrowing or lending money, or the acquisition or disposal of any rights or property.
- 7.5 The purpose for which land is acquired is relevant to the powers to be relied upon. However in the current circumstances which includes the Councils ownership of the freehold, the multi-storey car park and the interests within the Housing Revenue Account, there are a number of good legal reasons for acquisition, firstly the enhancement of existing freehold interests that is without the incumbrance of being subject to a lease the value of the freehold is enhanced and as mentioned in this report the Heathway location has been identified as a regeneration and development opportunity and detailed feasibility assessments are being carried out

to determine the most suitable development strategy. Therefore, options are still being appraised and a preferred option has not emerged. However, the primary purpose of the acquisition appears to be the regeneration and wellbeing of the Council's area.

- 7.6 Investment Aspects - In exercising the power of general competence and in making any investment decisions (to the extent that any aspect of this transaction is considered to involve investment decisions), the Council must have regard to the functions for the purpose of which it is exercising the power, must act reasonably and also have regard to the following:
- 7.6.1 Compliance with the Statutory Guidance on Local Government Investments (the Statutory Guidance):
- i. Fulfilling its fiduciary duty to taxpayers;
 - ii. Obtaining best consideration for any disposal;
 - iii. Compliance with Section 24 of the Local Government Act 1988 in relation to giving financial assistance to any person (which either benefits from a general consent or requires express consent by the Secretary of State);
 - iv. Compliance with any other relevant considerations such as state aid and procurement;

Development/Land Risks and Considerations

- 7.7 In normal circumstances there will be the imperative to ensure that all land, development and environmental risks are identified and managed. However, the Council is the freeholder owner and had an oversight of the site since the original development and is well-placed to understand the history and character of the site and its uses. The acquisition will be subject to the usual checks and diligence but it is not envisaged that there are any specific high risk elements to the proposed acquisition.
- 7.8 State Aid - As local government is an emanation of the state, the Council must comply with European Law regarding State Aid. This means that local authorities cannot subsidise commercial undertakings or confer upon them an unfair economic advantage. This report does not identify any specific aspect of the proposed acquisition, which is other than a commercial transaction, thus this arrangement satisfies the requirement it is on market terms. Furthermore, certain grants to remediate contaminated land are excluded from the State Aid Regime.
- 7.9 Human Rights – As the acquisition as described does not seek the use of compulsory purchase powers or displacement of any residents there does not appear to be critical risks associated with a Human Rights Act challenge, nevertheless, matters should be kept under review in case such considerations should arise.
- 7.10 The report indicates that an employee of the current leaseholder is responsible for the management of the leasehold interests. Given that the business of the leaseholder appears to be a going concern then it is likely that there will be a transfer of an undertaking and as a result the Council will be obliged to take the place of the previous employer on the same terms and conditions. As part of the due diligence it will be the responsibility for the acquiring party to establish the

current employment situation and whether there are any other workers potentially affected.

8 Commissioning Implications

- 8.1 The proposal set out in this report would give the council a greater level of control, in the short to long term, over an important retail centre in the borough, and in a key regeneration area. The council currently owns the freehold of the site and there is a council owned housing estate as part of the development. The council purchasing the freehold would therefore simplify ownership and management of the whole site in the short term; and open up the potential for wider redevelopment as part of future regeneration plans for the borough, This would include the option to potentially look at redeveloping the existing housing through the estate renewal programme in future years, subject to appropriate approvals and financial viability.
- 8.2 In the short term the purchase of the site would provide the opportunity to improve management of the centre and encourage a diversification of uses within the existing centre, that will support the delivery of our wider ambitions for inclusive growth. This can be achieved by pursuing more active management of the centre, which would be achieved through Be First taking on responsibility for deciding the management arrangements for the centre.
- 8.3 Therefore, the purchase of this centre fits well with the council's wider ambitions for inclusive growth in Barking and Dagenham, providing short and long term opportunities to progress with the delivery our inclusive growth strategy, while providing a financial return to support the aims of the investment strategy.

9 Other Implications

- 9.1 **Risk Management** - The recommendation involves the purchase of a long leasehold interest which would need to be funded from borrowing and therefore carry the risk in relation to the ability of the Council to service the debt as well as MRP. As appendix 1 shows this sum would be covered by the rental income however, there is a risk that tenants default/go out of business and/or new leases are not entered within 12 months of tenancies ending. The management strategy will be key to reducing the risk and ensuring vacant units are occupied as soon as possible but the financial model assumes a generous 12-month void and 12-month rent free.
- 9.2 **Staffing** - The Shopping Centre owners currently employ a centre manager who was TUPE'd over from the previous owners. Legally with the purchase this role would need to TUPE into Be First but would be fully funded from the rent roll and service charge budget. Cleaning, security, lettings etc are currently on the basis of contracts also funded from the service charge budget, which would continue unchanged.
- 9.3 **Corporate Policy and Customer Impact** – The proposal is a good example of the Council using its investment powers to both generate short term income as well as safeguard a future redevelopment opportunity which could deliver a number of Borough manifesto objectives.

- 9.4 **Safeguarding Children** – Future redevelopment proposals offer the chance to consider improvements which assist with improving safeguarding opportunities.
- 9.5 **Health Issues** – Future redevelopment offers the chance to address health and wellbeing issues which would be considered as part of the proposals.
- 9.6 **Crime and Disorder Issues** - Section 17 of the Crime and Disorder Act 1998 places a responsibility on councils to consider the crime and disorder implications of any proposals. As with many shopping centres, anti-social behaviour is a particular issue and as part of the management review the opportunities for making any improvements which address problems will be considered.
- 9.7 **Property / Asset Issues** - The proposals will generate a marriage value and add to the Council's existing land holdings.

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

List of Appendices:

Appendix 1: Financial proposals including cashflow (exempt document)

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

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CABINET**21 April 2020**

Title: The New Corporate Plan 2020-22	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Rhys Clyne – Workstream Lead – Participation and Engagement	Contact Details: E-mail: rhys.clyne@lbbd.gov.uk
Accountable Director: Mark Tyson – Director of Policy and Participation	
Accountable Strategic Leadership Director: Chris Naylor – Chief Executive	
<p>Summary</p> <p>This report introduces and appends for agreement the new Corporate Plan for 2020-22.</p> <p>The Corporate Plan:</p> <ul style="list-style-type: none"> • Reflects Business-as-Usual before the onset of the Coronavirus pandemic and explains why it is so important for Cabinet and Assembly to approve this position now, in support of both the immediate response to the pandemic and the Borough's eventual recovery; • Describes and explains the Council's Strategic Framework, from the Borough Manifesto down to frontline service delivery and individual performance; • Sets out the Council's overall approach to public service, as informed by its understanding of different forms of Council activity, the principles of public service by which the Council operates, and the Council's understanding of root causes and structural inequalities; • Summarises how this approach is translated into a programme of activity across four key strategic priorities: Inclusive Growth; Prevention, Independence and Resilience; Participation and Engagement; and Well Run Organisation; • Appends the Single Performance Framework (Annex 1 to Appendix 1), which details all the deliverable work to be undertaken, metrics to be analysed and targets to be achieved over the coming two years to deliver the Corporate Plan. 	
<p>Recommendation(s)</p> <p>The Cabinet is asked to recommend the Assembly to approve the new Corporate Plan 2020-22 at Appendix 1 to the report.</p>	
<p>Reason(s)</p> <p>Chapter 4, Part 2 of the Council's Constitution states that Assembly has the responsibility of "approving which plans and strategies shall form the Council's Policy Framework, requesting the Cabinet to prepare a draft (or draft amended) plan or strategy, and</p>	

approving (or approving amendments to) the plans and strategies contained within the Policy Framework". After agreement by Cabinet in April, the Corporate Plan will be taken for agreement at Assembly in May 2020.

1. Background

- 1.1 This Corporate Plan, and the Single Performance Framework appended to it, are extra-ordinary. The priorities, actions, deliverables, outcome measures and indicators it describes reflect Business-as-Usual before the onset of the Coronavirus pandemic. As things stand, the council and its partners are fully focused on the response to Coronavirus. Our collective priority is to do whatever it takes to protect our residents, our staff and our communities from the worst effects of the pandemic, by maintaining core services, supporting the most vulnerable and following government guidance.
- 1.2 In less than a fortnight at the time of writing, the emergency response arrangements we have put in place have allowed us to:
- Transition 75 per cent of our workforce to working from home. Those still coming into the office and working in the community are delivering vital frontline services while being supported to maintain social distancing;
 - Close several our premises and shifted even more of our services to remote provision, online and by phone, including our housing and homelessness services and our Job Shops; and
 - Work closely with partners across the Borough to establish BD CAN, a brand-new platform that is designed to mobilise volunteer efforts, alongside the resources of the social sector and public services, in support of our most vulnerable residents.
- 1.3 Critical to our response, and to our eventual recovery, is our ability to be clear about what we need to start doing, what we need to stop doing and what we might need to do differently as a result of the Coronavirus Pandemic. In other words, we need a baseline that will allow us to understand the full impact of Coronavirus on our ability to deliver our existing plans up to 2022. This Corporate Plan, and the Single Performance Framework that sits alongside it, is designed to provide exactly that.
- 1.4 Given the context, it is inevitable that some of the commitments it describes will need to be revisited. Officers will bring regular updates on these changes back to Cabinet throughout the next year as the medium-term implications of the pandemic become clearer.
- 1.5 This Corporate Plan (2020-2022) replaces the previous Corporate Plan (2018-2022) as the medium-term expression of the Council's goals and objectives. It has been written to sit alongside the Medium-Term Financial Plan, which was approved by cabinet in February 2020. As well as providing a baseline that will help to guide the council's response to and recovery from the Coronavirus pandemic, it has been written with a view to translating the Council's long-term vision and approach into a programme of activity between now and 2022 that reflects the political priorities of Members. In practice, this means that alongside the Corporate Plan we are publishing a Single Performance Framework, which sets out the specific actions,

deliverables, outcome measures and indicators that we will be using to monitor and manage performance in relation to these goals over the next two years (Annex 1).

- 1.6 The Council's vision and approach has evolved significantly over the past few years. The Borough Manifesto, developed on the back of thousands of conversations with residents, sets out our long-term vision for the Borough. The Ambition 2020 programme has created an organisation focused on delivering this vision through addressing the root causes of poverty, deprivation and health inequality. It has done so by continuing to adopt and embed new ways of working with our residents and with each other. Thoughtful use of data and insight to ensure the right people are getting the right support at the right times. A commitment to working with and through relationships. The potential for participation to empower our residents. And the need for ever-greater collaboration with partners across the Borough, from statutory agencies and the social sector to school, colleges, universities and the business community. All are essential ingredients of our preventative model and will become even more important in the context of our eventual recovery from Coronavirus.
- 1.7 Our vision and approach are being delivered through practical action across three overarching strategic priorities: Prevention, Independence and Resilience; Participation and Engagement; Inclusive Growth (as well as one for a 'Well Run Organisation', which is focused on creating best in class core and support functions). The Corporate Plan introduces these strategic priorities. The Single Performance Framework sets out the actions, deliverables, outcome measures and indicators that flow from them and that will be used to monitor performance up to 2022.
- 1.8 We cannot know exactly how the current situation is likely to evolve nor what challenges we will have to face together as the pandemic unfolds. But, by sharing this Corporate Plan now, we are providing a firm basis upon which to make difficult decisions, both now and in future.

2 The Structure of the Corporate Plan

- 2.1 The Corporate Plan, found in Appendix 1, is broken down into six sections:
- A **foreword** from the Leader of the Council and the Chief Executive explains why it is so important to adopt this Corporate Plan now, in the context of the response to Coronavirus, and that introduces the approach to public service that will be so central to realising our long-term vision for the Borough, as expressed in the Borough Manifesto.
 - A section on the **Strategic Framework** explains the role of each level of the framework in guiding the Council's activity and approach to performance and commissioning;
 - A section on the **Borough Manifesto** describes its role as the long-term vision for the Borough;
 - A section on this **Corporate Plan** sets out the Council's long-term approach to public service as guided by our understanding of: the different forms of Council activity and when each type of activity can be useful; the principles of public service that the Council aspires to embody in everything it does; the root causes of poverty, deprivation and health inequality, as well as the ways in which these root causes intersect with personal and identity based characteristics to produce

structural inequalities for particular groups in our community. This section also introduces and summarises each of the key strategic priorities that will be essential to the delivery of this approach: Inclusive Growth; Prevention, Independence and Resilience; Participation and Engagement; and A 'Well Run Organisation'. A short narrative for each priority summarises the content of the Single Performance Framework;

- A section on individual **Cabinet Portfolios** introduces the Council's Cabinet and their individual portfolios, including a small number of priority actions and deliverables for each; and
- A section on **Delivering this** plan, introduces the processes of commissioning and performance through which this Corporate Plan will be delivered and through which performance will be managed across the Council over the next two years.

2.2 Appended to the Corporate Plan sits the Single Performance Framework, found in Annex 1. The Single Performance Framework describes two things:

- The priority actions and deliverables we are committed to delivering over the next two years (to May 2022), and any milestones and timelines for each; and
- The critical outcomes measures and/or indicators that will tell us if we are on the right track in the most important areas of performance, with an explanation of the relevance, frequency and – where applicable – target(s) for each.

2.3 The Single Performance Framework will help us to monitor and manage performance across the system over the next two years, providing senior officers and Members with an integrated view of progress across different service delivery blocks. Crucially, it will also provide a clear baseline from which we will make the difficult but necessary decisions about what we need to start doing, what we need to stop doing, what we need might need to delay and by how long, and what we might need to do differently in order to keep our residents safe and well during the Coronavirus pandemic.

3 **Consultation**

3.1 The Council's approach described in the Corporate Plan is fuelled by and dependent upon ongoing participation and engagement of a variety of forms. This includes large-scale engagement exercises, such as that which co-produced the Borough Manifesto or, more recently, shaped the 'Borough and Me' programme and wider inclusive growth agenda. It also includes in-built mechanisms for resident and service user co-production, participation and engagement within frontline public services such as in Care and Support and Community Solutions. And it includes ongoing mechanisms and avenues for democratic resident participation such as through the operation of the Neighbourhood Fund, or workshops and collaboration with the local social sector.

3.2 Within the workforce, a range of activity over the past year has sought to build on the programme of engagement which previously shaped Ambition 2020. This has included focus groups, consultations and workshops. And more recently, the 'join the conversation' programme of activity has commenced to improve the collective understanding of what the workforce believe enables the form of public service described in the Corporate Plan, how the Council could work more widely according to the principles of this document, and what gets in the way.

4 **Financial Implications**

4.1 Implications completed by: Philip Gregory, Finance Director

4.2 The importance of ensuring that the Council is financially solvent with a secure and sustainable future is a priority within the Corporate Plan and work to achieve this is set out in the 'Well Run Organisation' section of the document. The Council has developed a Medium-Term Financial Strategy, which supports the interaction between its financial and Corporate Planning and identifies how the Council will make sure it links its financial decisions to the delivery of the Corporate Plan.

4.3 There are no specific financial implications as a result of this report; however, in light of current financial constraints it is imperative that Officers ensure that the Single Performance Framework is delivered within existing budgets. These budgets will be monitored and reported to Members through the existing monitoring process on a timely basis.

5 **Legal Implications**

5.1 Implications completed by: Dr Paul Feild Senior Governance Solicitor

5.2 There is no specific statutory duty to produce a Corporate Plan, but it is a necessary element of good governance. The performance regime established by the Local Government Act 1999 as amended by the Local Audit and Accountability Act 2014 together with supporting legislation, requires the Council to work to achieve continuous improvement and best value. A Corporate Plan, its objectives and in time how the delivery measures up in terms of outcomes, are therefore one of the signifiers of a well-run local authority.

5.3 Furthermore, the Accounts and Audit (England) Regulations 2015 Regulations obliges the Council to produce an Annual Governance Statement for each accounting year evidencing how the Council has performed. This is to be done in accordance with proper practices. The CIPFA / Solace Delivering Good Governance in Local Government Framework 2016 guidance sets out the required practice and that includes a clear statement of the Council's purpose and intended outcomes. The Corporate Plan thus plays a vital role in the legal duty to ensure sound governance of the Council.

6 **Other Implications**

6.1 **Risk Management** – The risks associated with the ongoing Covid-19 pandemic are accounted for in the decision-making processes of the Council's Strategic Framework, described in the Corporate Plan. The wider approach to risk will be captured in the performance process that supports the analysis of the Single Performance Framework.

6.2 **Corporate Policy and Equality Impact** – a full Community and Equality Impact Assessment has been undertaken and is found in Appendix 2.

- 6.3 **Safeguarding Adults and Children** – The strategic priority of Prevention, Independence and Resilience covers work to be undertaken to support the Council’s approach to safeguarding.
- 6.4 **Health Issues** – The approach of the Corporate Plan is predicated on an ever-evolving understanding of the root causes of poor outcomes and health inequalities in Barking and Dagenham. A series of root causes informs the Council’s activity and the content of the Single Performance Framework.
- 6.5 **Crime and Disorder Issues** – This agenda is covered by both the strategic priorities of Prevention, Independence and Resilience; and Inclusive Growth.
- 6.6 **Property / Asset Issues** – Activity on the Council’s approach to all its assets – housing, community, service and other – are covered across the Single Performance Framework.

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

List of Appendices:

- **Appendix 1** - The Corporate Plan 2020-22, incorporating the Single Performance Framework 2020-22 (**Annex 1**)
- **Appendix 2** - Community and Equality Impact Assessment for the Corporate Plan 2020-22

The Barking & Dagenham Corporate Plan

2020 to 2022

To Note

This Corporate Plan, and the Single Performance Framework appended to it (in annex 1), are extra-ordinary. The priorities, actions, deliverables, outcome measures and indicators they describe reflect Business-as-Usual before the onset of the Coronavirus pandemic. In the foreword that follows we set out why we think it is important to share these plans with Cabinet now, before continuing to reflect on their deliverability in the weeks and months ahead. Given the context, it is inevitable that some of our commitments will need to be revisited. We will bring regular updates on these changes back to Cabinet throughout the next year as the medium-term implications of the pandemic become clearer.

Foreword

On March the 16th, the government introduced social distancing measures in response to the continued emergence of Coronavirus as a significant threat to people's health, wellbeing and prosperity. Just over a week later, they announced a formal 'lockdown' of public life. These measures have been taken to protect the public, whether through the avoidance of infection or through ensuring critical national infrastructure remains resilient as the pandemic unfolds.

During this time, the Council has been playing its part by doing everything we can to keep our residents safe and well. At the earliest possible moment, we established emergency response procedures that have allowed us to make good decisions quickly, ensuring that all essential services continue to operate effectively. We have also been working more closely than ever with our partners to make the most of our collective resources. The speed of this response, not just from public sector agencies like schools, educational institutions and the NHS, but from the social sector, the business community, and the hundreds of residents in the Borough that are volunteering to support their friends and neighbours, has been nothing short of remarkable; everyone is playing their part.

In less than a fortnight at the time of writing, these arrangements have allowed us to:

- Transition 75 per cent of our workforce to working from home. Those still coming into the office and working in the community are delivering vital frontline services while being supported to maintain social distancing.
- Close several of our premises and shifted even more of our services to remote provision, online and by phone, including our housing and homelessness services and our Job Shops.
- Work closely with partners across the Borough to establish BD CAN, a brand-new platform that is designed to mobilise volunteer efforts, alongside the resources of the social sector and public services, in support of our most vulnerable residents.

For as long as necessary, our collective focus will remain squarely on protecting our residents, our staff and our communities from the worst effects of Coronavirus, by maintaining core services, supporting the most vulnerable and following government guidance. Like everyone else, we will do whatever it takes.

Critical to our response, and to our eventual recovery, is our ability to be clear about what we need to start doing, what we need to stop doing and what we might need to do differently as a result of the Coronavirus Pandemic. In other words, we need a baseline that will allow us to understand the full impact of Coronavirus on our ability to deliver our existing plans up to 2022. This Corporate Plan, and the Single Performance Framework that sits alongside it, has been

written to provide exactly that. In the circumstances, we have decided to keep it as simple as possible: No design and no fuss.

The actions, deliverables, outcome measures and indicators it describes reflect our long-term vision for the Borough and its people. This vision is captured in **the Borough Manifesto**, a document created in partnership by over 100 partners and more than 3,000 residents. The Manifesto is our benchmark, the standard to which the Council will continue to hold itself.

The vision it describes - *“a place that people want to live, work, study and stay”* - is underpinned by the belief that our Borough, and our residents, can and should aspire to more. Everyone wants something different out of life, but no one should have to accept high levels of unemployment and low pay, low levels of educational attainment and lower life expectancy than almost anywhere else. **Our mission is to raise aspiration.**

Even before Coronavirus, we recognised that raising aspiration would require a radical response from the Council and its partners, in the context of a decade of austerity and a community that continues to suffer from the effects of poverty, deprivation and health inequality. **New East New Thinking**, a document co-produced by the Borough’s political and community leaders, suggests that achieving our vision in this context is going to take nothing less than ‘a system reboot from 20th century ways of deciding and doing things to a new 21st century way’¹.

Over the past four years, the Council has undergone significant transformation, redesigning itself and the way it delivers services. In doing so, it has remodelled itself into a new Council, one that looks and feels very different than it did before. This ‘system reboot’ was designed to increase our capacity to prevent problems in our Borough from developing into crises. It recognised that only by building a **preventative system** capable of addressing the **root causes of poverty, deprivation and health inequality** can we achieve our shared vision for the Borough.

In time, we will start to emerge from the shadow of Coronavirus. And when we do, we believe that an approach to public service that focuses on addressing root causes will never have been more important. This means we need to continue embedding **new ways of working with residents and with each other**. We need thoughtful use of data and insight to ensure the right people are getting the right support at the right times. We need a commitment to working with and through relationships. We need the potential for participation to empower our residents. And we need ever-greater collaboration with partners across the Borough, from statutory agencies and the social sector to school, colleges, universities and the business community. All these things will continue to be essential ingredients of our preventative model.

This Corporate Plan provides a baseline in terms of the actions, deliverables outcome measures and indicators that we will need to affect if we are to deliver this approach up to 2022, through practical action across through three strategic priorities: **Inclusive Growth; Participation and Engagement; and Prevention, Independence and Resilience** (as well as one for a ‘Well Run Organisation’). These strategic priorities cover all areas of Council activity, including activity targeted at addressing those issues that are, in normal times, of foremost concern to our residents. Every year our residents tell us that the perception of crime and public safety (including anti-social behaviour) as well as the cleanliness of the public realm and the scourge of fly tipping are the issues that they care about most. Our approach to enforcement and prevention

¹ Cllr Rodwell, Darren. *New East New Thinking*. 2018.

in relation to these issues cuts across our strategic priorities and is captured throughout the Single Performance Framework.

But these are not normal times. We cannot know exactly how the situation is likely to evolve nor what challenges we will have to face together in the weeks and months ahead. This Corporate plan has been written to support our response to the pandemic, whilst ensuring we are ready and able to lead the recovery as and when appropriate.

We hope it provides an anchor in these unsettling times, to a brighter and more aspirational future for our Borough.

Stay home. Save lives.

Cllr Darren Rodwell and Chris Naylor

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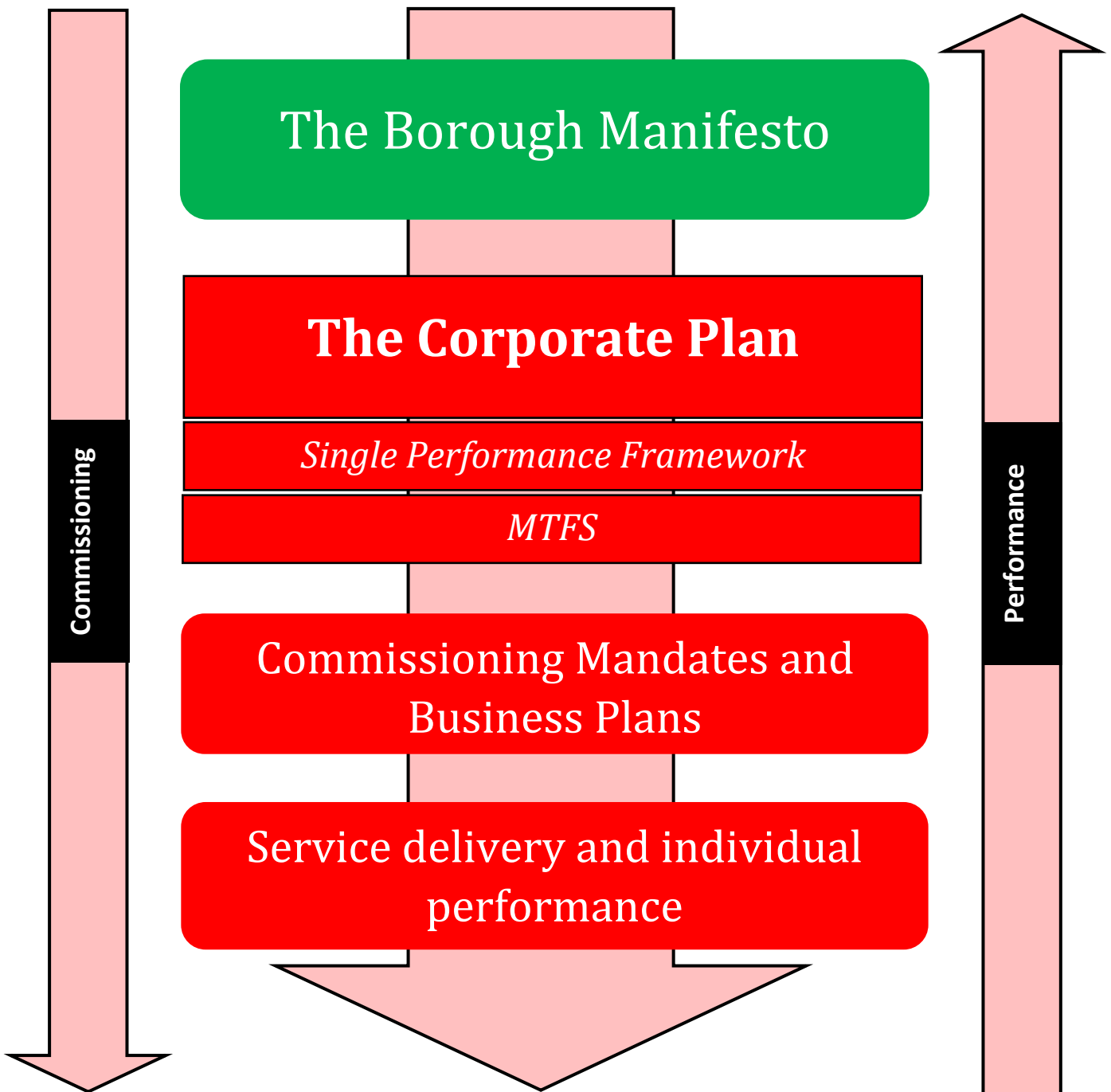
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Annex 1: Single Performance Framework

The Strategic Framework

The Council's Strategic Framework helps us to make decisions and manage performance. It includes the 'golden thread' of documents that describe our priorities in the long, medium and short terms, and which are managed through our commissioning and performance processes. It provides a clear line of sight between the ultimate vision of the Borough Manifesto to day-to-day service delivery and individual performance.



The top-line of the 'golden thread' is the **Borough Manifesto**, providing a shared long-term vision for Barking & Dagenham.

Our approach to realising this long-term vision is translated into medium-term priorities and programmes of activity in this document, **The Corporate Plan**. The Corporate Plan explains the Councils' overall approach to public service and translates this approach into tangible activity through the **Single Performance Framework**. The Single Performance Framework sets out, in detail, the activity we intend to undertake and the objectives we aim to meet over the next two years across the three key strategic priorities that make up the Council's agenda:

- 1. Inclusive Growth**
- 2. Participation and Engagement**
- 3. Prevention, Independence and Resilience**

The fourth and final element of the Single Performance Framework, which enables the three key strategic priorities listed above, is the activity we undertake in relation to the Council's core support functions, captured under '**Well Run Organisation**'.

The Single Performance Framework contains two types of data which allow us to analyse the progress we are making towards achieving our objectives: specific actions to be delivered, with milestones and deadlines against them; and quantifiable outcome measures and indicators, with definitions and targets where relevant.

The Corporate Plan (and the Single Performance Framework) is agreed by the Council's Assembly and is the responsibility of Cabinet to deliver over the next two years. This means that as well as having individual responsibilities (described in the Cabinet Portfolio section of this document) each Cabinet Member will need to collaborate across portfolios and with each part of the organisation to realise the priorities it describes. It also means that every activity described in the Single Performance Framework has a Lead Cabinet Member assigned to it.

The Corporate Plan and Single Performance Framework shape and are shaped by the **Medium-Term Financial Strategy (MTFS)**.

The Corporate Plan, including the Single Performance Framework, and the MTFS in turn shape the commissioning mandates, business plans and other documents through which we plan the activity of each service and delivery block within the Council's system. These drive frontline service delivery and individual performance management.

In what follows we summarise each of the elements of our 'golden thread', before introducing the Single Performance Framework in Annex 1.

The Borough Manifesto

The Borough Manifesto lists a set of 11 aspirations, co-produced with over 3,000 residents in 2016-17, which collectively form our long-term vision for the Borough:

A place where every resident has access to lifelong learning, employment and opportunity.	A place with high-quality education and sustained attainment for all residents.	A place which supports residents to achieve independent, healthy, safe and fulfilling lives.
A place with sufficient, accessible and varied housing.	A place people are proud of and want to live, work, study and stay.	A place where businesses and communities grow and thrive.
A friendly and welcoming Borough with strong community spirit.		A place with great arts and culture for everyone, leading change in the Borough.
A place where everyone feels safe and is safe.	A place where everyone is valued and has the opportunity to succeed.	A clean, green and sustainable Borough.

This vision is underpinned by the belief that our Borough, and our residents, can and should aspire to more. Everyone wants something different out of life, but no one should have to accept high levels of unemployment and low pay, low levels of educational attainment and lower life expectancy than almost anywhere else. Our mission, to realise this vision, is to raise aspiration.

This Corporate Plan

Despite and because of the urgent pressures we face in response to the COVID-19 Coronavirus pandemic, we cannot lose sight of our long-term vision and our approach to building a preventative system capable of achieving that vision.

In Barking & Dagenham, our approach is shaped by **three core hypotheses**:

- 1) Whilst continuing to deliver high-quality services for those that need them most, the Council must **build a preventative system** capable of facilitating platforms and networks that encourage participation and delivering interventions that shape economic outcomes and challenges behaviours. In other words, we must think carefully about **what** we do.

These services, platforms, networks, and interventions must address every level of need in our community. They must provide the **foundations** that every resident relies upon in order to pursue their aspirations. They must provide a **first call** for residents who are experiencing problems, before these problems turn into crises. And they must provide **acute and specialist** services for our most vulnerable residents.

- 2) A preventative system needs to identify and address the **root causes** of poverty, deprivation and health inequality. Only through addressing root causes for the people our insight tells us are most at risk can we ensure that **no-one is left behind**. In other words, we must think carefully about **who** we work with.

While our understanding of root causes in Barking & Dagenham will continue to evolve over time, the very best of our data, insight and experience points us to a series of ten that are, as things stand, most strongly correlated with poor outcomes for our residents:

1. Lack of affordable housing	6. School exclusions and educational attainment
2. Inadequate or poor-quality housing stock	7. Social isolation
3. Higher than average unemployment	8. Mental wellbeing
4. Low household income and low pay	9. Substance misuse
5. Debt	10. Domestic abuse

Each of these risk factors intersects with a set of personal and identity-based characteristics that flow from the diversity of our community to produce structural inequalities between different groups. A preventative system demands that we address these inequalities at source.

- 3) Building a preventative system capable of addressing the root causes of poverty, deprivation and health inequality demands that we adopt **new ways of working that prioritise relationships, participation, collaboration and insight**, whilst maintaining a crystal-clear focus on getting the basics right. This requires a new relationship with residents and with each other. In other words, we must think differently about **how** we work.

In practice this means applying a set of design principles that describe the kind of relationships we want to build with our residents across everything we do:

1. Prioritise prevention	5. Empower through participation
2. Get the basics right	6. Safety is everyone's business

3. Understand, don't just assess	7. Learn, and act based on insight
4. Focus on people's strengths	8. Work in partnership

These principles are even more important in the current context: **We all have a part to play** in ensuring our community remains as safe, well and healthy as possible as the Coronavirus pandemic evolves. Partnership, collaboration and participation will be vital to supporting one another during these difficult times.

Our hypotheses, including our commitment to addressing the structural inequalities experienced by specific groups in the community, will act as a guide for everything that we do over the next two years and beyond, including the specific actions and deliverables set out in this corporate plan and the Single Performance Framework that sits alongside it.

Our strategic priorities

The delivery of this approach demands action across three key areas. The Council's plans for the next two years are organised around these strategic priorities, which mirror the three pillars of New East New Thinking:

- **Participation and Engagement** *Empowering residents by enabling greater participation in the community and in public services.*
- **Prevention, Independence and Resilience** *Children, families and adults in Barking & Dagenham live safe, happy, healthy and independent lives.*
- **Inclusive Growth** *Harnessing the growth opportunity that arises from our people, our land and our location, while ensuring it is sustainable and improves prosperity, well-being and participation for all Barking & Dagenham residents.*

Alongside them sits a fourth priority, '**Well Run Organisation**', which focuses on the efficient and effective operation of the Council itself.

The actions and deliverables that we have planned in relation to each of these priorities, alongside the outcome measures and indicators that we will use to monitor and track progress, are captured in the **Single Performance Framework** that sits alongside this Corporate Plan.

In what follows, we summarise our plans for the next two years in relation to each strategic priority.



Participation and Engagement

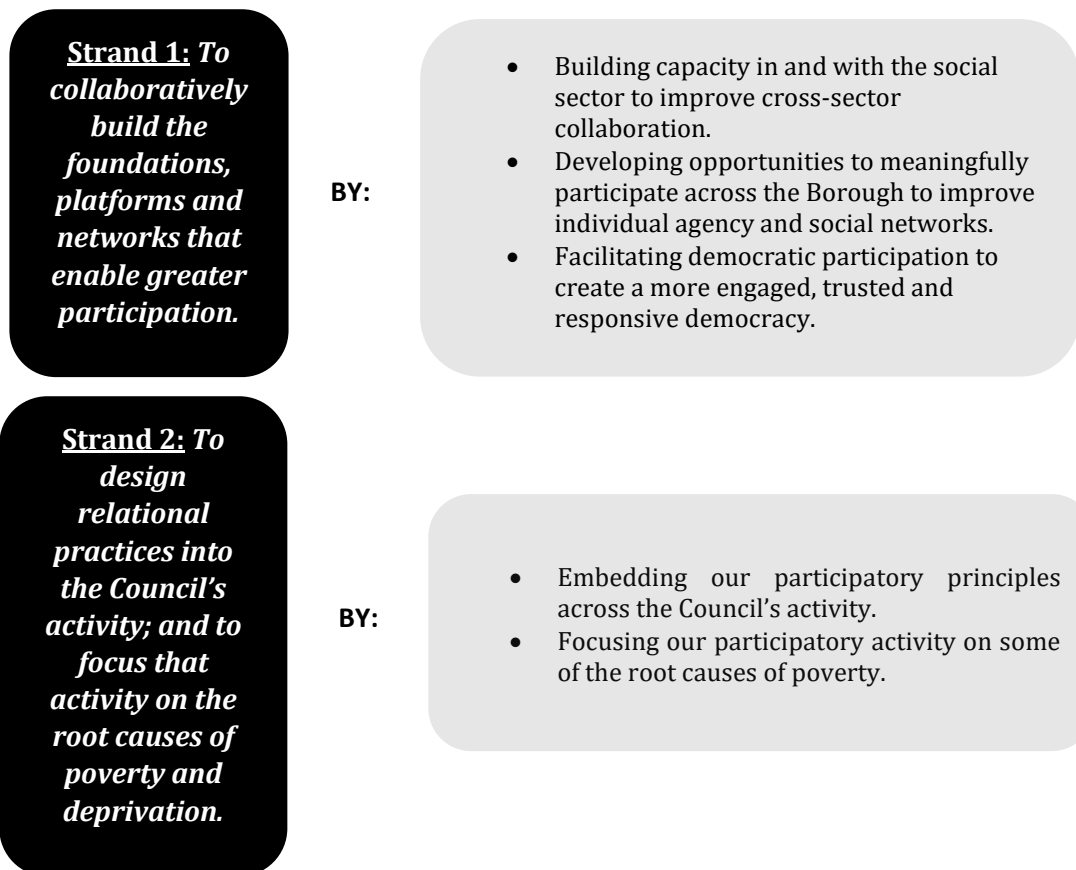
By participation and engagement, we mean:

Empowering residents by enabling greater participation in the community and in public services.

The challenge this priority seeks to address is the need for the Council to move its activity in the community from paternalism to participation and, ultimately, to embrace a new relationship with its residents. The Council is doing this firstly because an empowered community is a positive outcome in and of itself. And secondly because greater individual agency and stronger social networks are key to building independence and preventing poor outcomes, and the act of participation – in its many forms – is an effective way to enable individual agency and build social networks.

This priority sets out the context for this agenda, how it has shaped and been shaped by the Council’s wider approach to public service, and the Council’s plan to achieve the outcomes described through a two-stranded process over the coming two years.

To see the full list of commitments that flow from our Participation and Engagement Strategy please refer to the Single Performance Framework that is appended to the Corporate Plan. Below is a brief summary of each key priority.



Strand 1: To collaboratively build the foundations, platforms and networks that enable greater participation.

The first part of this priority describes the Council’s efforts to build the foundations, platforms and networks that enable greater participation both as individuals and collectively. This is important because the Council believes, from best practice and the experience of our work in recent years, that platforms which enable participation are effective means of enabling individual

agency and stronger social networks, which in turn act as gateways to improved socioeconomic and health and wellbeing outcomes. This is particularly important for places such as Barking & Dagenham, because high levels of poverty and deprivation act as constraints to individual agency and strong social networks.

The work of Every One Every Day is beginning to show that firstly, the act of participating in the community with one's neighbours improves a range of outcomes associated with individual agency and social networks, such as confidence, feelings of being welcome and accepted, and friendships. Secondly, it is showing that these outcomes associated with agency and social networks act as 'gateways', enabling more complex outcomes associated with improved health and wellbeing.

Therefore, over the next two years, the Council will work with partners and the community to develop platforms and networks; the wider social infrastructure of the Borough; to make it as easy as possible for residents to participate however they choose.

Building capacity in and with the social sector to improve cross-sector collaboration.

The Council's relationship with the social sector; which we define as all individuals, groups and organisations that act in pursuit of social change, with voluntary and community, social enterprises, charities and faith groups at its core, as well as individuals and funders; is critical to our collective ability to enable participation.

The Council will build on the progress made in recent years by, firstly, enhancing its collaboration and commissioning with the BD_Collective; a new collaborative platform for local social sector organisations created in 2019 to stimulate new opportunities in the Borough, intentionally growing cross-sector partnerships and connecting people, places and projects across Barking & Dagenham. Through this partnership with the social sector we will develop a local giving model to make it easier for people and organisations to give to causes that matter. We will create a coherent and integrated volunteering platform. And we will create a consistent approach to community assets that enables social value. We will also continue to strengthen our partnership with the faith sector.

Developing opportunities to meaningfully participate across the Borough to improve individual agency and social networks.

For a Borough with high levels of socioeconomic deprivation, and therefore limited mobility, it is vital that there are opportunities to participate in the community and in the culture and heritage of the Borough at a local level.

This refers firstly to the Council's partnership with Participatory City Foundation in support of the participation platform Every One Every Day. We will continue to act as an enabler of the platform and will work in partnership with Participatory City over the next two years to develop and implement a long-term sustainability plan to ensure it remains in the Borough on a permanent basis.

Secondly, Barking & Dagenham has a rich culture and heritage to celebrate and draw upon. The Council will develop its already strong cultural events programming. It will engage the community further with the Borough's heritage assets, parks and open spaces. And it will bring the potential of culture and heritage much closer to the way the rest of the Council's services are run.

Facilitating democratic participation to create a more engaged, trusted and responsive democracy.

Opportunities for residents to engage with and shape the running of our local democracy represent a vital form of participation. Our representative democracy can be strengthened by bringing residents closer to how we work and enabling them to deliberate over its outcomes. In practice, we have already kicked off a version of a platform for community mobilisation, organisation and decision making through the Citizens Alliance Network (CAN), in response to the Coronavirus pandemic. In the long-term, CAN will become a platform for deliberative democracy and community organisation, curated and operated by residents themselves.

To support the work of CAN, the Council will continue to find ways to bring residents closer to the way we work and make decisions. We will organise citizens assemblies and similar methods, as well as changing the way we commission and design services.

Strand 2: To design relational practices into the Council's activity; and to focus that activity on the root causes of poverty, deprivation and health inequality.

The second part of this priority concerns how we will design relational practices into the Council's activity, whilst focusing that activity on the root causes of poverty, deprivation and health inequality. The concept of relational working; a culture of public service delivery that focuses on fostering positive relationships with and between people; is central to the participation and engagement agenda.

Embedding our participatory principles across the Council's activity.

The Council will work to embed the participatory principles described in this document across the Council's services, interventions, platforms and networks, so that they embody the new and empowering relationship we are seeking with our residents. This includes how we will communicate with residents and how we will empower the workforce.

Our work to make the Council's activity more relational and participatory overlaps with the activity described in the other parts of the Single Performance Framework. The priorities of Inclusive Growth; Prevention, Independence and Resilience; and 'a Well Run Organisation' must each be undertaken with participation at their heart, seeking new ways to work with residents and the social sector as equals.

Focusing our participatory activity on some of the root causes of poverty.

The final part of this priority describes how the Council will use participatory methods to address the root causes of poverty, deprivation and health inequality described above. Whether low pay and debt, social isolation and mental wellbeing, domestic abuse or housing and homelessness, participatory techniques will inform the Council's approach to addressing these wicked issues.

Prevention, Independence and Resilience

By prevention, independence and resilience we mean:

Children, families and adults in Barking & Dagenham live safe, happy, healthy and independent lives.

We must ensure that our services foster resilience and the capacity of our residents to confront and cope with life's challenges and to maintain their wellbeing in the face of adversity. Evidence shows that resilience could contribute to healthy behaviours, higher qualifications and skills,

better employment, better mental wellbeing, and a quicker or more successful recovery from illness. Resilience is not an innate feature of some people's personalities. Like adversity, it is distributed unequally across the population, and is related to broader socio-economic inequalities which have common causes: the inequities in power, money and resources that shape the conditions in which people live and their opportunities, experiences and - crucially - their relationships.

Despite Barking & Dagenham becoming a younger, better-connected and more diverse Borough over the last 10 years, it still has too many residents experiencing a poor quality of life, too many children and young people achieving low educational performance, too much crime and anti-social behaviour, unacceptable levels of health inequality, and too many families struggling to make ends meet. This strategic priority seeks to address these issues directly.

Most of the time, people living in our Borough engage with Council services because they need to do so for specific, time-limited reasons, which might change as they go through life. They rightly expect our services to provide the help they need when they need it, and to do so safely and effectively. Many people are independent and resilient for most if not all their lives, drawing strength from family, friends, neighbourhoods and communities, and wish only for light-touch assistance from public bodies. Others need more support.

We will have the greatest success in empowering individuals and families where we can intervene earlier, preventing a problem from escalating into crisis. As well as providing the right services, platforms, networks and interventions that help to build resilience, local communities must have the capacity and infrastructure to support people to access them. We need to fundamentally change the way we interact with residents, prioritising choice, recognising that everyone's needs are different, and putting the responsibility for positive change in the hands of residents wherever possible.

Over the next two years this approach to service delivery is being delivered through action across fifteen priority areas:

Working together with partners to deliver improved outcomes for children, families and adults. We cannot realise the ambitions that we have for our residents alone. We must maximise the assets of our local public sector economy given the challenging financial landscape, and do this within the context of significant changes either in motion, or on the horizon, that will reshape how we work with some of our key partners and, in some cases, how they themselves operate. It is vital, therefore, that the Council continues to take forward its role as a system leader and orchestrator across prevention and statutory services, exemplifying excellent partnership work to ensure the best services possible for our residents.

Providing safe, innovative, strength-based and sustainable practice in all preventative and statutory services. If we are to reduce dependency on statutory services, we must adopt a holistic, individual and family-centred approach that helps us to take better-informed, targeted action, that can make the most difference to residents' lives. Our approach must be capable of making the most of assets and services that already exist in the community and further build on our successes so far in integrating health and social care across the Borough. The way we work with people must raise aspirations among residents, breaking intergenerational cycles and show that everyone can expect more from themselves and their community.

Every child gets the best start in life. Ensuring that every child has the best start in life and that our young people are ready for a happy, successful adulthood is perhaps our biggest single priority. This means ensuring mothers enjoy healthy pregnancies and support for children under five and wider families is strong. To do this we want to create a child-friendly Borough where

every child is valued, supported and challenged so that they go on to develop the ambition, skills and resilience to succeed. Children in Barking & Dagenham should live safe and healthy lives and know that they live in a welcoming and nurturing community.

All children can attend and achieve in inclusive, good quality local schools. Everyone deserves to reach their full potential, and this means continuing to drive educational standards and attainment and education standards at all levels, including for our most vulnerable pupils. The Borough has seen strong and steady improvements in education standards over several years, and schools are one of our greatest assets. At August 2019, 92% of Barking & Dagenham schools were rated as 'Good' or 'Outstanding' by Ofsted, above the national average (86%) and almost at London average (93%), based on provisional Ofsted data. Headteachers and staff in schools work in challenging circumstances. They have seen the most rapid growth in the country in school places and some of the highest growth in children with special education needs and disabilities (SEND) and the complexity of needs that they present. Despite this challenging context, it is to their credit that the Borough's schools exemplify some of best inclusive practices for children with SEND in the country.

More young people are supported to achieve success in adulthood through higher, further education and access to employment. Successive government reviews and wider evidence suggest improving pathways and employment outcomes for learners requires vocational training with a clear line of sight to work. An ability to shape the curriculum to meet employers' broad skills needs as well as those of learners is important, as is the availability of structured and relevant work placements. This means engaging employers early so that we can build cohort sizes that make apprenticeship training viable for the College as well as working in collaboration with key education partners to improve opportunities for all young people.

More children and young people in care find permanent, safe and stable homes. Over the last two years our looked after children's service has placed greater emphasis on early permanency for children in our care, and consequently the number of children coming into care under Section 20 has significantly reduced. To ensure children can remain at home with their families where suitable we have invested in good 'cusp-of-care' services. We have also established an Access to Resources Team, Crisis Intervention Service and consistent use of Family Group Conferencing. This is supplemented by our Multi-Systemic Therapy (MST) and Functional Family Therapy (FFT) programmes. Our Caring Dads programme supports fathers who are a source of safeguarding concerns to focus more on the needs of their children.

All care leavers can access a good, enhanced local offer that meets their health, education, housing and employment needs. As Corporate Parents, we are committed to ensuring that our care leavers live in homes that are suitable for their needs and that an increased proportion enter education, training or employment. Our enhanced local offer for all care leavers up to the age of 25 is now available via an app and continues to be developed and improved with their input. Further work is being done to ensure it is fit-for-purpose and capitalises on the benefits of the Council's inclusive growth agenda.

Young people and vulnerable adults are safeguarded in the context of their families, peers, schools and communities. A priority will always be ensuring that children, young people and vulnerable adults in most need are safe and experience a reduced risk of harm, violence and exploitation. We need a true multi-agency response to those most at risk of exploitation, reducing the risk of children going missing and the numbers of children accommodated over age 16 as a result of vulnerability to exploitation. Safeguarding young people and vulnerable adults from violent extremism is also a priority, be it in the form of Far-Right aggression or so called 'Islamist' extremism in the Borough.

Our children, young people, and their communities' benefit from a whole systems approach to tackling the impact of knife crime. We also believe that it is every person's right to feel safe and to be safe in their community. Being safe is a basic requirement for creating civic pride and community cohesion. Too many of our residents have told us they often do not feel safe in their neighbourhoods. We are working together to challenge and intervene in unacceptable behaviour such as environmental crime, anti-social behaviour, discrimination of any form, exploitation and knife crime.

Zero tolerance to domestic abuse drives local action that tackles underlying causes, challenges perpetrators and empowers survivors. Responding to the entrenched challenge of domestic abuse in the Borough remains both a considerable challenge and an absolute priority. Domestic abuse reduction is already a key priority in the Health and Wellbeing Strategy and last year we published our new Violence Against Women and Girls Strategy, which sets out the Council's vision for tackling this most resistant of challenges in our community. We also have a full programme of work over the next two years to address domestic abuse head on, centred around the role and contribution of the Domestic Abuse Commission, which will seek to understand more about the issue and what can be done to address it.

All residents with a disability can access from birth, transition to, and in adulthood support that is seamless, personalised and enables them to thrive and contribute to their communities. Families with children who have Special Educational Needs or Disabilities (SEND) can access a good local offer in their communities that enables them independence and to live their lives to the full. We are working to ensure that disabled people living, working and studying in Barking & Dagenham are supported, empowered and enabled to live their lives to the full. We want disabled people to be independent and equal in society and have choice and control over their own lives, with services actively removing barriers, changing attitudes and building community capacity and access in a disability friendly Borough.

Children, young people and adults can better access social, emotional and mental wellbeing support - including loneliness reduction - in their communities. We continue to work proactively with partners to provide preventative and high-quality specialist social, emotional and mental health support that promotes good mental wellbeing. Good mental health is more than absence of mental illness. Mental wellbeing is integral to maintaining good health, recovering from physical illness and living with a physical health condition. Furthermore, poor mental health is linked to poor physical health.

All vulnerable adults are supported to access good quality, sustainable care that enables safety, independence, choice and control. We want our residents to age well with services promoting independence, wellbeing and connectedness. We have a clear ambition to increase digital enablement and to mainstream our care technology provision so that it forms an integral part of the support offer in Adult Social Care. A transformed Care Technology offer can support the Council and its partners to realise the aspiration for a health and care system that enables people to make healthier choices, to be more resilient, to deal more effectively with illness and disability when it arises, and to have happier, longer lives in old age.

All vulnerable older people can access timely, purposeful integrated care in their communities that helps keep them safe and independent for longer, and in their own homes. Caring for vulnerable older residents in the community with integrated multiagency support which ensures their safety and independence continues to be a priority for the Council and our partners, including health, the Police Service and the Fire Brigade. To this end we are currently working together to develop a new Adult Social Care delivery model to

further improve the experiences and outcomes of older people receiving our care. We always reliably meet our statutory obligations and we understand the importance of developing and maintaining positive professional relationships with the residents we support. This also includes good relationships with relatives and informal carers. Our new delivery model emphasises the importance of focussing on people's strengths rather than disproportionately looking at their disabilities. This includes looking at all available resources and assets, including available support from Community Groups and family networks.

Effective use of public health interventions to reduce health inequalities. The Barking & Dagenham Joint Health and Wellbeing Strategy sets out a renewed vision for improving the health and wellbeing of residents and reducing inequalities at every stage of residents' lives by 2023. We will continue to deliver and track progress on these outcomes through our HWBB.

In the single Performance Framework that sits alongside this Corporate Plan, is a series of actions, deliverables and outcomes measures and indicators that cut across each of these priority areas.

Inclusive Growth

By Inclusive Growth we mean:

Harnessing the growth opportunity that arises from our people, our land and our location, while ensuring it is sustainable and improves prosperity, well-being and participation for all Barking & Dagenham residents

This definition assumes that despite challenges in the wider economic context, Barking & Dagenham is still London's Growth opportunity. And it assumes that for growth to be inclusive it must be sustainable, while improving prosperity, wellbeing and participation for all residents. By all residents we mean that Inclusive Growth must address the root causes of poverty, deprivation and health inequality in the Borough, whilst responding directly to the ways in which these root causes intersect with a wider set of personal characteristics to cause structural inequalities in the community.

In the context of our economy these root causes include: *A lack of affordable housing; inadequate or poor-quality housing stock; higher than average unemployment; low household income and low pay; debt.* This is what we mean when we say No-One Left Behind. These root causes are, of course, underpinned by the wider challenge presented by climate change.

We know that delivering this version of Inclusive Growth will not be easy. In fact, councils have historically struggled to exercise any real influence over the trajectory of their local economies in the face of macro-economic trends. Why do we think we might succeed where others have failed? In part because our strategy is based on an approach to local economic development that we think gives us the best possible chance of addressing root causes, whilst recognising the limits of our influence over the economy. This approach is underpinned by four principles:

- **Lead and attract investment.** Our approach is based on using our own money, via our balance sheet, to lead investment in our local economy; to buy land, build homes, create jobs and generate energy, giving us much greater control over what gets built and for whom, what land gets used for, and who benefits from future growth.
- **Build institutions and alliances.** Our approach is based upon building or fostering the development of new institutions in our Borough that combine the entrepreneurialism needed

to survive in a market economy with the social mission of the best public services, whilst mobilising new alliances between existing institutions.

- **Actively intervene in markets.** Our approach is based upon making best use of our statutory enforcement and planning powers, as well as our influence as a significant purchaser of goods and employer of local people to influence key market outcomes.
- **Empower through participation.** Our approach is based upon making it as easy as possible for residents to get involved in shaping growth, not just through formal mechanisms such as planning, but through the creation of regular opportunities for residents to get involved, and to lead change in their own neighbourhoods.

Taken together these principles describe an approach to local economic development that gives us the best possible chance of addressing the root causes that flow from the structural condition of our local economy. Over the next two years, this approach is being delivered through action across four priority areas:

1. Homes: For local people and other working Londoners;
2. Jobs: A thriving and inclusive local economy;
3. Places: Aspirational and resilient places; and
4. Environment: Becoming the green capital of the capital.

Homes: For local people and other working Londoners. The first homes that were built on the Becontree Estate will soon be celebrating their centenary. Enabled by reforms such as the Addison Act, the building of the Becontree provided high quality affordable homes for working Londoners and drastically improved the living conditions of 120,000 people. These were homes fit for heroes and public house building on a scale we haven't seen since. Our ambition for housing in Barking & Dagenham today is to capture the spirit that delivered the Becontree to deliver new homes for today's working Londoners. Clearly the housing needs of today's Londoners have changed, as has the way we do house building. But the Becontree still symbolises what can be achieved with vision, ambition, and the right tools to deliver.

The Becontree was only possible because the state played a direct role as provider of new homes. Today we are returning to that approach; directly funding and building the homes we need, whilst working with third party developers and investors that share our values. Our goal is to see 50,000 homes built in the Borough over the next 20 years. Our approach demands that these homes help to address two interlinked **root causes**, *a lack of affordable housing* and *inadequate or poor-quality housing stock*, whilst at the same time leading our Borough into a cleaner, greener future. This will only be possible if we embrace the spirit of the Becontree once again.

The Single Performance Framework appended to this Corporate Plan contains actions, deliverables and outcome measures and indicators that cut across four priority sub-themes:

- Building new homes
- Improving the quality and management of homes
- Tackling homelessness
- Providing homes for vulnerable residents

Jobs: A thriving and inclusive local economy. The local economy in Barking & Dagenham has too many low wage jobs, and higher levels of long-term unemployment and inactivity than most other London boroughs. These root causes, *higher than average unemployment and low household income and low pay*, are driving a range of poor outcomes for our residents. Traditionally, local and national government have sought to address these challenges by investing in the skills of individuals, to enable them to compete and progress in the UK's flexible labour market. Our

approach recognises the limitations of this model, especially in the absence of action to improve the quantity and quality of the jobs available.

In practice, this means expanding the availability of good quality, well-paid employment, in growing 21st century industries, while also intervening to improve pay, job quality and performance in the 'everyday' economy where most people work. It means using our planning, procurement and convening powers to create more clear pathways into good jobs for residents, and opportunities for existing businesses to grow and improve. And it means targeting our employment support to those who need it most, linked directly to the new opportunities that are being created.

The Single Performance Framework appended to this Corporate Plan contains actions, deliverables and outcome measures and indicators that cut across two priority sub-themes:

- Improving the quantity and quality of jobs in Barking & Dagenham; and
- Supporting residents to access new opportunities in the Borough.

Places: Aspirational and resilient places. Barking & Dagenham is made up of approximately 40 neighbourhoods and counting. These neighbourhoods are well known and well loved. Each has its own story and identity, often made up of memories that stretch back generations. Many residents love their neighbourhoods, but they are also aware of their issues, from a legacy of under-investment in key physical and social infrastructure (from transport and schools to health facilities and community spaces) to the cleanliness of the streets and perceptions of crime.

We are committed to addressing the street level issues that our residents care about most. Using all our statutory powers to the maximum, we can confront those who don't respect other residents or live up to their obligations, tackling scourges like fly tipping, grime crime and private landlords who don't look after their properties. But it also means a relentless focus on getting those core basic services which touch everyone's life right, like emptying the bins, keeping the streets clean and improving the public realm. At the same time, we have a long-term vision for every neighbourhood in the Borough and will use every lever at our disposal in order to deliver this vision. In practice, this means buying land of strategic significance, undertaking direct development ourselves and making proactive use of our planning powers, alongside working with other landowners, developers, investors and the local community to bring about change.

In the Single Performance Framework that sits alongside this Corporate Plan, you will find a series of actions, deliverables, outcome measures and indicators that cut across three priority sub-themes:

- Safe and liveable neighbourhoods;
- Delivering new or improved physical and social infrastructure; and
- Shaping aspirational places.

Environment: Becoming the green capital of the capital. The Borough Manifesto sets out our commitment to creating a **clean, green and sustainable Borough**. This commitment has been reinforced by the Council's recent declaration of a climate change emergency. We recognise that everyone needs to play their part in driving down polluting carbon emissions and therefore preventing and mitigating the dangers of climate change, from flooding and heatwaves to water stress and food insecurity, and not just in Barking & Dagenham but the world over. We will play ours by aiming to become the Green Capital of the Capital, without waiting for government to take the lead. A carbon neutral Council by 2030. And a carbon neutral Borough by 2050.

Achieving these goals means using our own investment, and the investment of key strategic partners, to deliver game changing innovations in energy production, distribution and efficiency.

These innovations will lay the foundation for much wider roll out of green infrastructure in future, demonstrating what’s possible and making the case to government and third-party investors. It means creating new institutions that are focused on helping the Borough transition to clean and green energy systems. It means making strategic use of our Borough’s industrial land to promote sustainable industries. And it means using our planning and our enforcement powers to ensure the highest possible green standards on all new development.

In the Single Performance Framework that sits alongside this Corporate Plan, you will find a series of actions, deliverables, outcome measures and indicators that cut across three priority sub-themes:

- A decarbonised local energy system;
- Energy efficient homes and buildings; and
- A green local environment.

Well Run Organisation

The success of all activity associated with the three priorities above is dependent upon the capacity and capability of the Council’s core and support functions to enable and collaborate with each service delivery block across the Council’s system. Excellence in what we do must be enabled by the core of the Council. It is for that reason that there is a fourth, cross-cutting section to the Single Performance Framework, concerned with the operation of the Council’s support functions and the way in which our business is operated. We call this the ‘**Well Run Organisation**’.

In July 2016 Members gave the green light for plans to redesign the structure of the Council from first principles, to build a ‘new kind of Council’ capable of constructing the preventative system we aim for and, ultimately, realising the vision of the Borough Manifesto. In the years that have passed, this structural transformation has been implemented through our Ambition 2020 programme. We now have the structural framework needed to undertake our approach and are in a new phase of transformation that emphasises the importance of building a preventative system through a focus on what we do, who we work with and how.

Key to the next two years is ensuring there are ‘best in class’ support functions which enable service delivery blocks to play their part as specified through the commissioning system. This means getting the basics right in terms of governance, HR, finance, procurement, and customer service. But it also means a step change in our approach to commissioning, policy, insight, technology, and how we facilitate participation from residents in Council business. And we must do this while adapting to a rapidly changing situation as the Coronavirus pandemic and its fall-out continues to unfold.



Over the next two years, the **Core Transformation Programme** will ‘root and branch’ re-design the Core functions around the principles of the Council’s approach to public service; a new culture

and ethos. This final piece of the puzzle of the Council's structural transformation will develop its support functions to be relentlessly reliable, lean and efficient, modern and agile.

In time, as the Core Transformation is implemented, the 'blueprints' for each function of the Core will be developed to include comprehensive performance frameworks that evidence the standards of excellence to be achieved by our functions in supporting the wider approach of the Council. This development will require the iteration of this section of the Single Performance Framework. Until then, this section of the Framework serves as an interim way of analysing and shaping the improvement activity that is in-train or on the visible horizon.

This section of the Framework is divided into five themes which capture what it means to be a Well Run Organisation. It sets out our expectation and ambition for people management, financial management, customer experience and the disciplines which support good strategic planning and operational service delivery. Below is a summary of these five themes, and what it would look like if we were operating at our best in relation to each:

Delivers value for money for the taxpayer. We are financially solvent with a secure and sustainable future. Good financial controls and processes are in place to protect the public purse. When we use our significant spending power, we ensure maximum value for money and social value and we use our commercial acumen to improve the financial health of the Council against a challenging budget context. We ensure that we continue to deliver value for money even as the challenges we face change rapidly before us.

Employs capable and values-driven staff, demonstrating excellent people management. Our employees are inspiring public servants committed to the DRIVE values of our organisation. They are engaged, empowered and supported to deliver their best for residents.

Enables democratic participation, works relationally and is transparent. We are an open and transparent organisation which invites and encourages the community to influence what we do and to hold us to account. We use our communications to hold a dialogue with residents so we can listen and respond to what is important to them. We co-design and co-produce with residents so their views and experiences run through our policymaking and service design.

Puts the customer at the heart of what it does. Every transaction and interaction with our residents is important to us. As such, we do everything we can to ensure that the customer experience is easy and ends with a positive outcome. Where we fall short of this, we have in place mechanisms to gain feedback and use this as inspiration for improvement.

Is equipped and has the capability to deliver its vision. We are deeply data-driven and insight-based. This approach puts prevention at the heart of our mission and informs all aspects of delivery from strategic planning through to frontline operational decision-making. We harness technology to be productive and efficient. Our staff have the tools to do their jobs well and residents have digital platforms to interact with our services and to work with us.

Cabinet Portfolios

Our Cabinet takes collective responsibility for the delivery of the actions, deliverables, outcome measures and indicators that sit under each of our strategic priorities. The single Performance Framework appended to this Corporate Plan will allow Cabinet to monitor the progress the Council, and the Borough more broadly, is making towards the long-term vision set out in the Borough Manifesto, in the context of the Coronavirus response. In order to discharge these responsibilities, Cabinet delegates actions, deliverables, outcome measures and indicators to individual Cabinet Members who work with officers to ensure that these are being delivered effectively. Each Cabinet Member has a range of delegated responsibilities, many of which cut across our three overarching strategic priorities. In the single Performance Framework appended to this document, we highlight which Cabinet Members are responsible for the delivery of which actions and deliverables, and for progress in relation to which outcome measures and indicators.

In what follows, we introduce our Cabinet and their overarching responsibilities in relation to our single Performance Framework. For a full list of each members priorities between 2020 and 2022 please see the Single Performance Framework appended to this Corporate Plan.

Councillor Darren Rodwell

Leader of the Council

Cllr Rodwell is Leader of the Council and manager of Cabinet. He is responsible for ensuring Cabinet is collaborating as an effective and efficient team to deliver the entirety of this Corporate Plan. Cllr Rodwell is also the representative and champion of the Council in a range of regional and national contexts.

Councillor Saima Ashraf

Deputy Leader of the Council and Cabinet Member for Community Leadership & Engagement

Councillor Ashraf is Deputy Leader of the Council and is responsible for delivery of all actions and deliverables related to **participation and engagement**. This includes **building the platforms and networks** across the Borough that enable participation both in the community and in our local democracy. It also includes working to ensure the Council's own activity – its services, interventions and platforms – become more **participatory and relational**. This might be through our communication with residents, through the ways in which we empower our workforce or through the ways we undertake our frontline services. Over the next two years, Cllr Ashraf's top priorities include:

- Supporting the BD_Collective to grow and develop as a connector of the social sector, including developing a coherent and integrated volunteering offer across sectors and organisations;
- Co-producing with the community the Citizens Alliance Network to act as a platform for democratic participation and community organising; and
- Working in partnership with Participatory City Foundation to develop a long-term sustainability plan for Every One Every Day's participation platform in Barking & Dagenham.

Councillor Ashraf has responsibilities that cut across the Council's strategic priorities, but most of her individual priorities can be found in the 'Participation and Engagement' section of the Single Performance Framework.

Councillor Dominic Twomey

Deputy Leader of the Council and Cabinet Member for Finance, Performance & Core Services

Councillor Twomey is Deputy Leader of the Council and is responsible for delivery of all actions and deliverables related to the creation of a **'Well Run Organisation'**. This includes ensuring the Council delivers **value for money** for the taxpayer, employs **capable and values-driven staff**, enables **democratic participation**, puts the **customer at the heart** of what it does, and is equipped with the **capability to deliver its vision**. Over the next two years, his top priorities include:

- Delivering a balanced budget and MTFs, approved by Assembly;
- Achieving 'Investors In People' gold standard accreditation; and
- Approving an ambitious new Social Value policy for the Council which ensures we are securing wider community benefits from those winning contracts from the Council and its wholly owned companies, combined with practical support for commissioners and potential contractors, and the development of robust monitoring and enforcement arrangements (*joint priority with Councillor Bright*).

Councillor Twomey has responsibilities that cut across the Council's strategic priorities, but most of his individual priorities can be found in the 'Well Run Organisation' section of the Single Performance Framework.

Councillor Sade Bright

Cabinet Member for Employment, Skills and Aspiration

Councillor Bright is responsible for the delivery of our plans related to the creation of a **thriving and inclusive local economy**. Specifically, this includes activity focused on **improving the quantity and quality of jobs** in Barking & Dagenham, as well as the provision of **support to residents to access new opportunities**. Over the next two years, her top priorities include:

- Approving an ambitious new Social Value policy for the Council which ensures we are securing wider community benefits from those winning contracts from the Council and its wholly owned companies, combined with practical support for commissioners and potential contractors, and the development of robust monitoring and enforcement arrangements (*joint priority with Councillor Twomey*);
- Embedding the Barking & Dagenham Business Forum, with regular communications, events and engagement with the local business community – including work with partners (such as the Barking Enterprise Centre, Barking & Dagenham Chamber of Commerce, Barking & Dagenham College, CU London and others) to improve access to space, finance, new markets and support for businesses in the Borough; and
- Supporting at least 1,000 residents a year into work through an integrated work and skills service and improving employment pathways and opportunities for those who need more support, including those with learning disabilities and mental health conditions.

Councillor Bright has responsibilities that cut across the Council's strategic priorities, but most of her individual priorities can be found within the Inclusive Growth section of the single Performance Framework.

Councillor Cameron Geddes

Cabinet Member for Regeneration and Social Housing

Councillor Geddes is responsible for the delivery of all plans related to the **construction of new homes** in the Borough, as well as the **management of existing homes and estates**. He is also responsible for many of our plans related to our wider commitment to shaping **aspirational and resilient places**. Over the next two years, his top priorities include:

- Starting the construction of around 3,000 new homes directly delivered by Be First of which 75% will be affordable, whilst ensuring that the Council delivers on the manifesto commitment of at least 2,000 new affordable homes completed by 2023;
- Improving landlord and estate services whilst developing a long-term investment plan for HRA properties; and
- Developing and starting to deliver strategies for the future of the major regeneration areas of the Borough, based on a distinctive vision and practical plans for each, including Barking Town Centre, Dagenham East, Chadwell Heath and the area south of the A13.

Councillor Geddes has responsibilities that cut across the Council's strategic priorities, but most of his individual priorities can be found within the Inclusive Growth section of the Single Performance Framework.

Councillor Evelyn Carpenter

Cabinet Member for Educational Attainment and School Improvement

Councillor Carpenter is responsible for the delivery of our plans related to ensuring all children can attend and achieve in **inclusive, good quality local schools**, as well as several of our plans related to ensuring that every child gets the **best start in life**. Over the next two years, her top priorities include:

- Publishing an Annual School Place Sufficiency Plan to ensure there are enough childcare, nursery and school places in the Borough to meet the needs of our population;
- Delivering our plans alongside Barking & Dagenham School Improvement Partnership (BDSIP) to ensure that quality of education and pupil's attainment continues to improve; and
- Developing the new Special Educational Needs and Inclusion Strategy.

Councillor Carpenter has responsibilities that cut across the Council's strategic priorities, but most of her individual priorities can be found within both the Prevention, Independence and Resilience section of the Single Performance Framework.

Councillor Syed Ghani

Cabinet Member for Public Realm

Councillor Ghani is responsible for the delivery of many of our plans related to the **maintenance of clean, green environments** and **producing less and doing more** with the Borough's **waste**. This includes ensuring that the Borough's core refuse services are relentlessly reliable, with a focus on street cleansing and fly tipping. Over the next two years, his top priorities include:

- Developing an annual plan identifying the hotspots for "grime crime" and other environmental issues (waste, planning enforcement, eyesore gardens, parking, landlord licensing, fly tipping etc) that will be tackled by the joint public realm and enforcement taskforce; using data and intelligence to assess each location for the appropriate robust action (*joint priority with Councillor Mullane*);
- Developing and adopting a new East London Joint Waste & Resources Strategy forecasting and modelling the waste arising for the next 25 years, with options for waste

minimisation, reuse, recycling, reformed collection services and treatments for residual waste; and

- Banning single use plastics and drawing up an action plan to phase out the material among its commissioned services, contractors, suppliers and Local Authority-run schools.

Councillor Ghani has responsibilities that cut across the Council's strategic priorities, but most of his individual priorities can be found within the Inclusive Growth section of the Single Performance Framework.

Councillor Margaret Mullane

Cabinet Member for Enforcement and Community Safety

Councillor Mullane is responsible for the delivery of our plans related to the **enforcement of the highest standards of public safety** in relation to issues such as such as food standards, licensing and trading standards. She is responsible for our plans to address a range of **community safety issues** including violent crime, hate crime and anti-social behaviour. Finally, she is responsible for emergency planning and business continuity. Over the next two years, her top priorities include:

- Developing an annual plan identifying the hotspots for "grime crime" and other environmental issues (waste, planning enforcement, eyesore gardens, parking, landlord licensing, fly tipping etc) that will be tackled by the joint public realm and enforcement taskforce; using data and intelligence to assess each location for the appropriate robust action (*joint priority with Councillor Ghani*);
- Maintaining focus on violent crime through delivery of the Serious Violence and Knife Crime Action Plan; and
- Delivering the Parking Action Plan which aims to improve safety, congestion and air quality across the Borough, as well as providing a safer, fairer, consistent and a more transparent parking service.

Councillor Mullane's responsibilities cut across the Council's strategic priorities, with an even split of individual priorities across both the Inclusive Growth and the Prevention, Independence and Resilience sections of the Single Performance Framework.

Councillor Lynda Rice

Cabinet Member for Equalities and Diversity

Councillor Lynda Rice is responsible for working with portfolio holders across cabinet, and with officers, to ensure that all the Council's activity responds to the ways in which personal and identity-based characteristics intersect with root causes to produce structural inequalities for particular groups in our community. Councillor Rice's brief, '**Equalities and Diversity**', stretches across all three strategic priorities and is a central component of our long-term approach to public service. Over the next two years, her top priorities include:

- Organising and supporting a calendar of community events that celebrate the Borough's rich and diverse culture;
- Developing the purpose and process for deploying Equality Impact Assessments within the policy-making process; and
- Developing a policy position to explain how the Council's Strategic Framework embeds equality, diversity and human-centered design into the Council's approach, including its commissioning and performance processes. This policy will set out how the Equalities and Diversity agenda will influence the activity of the Council's other portfolios and

priorities, including key areas in Inclusive Growth such as housing and jobs; in Participation and Engagement such as the ability to participate in cultural activities and community cohesion; and in Prevention, Independence and Resilience such as domestic abuse, disabilities and serious youth violence.

Councillor Rice's responsibilities cut across the Council's strategic priorities with an even split across all three sections of the Single Performance Framework.

Councillor Maureen Worby

Cabinet Member for Social Care and Health Integration

Councillor Worby is responsible for the delivery of our plans related to: Giving our young people the **best start in life**, and preparing them to be adults; making sure all our residents, and particularly our most vulnerable, are **kept safe**; ensuring all residents have the opportunity to live **long and healthy lives**; and ensuring our residents are supported to **age well**, in their own homes. Over the next two years, her top priorities include:

- Developing a new Target Operating Model for Targeted Early Help and designing the new Early Help and Prevention offer with Community Solutions and the new Safeguarding Partnership;
- Working with our new strategic partner on Domestic Abuse – Refuge - to implement new offer for families where DA is a factor and implementing the recommendations made by the Domestic Abuse Commission; and
- Improving the housing offer and pathways for key groups of vulnerable residents, including via the development of a specialist housing new build programme, reviewing existing sheltered and adapted stock, implementing the new allocations policy, developing an annual lettings plan and embedding new accommodation panels and move-on arrangements.

Councillor Worby has responsibilities that cut across the Council's strategic priorities, but most of her individual priorities can be found within the Prevention, Independence and Resilience sections of the Single Performance Framework.

Delivering this Plan

This document, The Corporate Plan 2020-2022, including the Single Performance Framework, replaces the previous Corporate Plan (2018-2022) as the medium-term articulation of the Council’s priorities and objectives. It is therefore vital that it shapes and drives the two systems through which accountabilities are discharged and managed within the organisation: commissioning and performance.

Commissioning

‘Commissioning’ is the mechanism through which we discharge responsibility for the delivery of the priorities and objectives in the Single Performance Framework from the Council’s core (made up of Strategic Directors and commissioning teams) to one of a series of service delivery blocks (including in house-services and wholly owned companies, as well as trusted public sector, civil society and private sector partners).



The relationship between the core and service delivery blocks is managed through the production of commissioning mandates that translate the medium term-objectives set out in Single Performance Framework into specific plans for each block, aligned with a clear delivery budget set out in the Council’s MTFs. Mandates are collaboratively developed and agreed between commissioners and operational leads, providing a framework through which performance can be monitored and managed on an ongoing basis.

Performance

Commissioning mandates sit within a wider performance system that is structured around each of the strategic priorities set out in this Corporate Plan and the Single Performance Framework, allowing Strategic Directors, commissioning teams, operational leads and members to monitor performance across systems rather than in individual service delivery silos.

Together, commissioners and operational leads provide monthly updates on progress against the actions, deliverables, outcome measures and indicators in the Single Performance Framework to one of four dedicated working groups for each strategic priority. A monthly cut of the Council’s performance across these four systems is then presented to the senior leadership team (Corporate Performance Group), before discussion at individual Member Portfolio Meetings and a dedicated meeting of relevant Cabinet Members, again structured around systems rather than individual services (Leader’s Advisory Groups).

Our commissioning and performance systems rely upon a distributed model of leadership that encourages strategic directors and operational leads to take collective responsibility for the delivery of our medium-term goals and objectives, alongside our partners. The key to this model is the strength of the relationships that we maintain with each other. No-one service or organisation can do this alone. We all have a part to play.

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ANNEX 1:
The Single Performance Framework
Delivering our Corporate Plan
2020 to 2022 and beyond

Introduction

This Single Performance Framework is guided by the Council's Corporate Plan, including our long-term approach to public service. It is broken down into four sections, which reflect the four strategic priorities identified in the Corporate Plan:

- 1 Prevention, Independence and Resilience
- 2 Participation and Engagement
- 3 Inclusive Growth
- 4 Well Run Organisation

Each section contains two types of performance data:

- 1 The priority **actions** and **deliverables** which the Council is committed to over the next two years (to May 2022) in pursuit of those goals, as well as milestones, timelines and owners for each.
- 2 The critical **outcome measures and indicators** that will tell us whether the Council is on the right track in the most important areas of performance, with an explanation of the relevance, frequency and – where applicable – target(s) for each. The Prevention, Independence and Resilience section of the framework breaks these metrics down into **long term outcomes** that might take time to realise and **proxy measures** that will help us to understand the more immediate progress we are making towards these outcomes.

By structuring our performance processes around these four sections, we will provide Members and senior officers a 'systems view' of performance that cuts across individual issues and service delivery blocks.

Prevention, Independence and Resilience

This section sets out the actions, deliverables, outcome measures and indicators that flow from the Prevention, Independence and Resilience priority within the Corporate Plan, clustered around the following themes:

1. Every child gets the best start in life
2. All children can attend and achieve in inclusive, good quality local schools
3. More young people are supported to achieve success in adulthood through higher, further education and access to employment
4. More children and young people in care find permanent, safe and stable homes
5. All care leavers can access a good, enhanced local offer that meets their health, education, housing and employment needs
6. Young people and adults at risk are safeguarded in the context of their families, peers, schools and communities
7. Our children, young people, and their communities' benefit from a whole systems approach to tackling the impact of knife crime
8. Zero tolerance to domestic abuse drives local action that tackles underlying causes, challenges perpetrators and empowers survivors
9. All residents with a disability can access from birth, transition to, and in adulthood that is seamless, personalised and enables them to thrive and contribute to their communities. Families with children who have Special Educational Needs or Disabilities (SEND) can access a good local offer in their communities that enables them independence and to live their lives to the full
10. Children, young people and adults can better access social, emotional and mental wellbeing support - including loneliness reduction - in their communities
11. All adults with care and support needs are supported to access good quality, sustainable care that enables safety, independence, choice and control
12. All older people with care and support needs can access timely, purposeful integrated care in their communities that helps keep them safe and independent for longer, and in their own homes
13. Effective use of public health interventions to reduce health inequalities

In addition to this it is implicit within the Corporate Plan that a cross-cutting objective of the activity set out below is to help manage the demand upon our services, most notably at the acute end of the spectrum. This applies to many, if not all the thematic priorities set out below, and therefore some of these demand metrics do not 'fit' into any one area. Rather they are affected as a result of the combined activity of many. For this reason, a separate set of indicators has been identified that will allow a routine assessment of demand in key areas to be made.

It is also the case that much of the activity that is planned for the next two years is – or will be – incorporated, and delivered, through our three key improvement programmes and/or significant, high-level Council or partnership strategies. This is shown throughout the Performance Framework in the deliverables section, partially to illustrate the linkages, but partly to show through which 'mechanisms' progress will be measured e.g. the totality

of the Children's Improvement Programme (including ever deliverable, not just those contained within this document) is routinely monitored against the programme plan through already established PMO processes.

Demand and Activity Indicators

Measure	What this will tell us	Collection Frequency
Contacts received at the front door (MASH)	Shows the number of cases that are being referred for consideration by the MASH and is one indicator of demand.	Monthly
The outcome of these contacts i.e. progressed to Children's Social Care, redirected to Early Help, or redirected to Universal Services	Provides an overview of how cases are 'processed' through the system and allows early identification of potential changes in thresholds and/or decision-making. Reporting the numbers shows the overall volume. Reporting the percentage allows an understanding of a shift in proportions.	Monthly
Referrals to Social Care progressing to a statutory assessment	Shows how many cases referred to social care that meet the threshold for a statutory assessment and by extension provides an indication of the efficacy of decision-making in the MASH.	Monthly
Referrals to Children's Social Care with evidence of previous Early Help intervention	This shows whether our Early Help offer is correctly targeted. Too high a proportion of cases hitting Social Care that bypass Early Help and ComSol altogether suggest that our targeted interventions need to be better targeted as they are either a) not reaching the children and families we need them to; or b) not having the impact (of de-escalation) that we need to reduce demand.	Monthly
Referrals to Children's Social Care that had previously been stepped down to Early Help (in the preceding 12 months)	Where Social care have de-escalated a case and stepped down to Early Help, effective Early Help would mean that a low proportion would subsequently escalate again. An increasing number/proportion would suggest that the Early Help offer needs improving/changing.	Monthly

Measure	What this will tell us	Collection Frequency
Children in receipt of Early Help Services that are subsequently referred to Children's Social Care	If Early Help is effective, a low proportion of cases that have received Early Help would, therefore, escalate to Children's Social Care. If a high proportion of cases receiving Early Help do escalate, it suggests that the Early Help offer is not working OR the risk is too great to hold at that level.	Monthly
Number and rate of children open to Care and Support – undergoing an assessment, CiN, CP, LAC and Care Leavers	Shows the number and rate of children open to Children's Care and Support across the child's journey and is one indicator of demand.	Monthly
Number of children in pre-proceedings and care proceedings	Relates to the number of children in PLO. Both are indicators of demand.	Monthly
Average caseloads in Children's Care and Support	Shows the overall volume in the system per case holding social workers and is a key measure of safety and risk in the system. This is a key transformation indicator as we have a caseload guarantee of 1:15.	Monthly
The percentage of agency case holding social workers in Children's Care and Support	Shows the direction of travel in the percentage of agency case holding social workers. Reducing agency staff is a key priority.	Monthly
The number of new requests for school places	Both are measures of activity and demand in our Borough with high levels of migration and churn. This is reflected in school data with an increasing number of requests for school places and a considerable rise in in year school admissions.	Termly
The number of in year school admissions		Termly
The number of children that become subject to an Education, Health and Care Plan	Shows how many children are becoming subject to an EHC Plan, which is increasing at a fast rate this year.	Monthly
Number of people with open services during the month (Adult's Care and Support)	Shows the number of people open to Adult's Care and Support and is one indicator of demand.	Monthly
Number of requests for support	Shows the level of demand with regards to requests of support in Adult's Care and Support.	Monthly

Measure	What this will tell us	Collection Frequency
Number of people with a recorded contact during the month (Adult's Care and Support)	Shows the number of people that are being referred for consideration by the Adult Intake Team and is one indicator of demand.	Monthly
Number of contacts to Adult Intake Team in Community Solutions ending in information and advice only	Shows the number of contacts made to the Adult Intake Team that result in information and advice only and not in a service.	Monthly
Number of safeguarding concerns raised to the Local Authority	Shows how many safeguarding concerns are being raised and is one indicator of demand and risk in the Borough.	Monthly
Average length of completed Crisis Intervention packages	Crisis intervention packages open for several weeks have an impact on budget and our average should be no more than 6 weeks.	Monthly
Average caseloads in Adult's Care and Support	Reporting caseloads shows the overall volume in the system per case holding social workers and is a key measure of safety and risk in the system.	Monthly

Every Child gets the best start in life

Actions and deliverables

Deliverable	Lead Member	Deadline	Programme
Develop new Target Operating Model for Targeted Early Help.	Cllr Worby	June 2020	
Design the new Early Help and Prevention offer with Community Solutions and the new Safeguarding Partnership.	Cllr Worby	June 2020	
Complete the implementation of the new Target Operating Model for Children's Care and Support.	Cllr Worby	September 2020	

Deliverable	Lead Member	Deadline	Programme
Deliver the Early Years Academy and implement an integrated multi-agency pathway for those aged 0-7 years.	Cllr Carpenter	December 2021	Children's Improvement Programme
Deliver our OFSTED Improvement Plan.	Cllr Worby, Cllr Carpenter and Cllr Geddes	March 2021	

Long Term Outcomes

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The proportion of children with a good level of development by the age of 5.	That our early years approach is improving the progress of children between the age of 0-5.	72.4%	↑	72.5%	Annually
Reduction in the inequality gap by the age of 5.	That our early years approach is reaching – and impacting upon – all children, and not just some.	38.8	↓	n/a	Annually

Outcome Proxy-Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Proportion of children who received a 12-month review by 15 months.	That progress is being made toward the overall outcomes i.e. the proportion of children 'on track' for a good level of development by the age of 5.	70.6% (Q4 2018/19)	↑	75%	Quarterly
The percentage of 3 and 4-year-old children benefitting from early education places.	That an increased proportion of children are benefitting from early education in good or outstanding provision contributing to a good level of development by age 5.	84%	↑	In line with London and national	Annually
The percentage of 3- and 4-year olds in funded early education with good or outstanding providers		100%	↑		Annually
The percentage of 2-year-old children benefitting from early education places.	That an increased proportion of children are benefitting from early education in good or outstanding provision contributing to a good level of development by age 5.	84%	↑	As above	Annually
The percentage of 2-year olds in funded early education with good or outstanding providers.		100%	↑	As above	Annually
Percentage of childminders rated as good or outstanding.	That an increased proportion of children are placed with high quality childminders.	100%	↑	As above	Quarterly
Percentage of mothers smoking at the time of delivery.	A reduction would demonstrate the effectiveness of the Council's prevention work and result in health benefits for the infant and mother.	8.1%	↓	5% by 2022* 3% by 2025	Annually

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Population vaccination coverage - MMR for two doses (5 years old).	That a greater proportion of children are protected and prevented from childhood diseases resulting in improved health and wellbeing.	73.3%	↑	tbc	Annually
Prevalence of obese and overweight pupils at Reception.	Decreased obesity prevalence in reception aged children (National Child Measurement Programme).	24.7%	↓	Reduction	Annually

All children can attend and achieve in inclusive, good quality local schools

Actions and deliverables

Deliverable	Lead Member	Deadline	Programme
Design the new Early Help and Prevention offer with Community Solutions and the new Safeguarding Partnership.	Cllr Worby	June 2020	Children's Improvement Programme and
Implement a 'Team Around the School' approach for education inclusion and children's services alongside health partners.	Cllr Worby and Cllr Carpenter	June 2020	
Implement the new Target Operating Model for Targeted Early Help	Cllr Worby	September 2020	
Publish Annual School Place Sufficiency Plan.	Cllr Carpenter	October 2020	

Deliverable	Lead Member	Deadline	Programme
Develop the new Special Educational Needs and Inclusion strategy.	Cllr Carpenter	November 2020	School Improvement Plan
Deliver our plans alongside Barking and Dagenham School Improvement Partnership (BDSIP) to ensure that the right support is available for schools.	Cllr Carpenter	March 2022	

Long Term Outcomes

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Average Progress 8 Score	The progress and attainment of our children continues to both improve and improve at an acceptable pace.	0.16	↑	0.20	Annually
Average Attainment 8 scores.	The progress and attainment of our children continues to both improve and improve at an acceptable pace.	46.4	↑	48.0	Annually
The percentage of pupils at the end of Key Stage 4 achieving grade 5 or above in both English and Maths GCSEs.	The attainment of our young people continues to both improve and improve at an acceptable pace.	42.6%	↑	45%	Annually
Average point score per entry – Best 3 A Levels.	The attainment of our young people continues to improve, enabling access to high quality post 18 opportunities, including Higher Education, vocational qualifications and employment.	31.03%	↑	32.5	Annually

Outcome Proxy-Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The proportion of schools rated as 'good' or 'outstanding' by OFSTED.	Our schools are of a sufficiently high quality to realise our ambition for our children.	91.7%	↑	92%	Quarterly or Termly
The percentage of children achieving expected standard or above in Reading, Writing and Maths at KS2.	The progress of children at KS2 is such that it indicates a positive direction of travel for KS4 attainment.	65.6%	↑	68%	Annually
The percentage of pupils absent from state-funded primary schools.	Our young people are regularly attending school and not missing education.	3.77% 2018/19 Aut + Spr terms only	↓	3.7%	Report 3 x a year in line with published data releases on absence
The percentage of pupils absent from state-funded secondary schools.		4.93% 2018/19 Aut + Spr terms only	↓	4.4%	
The percentage of pupils persistently absent from primary schools.	Our young people are not persistently absent from school and are not missing a lot of education (for whatever reason).	8.9% 2018/19 Aut + Spring terms only	↓	In line with London and National	As above
The percentage of pupils persistently absent from secondary schools.	Our young people are not persistently absent from school and are not missing a lot of education.	12.5% 2018/19 Aut + Spring terms only	↓	As above	As above

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Total Permanent Exclusions (rounded).	That children are not being permanently excluded from school and therefore not reaching their full potential in education.	0.06	↓	0.06	Termly

Note: Attainment, attendance and inclusion measures listed in this section need to cover vulnerable children i.e. SEND/EHC Plan children, Children in Need and Looked After Children.

More young people are supported to achieve success in adulthood through higher, further education and access to employment

Actions and Deliverables

Deliverable	Lead Member	Deadline	Programme
New referral pathways and support offer for Care Leavers.	Cllr Worby	September 2020	Children's Improvement Programme and School Improvement Plan
Redesign the support offer for transitions from school to further or higher education or employment.	Cllr Carpenter	March 2021	
New referral pathway and support offer those with diagnosed learning/physical disabilities and mental health conditions.	Cllr Worby	March 2021	
Improving access to quality careers advice, work-related learning and high quality vocational and academic options, working with the Council's apprenticeship programme, key education partners and BDSIP as appropriate.	Cllr Carpenter	March 2022	

Long Term Outcomes

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The percentage of young people participating in education or training.	Offer of support and guidance, including support and opportunities from partners, is effective. Schools (and other partners) are equipping young people to move into education or employment with training.	94.7%	↑		Annually

Outcome Proxy-Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The percentage of 16 to 17-year olds who are not in education, employment, or training (NEET).	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.	3.1%	↓	Reduction	Quarterly
The percentage of 16 to 17-year olds who have Unknown Destinations.	That a proportion of those young people in unknown destinations may be NEET and in need of support.	0.4%	↓	Reduction	Quarterly
The percentage of 16-17 year olds who are not in education, employment or training (NEET) and who have unknown destinations (combined measure).	The number of young people who are NEET and in unknown destinations	3.5%	↓	3.5%	Quarterly
The percentage of Key Stage 4 pupils going to, or remaining in education, employment or training.	That an improved and high number of our young people at the end of KS4 are in EET.	96.8%	↑	98%	Annually

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The percentage of young people aged 19 qualified to Level 2.	That young people are becoming better qualified and therefore increasing their chances and opportunities of gaining employment.	81.2%	↑	In line with England	Annually
The percentage of young people aged 19 qualified to Level 3.		56.4%	↑	In line with England	Annually
Percentage of pupils responding that they are 'not at all' satisfied with their life at the moment. (School Survey)	That more young people are positive about the future. It provides a proxy measure of aspiration.	8%	↑		Annually
Percentage of pupils responding that they are at least 'quite' satisfied with their life at the moment. (School Survey)	That more young people are positive about the future. It provides a proxy measure of aspiration.	55%	↑		Annually

More children and young people in care find permanent, safe and stable homes

Actions and Deliverables

Deliverable	Lead Member	Deadline	Programme
Review and deliver improved early permanence pathway for looked after children.	Cllr Worby	June 2020	

Implement a timely Public Law Order process.	Cllr Worby	September 2020	Children's Improvement Programme
Work with neighbouring boroughs to deliver the East London Regional Adoption Agency.	Cllr Worby	September 2020	

Long Term Outcomes (and Proxy-Measures)

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The proportion of children in care placed in family settings.	How many of our children in care are placed in stable, family settings (though Foster Care is not suitable for all children, all the time).	77.0%	↑	80%	Monthly
The proportion of children leaving care as a result of being adopted.	How many of our children secure permanence through being adopted into a secure and stable home.	8.4%	↑	10%	Monthly
The proportion of children in care experiencing three or more placement moves in a year.	When children are placed, whether those placements are then enduring or breaking down (jeopardising placement stability).	9.6%	↓	<10%	Monthly
The proportion of children in care experiencing long term placement stability.	When children are placed, whether those placements are long term, or breaking down (jeopardising placement stability).	65.9%	↑	70.0%	Monthly
Number and percentage of UASC placed with foster carers.	That an increasing number of UASC are being placed in family settings rather than semi-independent accommodation.	9 (20.4%)	↑	Increase	Monthly

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Number and percentage of children in care in residential placements.	That we have a lower or higher proportion of children in care placed in residential settings and therefore not family settings.	39 (9.4%)	↓	Reduction	Monthly

Note: for this section long-term outcome measures and shorter-term, proxy measures have been combined. The reporting frequency of both is so high that there is little value in drawing a distinction as real-time feedback on progress towards the ultimate outcome(s) is available.

All care leavers can access a good, enhanced local offer that meets their health, education, housing and employment needs

Actions and Deliverables

Deliverable	Lead Member	Deadline	Programme
Deliver sliding scale Council Tax exemption for all care leavers, retaining contributions to return to them as savings when they turn 25.	Cllr Worby	April 2020	Children's Improvement Programme
Ensure every Care Leaver has a Health Passport.	Cllr Worby	September 2020	
Develop additional suitable supply of housing for care leavers in partnership with Inclusive Growth, through the Vulnerable People's Housing Programme.	Cllr Worby	September 2020	

Long Term Outcomes (and Proxy-Measures)

Measure	What this will tell us	Baseline	Target or DoT	Target	Collection Frequency
The percentage of Care Leavers engaged in Education, Employment and/or Training.	Our offer of support and guidance is effective, and schools (and others) are equipping young people to move into further education and/or employment.	53.2%	↑	60%	Monthly
The percentage of Care Leavers who were Looked After when 16 years old who were in higher education (age 19, 20 and 21)	That our care leavers are ambitious and improving their life chances and opportunities to gain better paid employment.	7.0%	↑	Higher	Annually
The percentage of Care Leavers age 19, 20 and 21 that the local authority is not in touch with.	That the Corporate Parenting and Permanence Service is working well and that we stay in contact with most care leavers to help and support.	15.0%	↓	Lower	Quarterly
The percentage of Care Leavers in suitable accommodation.	That we are equipping our Care Leavers with the necessary skills to live independently and providing suitable housing options.	80.9%	↑	84%	Monthly
The percentage of Care Leavers leaving supported accommodation and living independently.	That we are equipping our Care Leavers with the necessary skills to live independently and providing suitable housing options.	4%	↑	Higher	Monthly
The number and percentage of care leavers staying put.	That an increasing number of care leavers are staying put, an arrangement where young people remain with their foster carers following their 18th birthday.	10.1% (21)	↑	tbc	Quarterly

Measure	What this will tell us	Baseline	Target or DoT	Target	Collection Frequency
The number of joint assessments undertaken on young people at risk of homelessness in line with protocol.	That we are compliant with the 16 and 17-year-old homeless protocol and homelessness reduces for those young people.	tbc	↑	tbc	Quarterly

Note: for this section long-term outcome measures and shorter-term, proxy measures have been combined. The reporting frequency of both is so high that there is little value in drawing a distinction as real-time feedback on progress towards the ultimate outcome(s) is available.

Young people and adults at risk are safeguarded in the context of their families, peers, schools and communities

Actions and deliverables

Deliverable	Lead Member	Deadline	Programme
Establish the new Children's Multi-Agency Safeguarding Partnership.	Cllr Worby	May 2020	Children's Improvement Programme and Multi Agency Safeguarding Partnership Plan
Establish the new Adolescent and Youth Offending Service.	Cllr Worby	June 2020	
Set-up the new Specialist Intervention Hub and accompanying commissioned offer.	Cllr Worby	September 2020	

Implement the Step Up, Stay Safe programme.	Cllr Carpenter, Cllr Mullane and Cllr Worby	December 2020	
Deliver the Barking and Dagenham Partnership Exploitation Strategy (including the embedding of a partnership-wide approach to Contextual Safeguarding).	Cllr Worby	January 2021	
Deliver the current Prevent Strategy and implement the recommendations of the Prevent Peer Review	Cllr Worby and Cllr Mullane	May 2021	

Long Term Outcomes

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Proportion of people who use services who feel safe (Adult Social Care).	Safety is fundamental to the wellbeing and independence of people using social care, and the wider population. Feeling safe is a vital part of service users' experience and their care and support.	68.2%	↑	Increase	Annually
The proportion of people who use services who say that those services have made them feel safe and secure.	That an increasing proportion of service users of care services feel that their care and support has contributed to making them feel safe and secure.	82.3%	↑	Increase	Annually

Proportion of residents feeling safe in their local area during the day, and after dark (Resident Survey).	That an increasing proportion of residents feel safe in the Borough.	79% (during day) 35% (after dark)	↑	Increase	Annually
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Outcome Proxy-Measures

Measure	What this will tell us	Baseline	Target or DoT	Target	Collection Frequency
The number and percentage of children open to CSC aged 10-17 at risk or subject to CSE.	That we are identifying and supporting children at risk or subject to CSE in the Borough.	38 (3.5%)	↓	Reduction	Monthly
The number of children missing from home or care.	That we are identifying and supporting children missing from home or care and that over time this will decline with the right interventions in place.	186	↓	Reduction	Monthly
The number and percentage of FGM referrals.	That we are identifying and supporting children at risk or subject to FGM in the Borough.	18 (0.5%)	n/a	n/a	Monthly
The number and percentage of referrals made due to radicalisation/extremism.	That we are identifying and supporting children at risk of or subject to radicalisation.	10 (0.2%)	n/a	n/a	Monthly
The percentage of children subject to a repeat referral in the year to date	That vulnerable children are safeguarded and that referrals are managed effectively.	14.0%	↓	15.0%	Monthly

Measure	What this will tell us	Baseline	Target or DoT	Target	Collection Frequency
The percentage of assessments completed within 45 working days.	The timeliness of an assessment is a critical element of the quality of that assessment and the outcomes for the child.	88%	↑	82%	Monthly
The percentage of 2-weekly Child Protection Visits carried out within timescales.	Child protection visits are vital to monitor the welfare and safeguarding risks of children on a child protection plan.	76.0%	↑	>90%	Monthly
The percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time.	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. A lower proportion is a proxy measure of safeguarding.	14.4%	↓	14%	Monthly
Section 42 enquiries as a proportion of safeguarding concerns.	That the conversion of adult safeguarding concerns to S42 enquiries is in line with benchmarks.	23%	↑	n/a	Quarterly
Proportion of concluded safeguarding enquiries where action was taken, and risk was reduced or removed.	Measure of effective adult safeguarding processes and a proxy measure that adults and older people are safe.	96%	↑	90%	Quarterly
Proportion of individuals asked if they would like to express their desired outcomes (concluded Section 42 safeguarding enquiries).	Proxy measures of adult safeguarding and that adults and older people are safe with outcomes achieved.	87%	↑	90%	Quarterly
Proportion of individuals whose desired outcomes were achieved (concluded Section 42 safeguarding enquiries).		97%	↑	90%	Quarterly

Measure	What this will tell us	Baseline	Target or DoT	Target	Collection Frequency
Proportion of people who lack capacity who have an advocate available during adult safeguarding enquiries.	That people are being supported by advocates when safeguarding enquiries raised.	100%	↑	90%	Quarterly

Our children, young people, and their communities' benefit from a whole systems approach to tackling the impact of knife crime

Actions and Deliverables

Deliverable	Lead Member	Deadline	Programme
Deliver YOS Ofsted Implementation Plan.	Cllr Worby	March 2021	YOS Improvement Plan and Knife Crime Action Plan
Maintain focus on violent crime through delivery of the serious violence and knife crime action plan.	Cllr Mullane	March 2021	
Implement the Step Up, Stay Safe programme.	Cllr Carpenter, Cllr Mullane and Cllr Worby	December 2020	

Long Term Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
YOS: The number and rate of First Time Entrants into the criminal justice system.	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.	(104) 421 per 100,000	↓	Reduction	Quarterly
YOS: The number and rate of custodial sentences for young people.	We are looking for fewer young people to be sentenced to custody than previous months and years.	22 (0.85)	↓	Reduction	Quarterly
YOS: The percentage of Juvenile offenders from the cohort who committed offences within the 12-month follow up period (and therefore reoffended).	Reducing re-offending is a CSP and MOPAC priority and juvenile reoffending is a Key Performance Indicator for the Youth Offending Service.	39.5% (2016/17 Cohort)	↓	Reduction	Quarterly

Outcome Proxy-Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The number of Serious Youth Violence victims aged 1-19 years.	That young people are not committing serious youth violence and that this reduces.	275	↓	Reduction	Annually
Number of knife crimes with injury victims aged 1-24 years (non-domestic abuse).	Measures success of reduction in knife crime victims aged 1-24 through published data on MOPAC performance framework.	38 victims	↓	Reduction	Monthly

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Number of gang related Child Deaths.	Measures success of gang related work and intervention and is a proxy measure of safety in the Borough.	0	↓	Reduction	Quarterly

Zero tolerance to domestic abuse drives local action that tackles underlying causes, challenges perpetrators and empowers survivors

Actions and Deliverables

Deliverable	Lead Member	Deadline	Programme
Work with our new strategic partner on Domestic Abuse – Refuge - to implement new offer for families where DA is a factor.	Cllr Worby	March 2021	VAWG Strategy
Deliver new evidence-based offer for families with children and young people using the 'Safer Together' principles.	Cllr Worby	March 2021	
Implement the recommendations made by the Domestic Abuse Commission.	Cllr Worby	March 2022	

Long Term Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Domestic Abuse police flagged offences	That our strategies for tackling domestic abuse are effective in reducing prevalence in the Borough.	2,700 (2018/19 Q4)	↓		Monthly

Outcome Proxy-Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The percentage of referrals to Children's Social Care where Domestic Abuse is a factor.	If the prevalence of Domestic Abuse in leading to referrals to Children's Social Care is reducing (as a proxy of overall prevalence).	21.9%	↓	Reduction	Quarterly
The percentage of re-referrals to Children's Social Care where Domestic Abuse is a factor.		23.9%	↓	Reduction	Quarterly
The percentage of children on a child protection plan where Domestic Abuse is a factor.	If the prevalence of Domestic Abuse in leading to child protection plans is reducing (as a proxy of overall prevalence).	23.4%	↓	Reduction	Quarterly
Percentage of pupils responding that they think that hitting is always wrong in a relationship (School Survey).	That young people reporting an acceptance of unhealthy behaviours in school survey reduces.	74%	↑	Increase	Annually

All residents with a disability can access from birth, transition to, and in adulthood support that is seamless, personalised and enables them to thrive and contribute to their communities. Families with children who have Special Educational Needs or Disabilities (SEND) can access a good local offer in their communities that enables them independence and to live their lives to the full

Actions and deliverables

Deliverable	Lead Member	Deadline	Programme
Design the new Early Help and Prevention offer with Community Solutions and the new Safeguarding Partnership.	Cllr Worby	June 2020	Disabilities Improvement Programme
Implement the new Operating Model for Targeted Early Help.	Cllr Worby	September 2020	
Design the new Target Operating Model for the Disabilities Service.	Cllr Worby	September 2020	
Implement an effective behavioural pathway and for those with SEMH and/or Autism.	Cllr Worby	September 2020	
Develop multi-disciplinary arrangements including for Looked After Children and in the Community Learning Disability Teams.	Cllr Worby	December 2020	
Implement the new Target Operating Model for the Disabilities Service.	Cllr Worby	March 2021	
Recommission our offer for children with SEND and their families, including through working in partnership with schools.	Cllr Worby and Cllr Carpenter	June 2021	

Long Term Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The proportion of adults with a Learning Disability in paid employment.	That the proportion increases to be in line or above London average.	4.6%	↑	7%	Monthly
Proportion of adults in contact with secondary mental health services in paid employment.	The measure is of improved employment outcomes for adults with mental health problems, reducing their risk of social exclusion and discrimination.	6%	↑	n/a	Monthly

Outcome Proxy-Measures

Measure	What this will tell us	Baseline	Target or DoT	Target	Collection Frequency
The number of children in receipt of a Direct Payment.	How many of our residents in receipt of support from the Council are choosing to independently manage their own care arrangements.	331	↑	n/a	Monthly
The number of adults in receipt of a Direct Payment.		882	↑	n/a	Monthly
The percentage of disabled children with a transition plan in place by the age of 14.	How consistently we are planning for the crucial transition phase from childhood to adulthood.	tbc	↑	100%	Monthly

Measure	What this will tell us	Baseline	Target or DoT	Target	Collection Frequency
Percentage of children that will meet ASC threshold for the service, having a transition plan before their 17 th birthday.	How consistently we are planning for the crucial transition phase from childhood to adulthood.	tbc	↑	tbc	Quarterly
Proportion of adults with a Learning Disability who live on their own or with family and friends.	That an increasing proportion of adults with a learning disability are in stable and appropriate accommodation – an indicator of safety and overall quality of life.	89.1%	↑	90%	Quarterly
Number of adults with a learning disability accessing long term community support per 100,000 people.	That an increasing proportion of adults with a learning disability are being supported in the community.	278	↑	n/a	Quarterly

Children, young people and adults can better access social, emotional and mental wellbeing support - including loneliness reduction - in their communities

Actions and Deliverables

Deliverable	Lead Member	Deadline	Programme
Deliver - in partnership with the CCG – the CAMHS Transformation Programme.	Cllr Worby	March 2021	Adults and Disabilities Improvement Programmes
Deliver a Borough wide social prescribing model that helps connect residents to sources of support in their communities.	Cllr Worby	September 2020	
Implement the Reconnections programme and our local loneliness initiative.	Cllr Worby	March 2021	

Long Term Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Number of children under 18 years old who committed suicide	That no children commit suicide.	0	↔	Reduction	Quarterly
Emotional wellbeing of looked after children (SDQ)*	Understanding the emotional and behavioural needs of looked after children is important so that the relevant support can be put in place and children are given the opportunity to achieve their full potential.	12.8	↑	Reduction	Annually

*The strengths and difficulties questionnaire (SDQ) is used to assess the emotional wellbeing of individual looked after children (LAC) aged 4-16.

Outcome Proxy-Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Percentage of assessments to CAMHS resulting in active engagement with the CAMHS service.	That take up of CAMHS increases and that young people are, therefore, receiving support when required.	87.4%	↑	Increase	Quarterly
Timeliness of CAMHS first face to face appointment seen within 18 weeks.	That young people are being seen within the appropriate timescales.	99%	↑	95%	Quarterly
Inpatient admission rate for mental health disorders per 100,000 population aged 0-17 years.	This is a prevalence measure and provides data on admission rates for young people compared to benchmarks.	31.6%	↓	n/a	Annually
Increased IAPT (Improving Access to Psychological Therapies) completion rate per 100,000 population (18+ yrs).	That an increasing proportion of people are accessing and completing therapy to improve mental health and wellbeing.	274	↑	n/a	Quarterly
Emergency Hospital admissions caused by unintentional and deliberate injuries to children (0-14) Rate per 10,000.	This is a proxy measure of safety.	56.3	↓	n/a	Annually
The proportion of people who use services who reported that they had as much social contact as they would like.	We know there is a link between loneliness and poor mental and physical health. This measure draws on self-reported levels of social contact as an indicator of social isolation for service users.	47.1%	↑	n/a	Annually

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The proportion of carers who reported that they had as much social contact as they would like.	We know there is a link between loneliness and poor mental and physical health. This measure draws on self-reported levels of social contact as an indicator of social isolation for carers.	33.7%	↑	n/a	Annually

All adults with care and support needs are supported to access good quality, sustainable care that enables safety, independence, choice and control

Actions and Deliverables

Deliverable	Lead Member	Deadline	Programme
Work with external expertise to undertake a service review of Careline to understand where the service needs to develop and change when it comes back to the local authority to meet our ambition for care technology in the Borough.	Cllr Worby	May 2020	Adults Improvement Programme
Design an effective and coherent assisted technology offer for socially isolated residents and those with complex needs.	Cllr Worby	June 2020	
Fully implement new Homecare Framework and implement CM2000.	Cllr Worby	September 2020	
Change from the JAD Team to a community-based model of hospital discharge.	Cllr Worby	March 2021	
Implement an effective and coherent assisted technology offer for socially isolated residents and those with complex needs.	Cllr Worby	March 2021	

Long Term Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Proportion of adults with long-term care and support needs who received community-based services.	An effective offer will support more people to live in their own homes, for longer – this indicator will tell us if this is working.	92%	↑	n/a	Quarterly

Outcome Proxy-Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The number of adults (aged 18-64) admitted to long-term residential care per 100,000	Inversely, the more people that we see remaining in their own homes, the fewer people will require a residential placement.	6.2%	↓	13.2	Monthly
Proportion of people who use services who have control over their daily life.	That an increasing proportion of people have more control over their daily life. A key objective of personalising care and support is to ensure that support more closely matches the needs of the individual and puts them in control.	77.0%	↑	n/a	Annual
Proportion of people aged 18-64 accessing services via direct payments.	That people are independent and are self-managing their own care.	60.3%	↑	60%	Quarterly

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Proportion of people aged 18-64 accessing services via self – directed support.	Self-directed support impacts positively on well-being and increases choice and control for people accessing services. Increasing the proportion of people receiving services in this way will reduce cost and improve outcomes.	79.9%	↑	90%	Quarterly
Overall satisfaction of people who use services with the level of care and support they are receiving.	This measures the satisfaction with services of people using adult social care, which is directly linked to a positive experience of care and support.	65.1%	↑	n/a	Annually
Carer-reported quality of life score.	This measure gives an overarching view of the quality of life of carers. If high, one can surmise that the care provided to adults and older people is good.	7.4	↑	n/a	Annually
Social care-related quality of life.	This measure is an average quality of life score based on responses to the Adult Social Care Survey. It provides an overarching view of the quality of life of service users of social care.	19.0	↑	n/a	Annually
Proportion of people who use services who reported that they had as much social contact as they would like.	That this proportion increases year on year as a proxy measure of loneliness.	47.1%	↑	n/a	Annually

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The proportion of people who use services who find it easy to find information about support.	That an increasing proportion of service users and carers can access information and advice about social care. This is likely to benefit service users by helping them to have greater choice and control over their lives.	69.6%	↑	n/a	Annually
The proportion of carers who find it easy to find information about support.	That an increasing proportion of service users and carers can access information and advice about social care. This is likely to help carers to have greater control over their lives.	59.9%	↑	n/a	Annually
Delayed transfers of care from hospital that are attributable to adult social care, per 100,000 population.	Minimising delayed transfers of care and enabling people to live independently at home is one of the desired outcomes of social care.	167.1	↓	234.2	Monthly
The outcome of short-term services: Sequel to service (adults aged 18-64).	This measure provides evidence of a good outcome in delaying dependency or supporting recovery; short-term support that results in no further need for services.	39.0%	↑	65%	Monthly
Proportion of adults in contact with secondary mental health services living independently, with or without support.	That an increasing proportion of adults with mental health problems are in safe, stable and appropriate accommodation.	65.0%	↑	n/a	Quarterly

All older people with care and support needs can access timely, purposeful integrated care in their communities that helps keep them safe and independent for longer, and in their own homes

Actions and Deliverables

Deliverable	Lead Member	Deadline	Programme
Develop a place-based care model, building on our established integrated care arrangements, and to be delivered through our 3 Localities.	Cllr Worby	March 2021	Adults Improvement Programme
Develop Community Solutions crisis intervention model for older, vulnerable adults, including improvements to the dementia pathway.	Cllr Worby	September 2020	
Improve the housing offer and pathways for key groups of vulnerable residents, including via developing a specialist housing new build programme, reviewing existing sheltered and adapted stock, implementing the new allocations policy, developing an annual lettings plan and embedding new accommodation panels and move-on arrangements.	Cllr Worby	March 2021	
New assessment tool to go live this year supported by work with BD Collective to explore new ways in which the voluntary and community sector, Care and Support and Commissioning can work together.	Cllr Worby	September 2020	
Review our current provision for sheltered housing and extra care and bring forward a plan of investment, improvements and new provision to best meet the needs of individuals and our future older population. This will include the development of an extra care site in Barking Riverside.	Cllr Worby	June 2021	
Roll out our new localities homecare framework which will see 6 top providers working in our three Localities to provide improved, local homecare with better partnership working between agencies and Locality teams.	Cllr Worby	November 2020	

Long Term Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Proportion of Older People with long term care and support needs who received support in the community.	An effective offer will support more people to live in their own homes, for longer. This indicator will tell us if this is working.	72%	↑	n/a	Quarterly

Outcome Proxy-Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Number of older people accessing long-term community support per 100,000 people.	This is a prevalence measure telling us how many older people are in receipt of long-term community support in the Borough (demand).	4793.7	↓	n/a	Quarterly
Number of older people in receipt of homecare.	This tells us how many older people we are supporting at home with homecare. This is a proxy measure of demand and cost i.e. the more people we support to stay in their own homes the better.	789	↑	n/a	Quarterly
Long-term support needs met by admission to residential and nursing care homes, per 100,000 population (people aged 65+).	Prevalence and demand measure. If this increases costs will rise.	723.9	↓	759.3	Monthly

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services.	Remaining living at home 91 days following discharge is the key outcome for many people using reablement services. The higher the better as this minimises their need for ongoing support.	93.5%	↑	90%	Annual
The outcome of short-term services: Sequel to service (people aged 65 plus).	This measure provides evidence of a good outcome in delaying dependency or supporting recovery; short-term support that results in no further need for services.	60.9%	↑	65%	Monthly
Proportion of older people accessing services via direct payments.	That people are independent and self-managing care.	36.1%	↑	60%	Quarterly
Proportion of older people accessing services via self – directed support.	This measure reflects the progress made in delivering personalised services through self-directed support.	90.9%	↑	90%	Quarterly
Proportion of people in receipt of long-term services who had a review of their care needs.	That a higher proportion of people are receiving a review of their care needs to ensure that the support and services provided are appropriate and improving their quality of life.	57%	↑	75%	Quarterly
Proportion of people satisfied with home care service in the year to date.	This measures the satisfaction with home care services, which is directly linked to a positive experience of care and support.	96%	↑	96%	Monthly

Effective use of public health interventions to reduce health inequalities

Actions and Deliverables

Deliverable	Lead Member
Deliver the Joint Health and Wellbeing Strategy actions (linked to delivering outcomes over the life course).	Cllr Worby
Design and deliver new healthy lifestyles support that reaches more people and improves outcomes (in partnership with Community Solutions).	Cllr Worby

Long Term Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Life expectancy at birth (Male).	Life expectancy is the key metric for assessing population health and we want this to improve over time.	78.0 (2016-18)	↑	n/a	Annually
Life expectancy at birth (Female).		82.7 (2016-18)	↑	n/a	Annually
Healthy life expectancy at birth (Male).	Increased percentage of life in good health (healthy life expectancy as a proportion of life expectancy).	60.1 (2016-18)	↑	n/a	Annually
Healthy life expectancy at birth (Female).		62.5 (2016-18)	↑	n/a	Annually

Outcome Proxy-Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Prevalence of obese and overweight pupils at Year 6.	Decreased obesity prevalence in reception aged children (National Child Measurement Programme).	29.6%	↓	n/a	Annually
Under 18 Conception Rates per 1,000 females (aged 15-17).	That fewer females are getting pregnant at a young age.	25.1 (2017)	↓	n/a	Annually
The percentage of children and adults starting healthy lifestyle programmes that complete the programme.	That more children and adults are benefitting from physical activity and nutrition advice to help them improve their health and weight conditions.	24.2%	↑	65%	Quarterly
Percentage of the eligible population, aged 40 – 74 years, receiving an NHS Health Check.	Increased proportion of NHS health checks completed in eligible population.	4.8% (Q4 2018/19)	↑	n/a	Quarterly
Bowel, breast and cervical cancer screening coverage.	Increased uptake in screening programmes in the eligible population will lead to an increased proportion of cancers diagnosed at an early stage.	44.0% (bowel) 63.7% (breast) 67.8% (cervical)	↑	n/a	Annually
Adult smoking prevalence.	Smoking is an important preventable contributor to the burden of ill health in the Borough.	19.0%	↓	15.0%	Annually

Participation and Engagement

This section sets out the actions, deliverables, outcome measures and indicators that flow from the Participation and Engagement priority within the Corporate Plan, clustered around the following themes:

1. Building capacity in and with the social sector.
2. Developing opportunities to meaningfully participate.
3. Facilitating democratic participation.
4. Designing relational practices into the Council's activity

The actions detailed under the fourth priority in this section include many that are also captured in the Inclusive Growth and Prevention, Independence and Resilience sections of this framework. This is because the delivery of these priorities is a central to the Participation and Engagement agenda and the priorities themselves relate to the adoption of relational and participatory practices across the Council's wider activity over the coming two years.

Building capacity in the social sector

Actions and deliverables

Topic	Task	Milestone	Deadline	Lead Member
BD_Collective	Work with the BD_Collective to develop a single platform for volunteering and participatory opportunities.	Develop and launch the platform, including the website and back-end systems.	Q4 20-21	Cllr Ashraf
		Incorporate all Council voluntary opportunities into the single platform	Q1 21-22	Cllr Ashraf
		Undertake communications campaign to raise awareness of the single platform among both social sector organisations and residents.	Q4 20-21 – Q2 21-22	Cllr Ashraf
	Establish a programme of networking and shadowing sessions between elected Members, senior officers and social sector partners to improve collaboration.	Programme go-live.	Q3 21-22	Cllr Ashraf
	Work with the BD_Collective to grow its network (number) of social sector organisations subscribed to BD_Collective and contributing to workstreams.	n/a	Ongoing.	Cllr Ashraf
	Work with the BD_Collective in its creation of active programmes of work that cover all of the Borough Manifesto's themes.	Live workstreams for each theme.	Q1 22-23	Cllr Ashraf
Barking and Dagenham Giving	Develop and agree the business case for Barking and Dagenham Giving, setting out its development over 2020-22.	Business case to Cabinet for approval.	Q2 20-21	Cllr Ashraf

Topic	Task	Milestone	Deadline	Lead Member
	Implement the business case for B&D Giving, increasing investment in and money distributed to the social sector through the arms of B&D Giving, including the Local Lottery and Neighbourhood Fund.	Fully implemented project plan.	Q4 21-22	Cllr Ashraf
	Create the endowment for the social sector, initially with Council income. Grow the endowment and create autonomy for its management.	Endowment created.	Q3 20-21.	Cllr Ashraf
		Endowment grown to £2.5m	Q4 21-22	Cllr Ashraf
		Organisational autonomy created for the endowment.	Q1 21-22	Cllr Ashraf
Community Assets	Develop and adopt a new approach to community assets, including a new community assets policy. This will include the Council's approach to the use, management and ownership of all community assets (inc. commercial, light industrial, community halls, parks and open spaces and service-delivery buildings), the approach to decision-making, and to harnessing community assets through Section 106 Agreements.	Conduct a review of all non-housing Council assets to inform the community assets policy.	Q2 20-21	Cllr Geddes & Ashraf
		Conduct programme of community engagement to inform the community assets policy.	Q3 20-21	Cllr Ashraf
		Develop and agree the policy at Cabinet	Q2 21-22	Cllr Ashraf
		Policy implemented.	Q4 21-22	Cllr Ashraf & Geddes
Faith	Establish a joint work programme with the Faith Forum to implement the Faith Builds Community Policy Action Plan.	Report progress of the Action Plan to the Cabinet Member for Community Leadership and Engagement on a bi-monthly basis.	n/a	Cllr Ashraf
		Report progress of the Action Plan to LAB 2 times a year.	n/a	Cllr Ashraf
LGBT Community Development	Undertake the community development programme, in partnership with Studio 3 Arts, with the Borough's LGBT community.	-	Q1 21-22	Cllr Rice

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Member
BD_Collective	Number of social sector organisations advertising volunteering opportunities through the single platform for volunteering.	The purpose of the platform is to create a single place through which to advertise and broker opportunities to volunteer and participate in community activity.	100 by Q4 21-22	Quarterly	Cllr Ashraf
	Number (cumulative) of opportunities advertised through the platform.	The number of organisations advertising opportunities, and the number of vacancies, on the platform tells us the effectiveness of work to encourage take up of the platform.	800 by Q4 21-22	Quarterly	Cllr Ashraf
B&D Giving	Value (£) of ticket sales for Local Lottery.	The purpose of the Lottery is to enable the distribution of resource, in this case money, to local good causes. The value of ticket sales tells us the level of resource distributed.	£25,000 in 20-21 £30,000 in 21-22	Quarterly.	Cllr Ashraf
	Size (£) of endowment available to the social sector.	The purpose of the endowment is to create a sustainable income stream for the local social sector. The size of the endowment tells us the size of this support.	£2.5m by Q1 22-23	Quarterly	Cllr Ashraf

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Member
	<p>Proportion (%) of Neighbourhood Fund participants who respond positively to the following surveyed perception statements:</p> <p>‘more likely to participate in other parts of local decision making’.</p> <p>‘Improved my understanding of the Borough’.</p> <p>‘Makes me want to get involved in local community work’.</p> <p>‘More confident to speak to people of a different age, background or culture’.</p>	<p>One of the aims of the NCIL Neighbourhood Fund, operated by a residents’ panel, is to empower participants to feel more engaged with the local democracy and with activities taking place across the community. These self-perception surveys aim to capture changes in the feeling of participants towards these topics.</p>	Increases.	Bi-annual.	Cllr Ashraf

Developing opportunities to meaningfully participate

Actions and deliverables

Topic	Task	Milestone	Deadline	Lead Member
Every One Every Day	Work in partnership with Participatory City Foundation to develop and agree a robust sustainability plan to ensure that Every One Every Day secures the continued funding it needs to operate its participation platform at the same scale within the Borough beyond the initial 5-year programme.	Joint programme of work (research and development) to develop the sustainability plan.	Q3 20-21	Cllr Ashraf
		Agree methodology for measuring impact of participation on individual agency, social networks and health and wellbeing outcomes.	Q1 20-21	Cllr Ashraf
		Plan agreed by PC and relevant bodies in LBBD.	Q3 21-22	Cllr Ashraf
	Connect each frontline service delivery block to the ongoing work of the Transition's Project.	n/a	Q2 21-22	Cllr Ashraf
Culture and Heritage	Develop and implement a strategic plan for the role that Eastbury Manor House and Valence Park play in furthering participation in our culture and heritage, being able to evidence impact on visitor numbers and activities.	Plan agreed.	Q4 20-21	Cllr Ashraf
		Evidence of improvement to visitor numbers and numbers of activities.	Q4 21-22	Cllr Ashraf
	Establish and co-ordinate groups of interested residents to volunteer in and manage activity as key heritage asset sites.	First groups operating.	Q2 21-22	Cllr Ashraf
	Create and adopt a policy explaining the role of culture and heritage in the Council's strategic framework, commissioning and service design processes.	Policy agreed at Cabinet.	Q3 21-22	Cllr Ashraf
		Round 1 complete	Q3 20-21	Cllr Ashraf

Topic	Task	Milestone	Deadline	Lead Member
	Undertake two annual rounds of the Summer of Festivals programme, curated by the Steering Group with direct membership of both residents and social sector partners	Round 2 complete	Q3 21-22	Cllr Ashraf
	As part of the Becontree Centenary, co-create with residents a nationally significant cultural celebration of the Estate's history, heritage and culture.	During centenary celebrations.	Q4 21-22	Cllr Ashraf
	Undertake, facilitate and participate in an annual programme of diversity awareness-raising and community building events, with increasing community participation in their curation, including but not limited to: Women's Empowerment Month; Black History Month; LGBT History Month; community flag-raising events, Pride and World Menopause Day.	Annual calendar of events.	n/a	Cllr Rice
	Implement plans to improve sporting activities in the Borough parks, including a Football Hub in Parsloes Park and cricket in St Chads	Plans being implemented.	Q3 21-22	Cllr Ashraf
	Co-produce with residents a masterplan for Eastbrook End country Park that shapes it into a destination venue.	Masterplan created and adopted.	Q4 21-22	Cllr Ashraf

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Member
Individual agency and social networks	Proportions (%) of participants who respond positively to the statements: 'If I want to make a change to my life, I am able to do so'.	The Council's approach to participation is based on the belief that the act of participating increases individual agency and builds social networks. These	Target agreed once benchmark found.	Monthly averages by activity.	Cllr Ashraf

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Member
	<p>'If I want to make a change in my community, I am able to do so'.</p> <p>'I have friends, family and neighbours who will support me if I need support'.</p> <p>These metrics to be developed and agreed in Q2 20-21.</p>	<p>simple questions will be used as a benchmark for participants across various forms of participation to gauge whether participants are reporting increases in the feelings of agency or their social networks.</p>			
Perceptions of the local area	<p>Proportion (%) of residents who respond positively to the question: 'how satisfied or dissatisfied are you with your local area as a place to live?'</p>	<p>The Council believes that opportunities to participate in the community improve the perception of the local community as a place to live. This is a high-level indicator to gauge this sentiment, though is also subject to a range of socioeconomic forces.</p>	No reductions	Annual (Residents' Survey)	Cllr Ashraf
	<p>Proportion (%) of residents who agree that their 'local area is a place where people from different backgrounds get on well together',</p>	<p>The Council uses participation as a means of bringing people from different backgrounds together in an attempt to ensure strong community cohesion. This is a high-level indicator to gauge this sentiment though it is subject to a range of socioeconomic forces.</p>	No reductions.	Annual (Residents' Survey)	Cllr Ashraf

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Member
Every One Every Day	Number of registered participants	Every One Every Day has a range of objectives with associated targets to track the effectiveness of the implementation of the participation platform.	22,000 by 2022	Quarterly	Cllr Ashraf
	Number of projects initiated		250 by 2022	Quarterly	Cllr Ashraf
	Number of hours of resident participation		50,000 by 2022	Quarterly	Cllr Ashraf
	Number of collaborative businesses established		Target to be confirmed with EOED in Q2 20-21.	Quarterly	Cllr Ashraf
Culture and Heritage	Proportion (%) of residents who have heard of the Summer of Festivals and the Council's other free events.	It is important that the Council is effectively advertising the Summer of Festivals programme to ensure that as many residents as possible are able to attend. This will tell us how effective its advertising and spread has been.	60% in 2022	Annual (Residents' Survey)	Cllr Ashraf
	Proportion (%) of residents attending the Summer of Festivals events who live in the Borough.	Effective advertisement and the participation of residents in the curation of events should lead to a greater proportion of residents attending the events.	Increase.	Annual	Cllr Ashraf
	Number of visitors to Eastbury Manor House	Can illustrate success at achieving aim of increasing use of and engaged with heritage assets and activities.	50,000 in 20-21. 60,000 in 21-22	Monthly	Cllr Ashraf
	Number of visitors to Valence House		(combined target).	Monthly	Cllr Ashraf
	Number of volunteering hours undertaken through heritage assets and services.	Aim of increasing volunteering at heritage assets and in services.	6,500 in 20-21 7,000 in 21-22	Monthly	Cllr Ashraf

Facilitating democratic participation

Actions and deliverables

Topic	Task	Milestone	Deadline	Lead Member
Citizens Alliance Network	Co-create a Development Plan for CAN with residents and social sector partners.	CAN Programme Manager appointed.	Q1 20-21	Cllr Ashraf
		CAN Working Group established.	Q2 20-21	Cllr Ashraf
		Plan developed and agreed.	Q4 20-21	Cllr Ashraf
	Implement CAN's Development Plan, growing and iterating CAN across the Borough, engaging each of the Council's frontline services with CAN and increasing the levers of power and funding available to CAN.	Piloting CAN in two parts of the Borough.	Q4 20-21	Cllr Ashraf
		Year 1 report for Cabinet, at which stage CAN active in the majority of neighbourhoods of B&D.	Q4 21-22	Cllr Ashraf
Deliberative Democracy	Undertake a citizens' assembly for young people on the climate crisis and the role public services, social sector partners, businesses and residents can play in addressing it.	Plan for the undertaking of the assembly agreed.	Q3 20-21	Cllr Ashraf
		Assembly undertaken.	Q3 21-22	Cllr Ashraf
		Recommendations presented to Cabinet for approval.	Q4 21-22	Cllr Ashraf
	Undertake participatory and deliberative approaches as part of the Domestic Abuse Commission and in preparation for the introduction of the new markets.	DA Commission	Q4 20-21	Cllr Worby
		New markets	Q4 21-22	Cllr Geddes
	Create a 'how to' guide on deliberative participation that sets out how the learning from the work already undertaken, explains the potential this form of working has in practice, the circumstances in which it can be used, and the potential for participatory budgeting across Council services.	Guide developed.	Q4 21-22	Cllr Ashraf
		Internal comms and engagement plan.	Q1 22-23	Cllr Ashraf
	Commission the Votes for Schools Programme in partnership with BDSIP. Undertake internal engagement to raise awareness of the potential of the	n/a	n/a	Cllr Carpenter

Topic	Task	Milestone	Deadline	Lead Member
	programme for Council engagement, connecting the programme's annual plan to Council activity where appropriate.			
	Create and implement a plan for the development of the BAD Youth Forum as a principal forum through which youth participation can be enabled and expanded.	Plan developed.	Q3 20-21	Cllr Ashraf
		Implemented	Ongoing	Cllr Ashraf
	Specify in the Blueprint for the Strategic Framework how resident participation and experience is to be incorporated at each layer of the Strategic Framework. Including in the development of strategies and commissioning mandates.	Blueprint adopted	Q3 20-21	Cllr Ashraf
	Following the Blueprint for the Strategic Framework, undertake a review of commissioning processes (across adult's, children's, inclusive growth, education, public health) to identify opportunities to enhance resident participation. Identify and undertake at least six significant opportunities for enhanced resident participation/ co-production of services across different stages of the commissioning cycle.	Review of commissioning practices and opportunities for resident participation undertaken.	Q2 21-22	Cllr Ashraf & Twomey
		At least six opportunities for enhanced resident participation in commissioning undertaken	Q1 22-23	Cllr Ashraf & Twomey
	Establish a data ethics committee with direct membership of residents and social sector partners. Have the committee create a community-facing explanation of the Council's use of data and insight.	Committee established	Q3 20-21	Cllr Twomey
		Policy statement explaining approach to the use of data and insight.	Q2 21-22	Cllr Twomey

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Member
CAN	Number of people signed up to CAN.	A key aim for CAN is to expand its reach as a platform for democratic participation. These tell us of the growth of the network.	400 by Q4 21-22	Quarterly	Cllr Ashraf
	Number of projects initiated on the One Borough Voice arm of CAN		10 by Q3 21-22	Quarterly	Cllr Ashraf
	Number of in-person meetings held.		12 by Q3 21-22	Quarterly	Cllr Ashraf
	Proportions (%) of participants who respond positively to the statements: 'If I want to make a change to my life, I am able to do so'. 'If I want to make a change in my community, I am able to do so'. 'I have friends, family and neighbours who will support me if I need support'.	Democratic participation is an important means of empowering the community with greater individual agency and stronger social networks. These questions of participants gauge whether participation in CAN is having a positive effect on these indicators.	Agreed once benchmark established.	Quarterly	Cllr Ashraf
Deliberative Democracy	Proportion (%) of residents who respond positively to the statement that the Council 'listens to the concerns of local residents'.	The belief is that deliberative democratic methods can improve trust in democracy. This is a high-level indicator for this sentiment, though is subject to a range of other factors.	No reduction.	Annual (Residents' Survey).	Cllr Ashraf
	Proportion (%) of residents who respond positively to the statement that the Council 'acts on the concerns of local residents'.		No reduction.	Annual (Residents' Survey).	Cllr Ashraf
	The total number of participant engagements on One Borough Voice	One Borough Voice is the principal means by which LBBDD enables democratic participation online.	4,000 in 20-21 5,000 in 21-22	Monthly	Cllr Ashraf
	The total number of visitors to One Borough Voice.		20,000 by Q4 21-22	Monthly	Cllr Ashraf

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Member
		Therefore the number of visitors and responses to projects are indicators for the engagement of the community with the platform.	(10,000 by Q4 20-21)		

Designing relational practices into the Council's activity

Actions and deliverables

Topic	Task	Milestone	Deadline	Owner
Relational Council	Enhance the relational and cultural practices of statutory services through the expansion and implementation of the New Town Culture Programme, with a specific focus on the role of culture in addressing knife crime and serious youth violence.	Implement 3-year plan for New Town Culture.	Q1 22-23	Cllr Ashraf
	Develop and adopt a policy statement explaining how the Council's strategic framework – including the Single Performance Framework – progress the Council's ambitions to tackle structural inequalities and barriers and celebrate diversity, as a successor to the Equality and Diversity Strategy. Ensure the policy spans the agendas of the Single Performance Framework and all portfolios, including key areas in inclusive growth such as housing and jobs; in participation and engagement such as ability to participate in cultural activities and community cohesion; and in prevention, independence and resilience such as pertaining to health inequalities	Policy agreed.	Q2 21-22	Cllr Rice

Topic	Task	Milestone	Deadline	Owner
	and domestic abuse. Ensure the policy explains how this is supported by collaboration between the Equality and Diversity Portfolio and the wider range of portfolio areas covered by Cabinet and is similarly embedded in the Council's commissioning and performance processes.			
	Increase the level of engagement of services with the community through One Borough Voice			Cllr Ashraf
Empowering the workforce	Undertake an internal engagement campaign via One Borough Voice and in-person asking what enables officers to work according to LBBB's principles, and what blocks them from doing so. Support services to host the same conversation within their teams. Analyse output.	Programme completed and output collated and analysed.	Q2 20-21	Cllr Twomey
	Establish transparent learning groups within the workforce following the internal engagement campaign, designed to allow officers to identify problems or projects to enable better working and use their initiative to bring about change.	First learning group(s) established	Q4 20-21	Cllr Twomey
	Enable at least two significant projects addressed via task-and-finish groups as a consequence of the learning groups and internal engagement.	First projects initiated.	Q1 21-22	Cllr Twomey
	Leadership Group to undertake visible engagement through methods such as 'walk the floor' sessions and 'coffee mornings'.	Ongoing.	n/a	Cllr Twomey
Communication and Transparency	Develop and adopt the first annual Campaign Plan for 2020-21. Describe in the plan how the campaigns will be identified, constructed and undertaken. Undertake the first Plan for the 2020-21 financial year, on topics including: crime and safety, housing and growth, cleanliness and the local environment, domestic abuse	Plan agreed.	Q1 20-21	Cllr Ashraf
		Plan implemented	Q4 20-21	Cllr Ashraf
		2 nd plan agreed.	Q1 21-22	Cllr Ashraf
		2 nd plan implemented	Q4 21-22	Cllr Ashraf

Topic	Task	Milestone	Deadline	Owner
	and – as an annual staple – the Summer of Festivals programme			
	Develop and adopt a digital policy, describing the approach to the development of digital channels to improve customer experience	Policy adopted	Q3 20-21	Cllr Twomey
	Develop the Customer Contact Forum so that it is enabling frontline officers and, eventually, residents to support and self-regulate responses to complaints and enquiries. Including driving insight generated back into the performance and service development systems.	Ongoing.	n/a	Cllr Twomey
	Create a Transparency Plan that sets out the steps and resource necessary to enhance the Council’s approach to transparency, including the information and data it publicises and how it engages the community with that data.	Resourced plan developed and agreed.	Q3 21-22	Cllr Twomey
Inclusive Growth – Homes¹	Determine the shape and size of the Be First/Reside new build programme for delivery from 2023/24 onwards, including approving a future estate renewal programme and a dedicated HRA new build programme for specialist housing underpinned and guided by the highest standards of participation and consultation.	Approval of first schemes of next phase of estate renewal programme at Cabinet.	Q2 20-21	Cllr Geddes
	Launch a housing innovation programme to generate practical, resident-led housing solutions for small Council-owned sites (such as self-build, custom-build and community-led housing).	Update report with plans to Cabinet.	Q2 20-21	Cllr Geddes
	Ensure Reside delivers on agreed priorities in relation to its approach to the community, including re-vamping its website, social media presence, its communication and engagement with its tenants.	Reside Business Plan to Cabinet.	Q4 20-21	Cllr Geddes

¹ The tasks listed within the topics related to Inclusive Growth are replicated from the Inclusive Growth priority and track priorities from that priority integral to the participation and engagement agenda.

Topic	Task	Milestone	Deadline	Owner
	Through engagement with tenants and leaseholders, articulate what these residents should be able to expect from an excellent housing management service and commission an external review of the Council's offer and performance against these expectations.	Co-creation of new tenancy conditions.	Q2 20-21	Cllr Geddes
		Development of a new tenants and leaseholders engagement policy.	Q3 20-21	Cllr Geddes
Inclusive Growth – Places	Co-produce a 15-year regeneration framework and design guide for improving the built environment and lived experience for residents of the Becontree Estate; to guide Be First/ LBBB interventions, external development and the contributions of local people and organisations.	-	21-22	Cllr Geddes
	Develop and start to deliver a co-ordinated programme of improvements across the Becontree Estate, covering housing, transport, community infrastructure, public realm, shopping parades, parks and open spaces (working with a range of local partners and seeking to draw in substantial external funding).	-	21-22	Cllr Geddes
	Orchestrating a programme of cultural events to celebrate the centenary of the first home on the Becontree Estate being completed in 1921 and leave a lasting cultural legacy – with a nationally significant festival as the centrepiece.	-	21-22	Cllr Ashraf
	Use 'Barking and Dagenham: the story of our Borough, past, present and future' to create a stronger dialogue with local residents about our vision and plans for regeneration across B&D, making use of both online and face-to-face engagement activity, linked to a wider approach to strategic communications and engagement, and building on the Borough & Me project'.	-	Ongoing	Cllr Geddes
	Deliver future phases of the Council's Cleaner Borough campaign with the goals of changing resident	Campaign Round 2	Q2 20-21	Cllr Ghani
		Campaign Round 3	Q3 20-21	Cllr Ghani

Topic	Task	Milestone	Deadline	Owner
	perceptions and behaviour around waste and contributing to the performance of the Council's public realm services.	Campaign Review	Q4 20-21	Cllr Ghani
	Agree local improvement plans for each ward, setting out the priority public realm and local neighbourhood-level improvements for that area, through a process led by ward Councillors with participation of local residents, with delivery against the plans led by My Place (drawing on funding from the annual Ward Member budgets and connected to opportunities including the Citizens Alliance Network).	-		Cllr Geddes
Prevention, Independence and Resilience ²	Completed the implementation of the new Target Operating Model for Children's Care and Support		Q3 20-21	Cllr Worby
	Design the new Early Help and Prevention offer with Community Solutions and the new Safeguarding Partnership.		Q2 20-21	Cllr Worby
	Deliver the Barking and Dagenham Partnership Exploitation Strategy (including the embedding of a partnership-wide approach to Contextual Safeguarding)		Q4 20-21	Cllr Worby
	Deliver the current Prevent Strategy and implement the recommendations of the Prevent Peer Review.		Q1 21-22	Cllr Worby
	Implement the recommendations made by the Domestic Abuse Commission.		Q4 21-22	Cllr Worby
	Implement the new Target Operating Model for the Disabilities Service		Q1 21-22	Cllr Worby
	Deliver a Borough-wide social prescribing model that helps connect residents to sources of support in their communities.		Q3 20-21	Cllr Worby

²The tasks listed within the topics related to Prevention, Independence and Resilience are replicated from the PIR priority and track priorities from that priority integral to the participation and engagement agenda.

Topic	Task	Milestone	Deadline	Owner
	Implement Reconnections programme and our local loneliness initiative.		Q4 20-21	Cllr Worby
	Implement an effective and coherent assisted technology offer for socially isolated residents and those with complex needs.		Q4 20-21	Cllr Worby
	Develop approach in partnership with BD_Collective towards new ways in which the social sector, Care and Support and Commissioning can work together.		Q3 20-21	Cllr Worby

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Member
Relational Council	Proportion (%) of residents responding positively when asked about ‘the way Barking and Dagenham Council runs things’.	Whether relational services and customer services are having an impact on the way in which residents are perceiving the Council.	No reduction.	Annual	Cllr Ashraf
	Proportion of residents positively responding to descriptions of the Council: ‘is doing a good job’; ‘it is easy to access Council services’; ‘is making the local area a better place to live’		No reduction.	Annual	Cllr Ashraf
	Proportion (%) of residents who identify as varying degrees of ‘satisfied’ with a transactional service experience.		Target set once benchmark established.	Monthly	Cllr Twomey
	Customer Effort Scoring (CES) of transactional services – the proportion (%) of residents who accessed a transactional service ‘easily’ subtracted from the proportion (%) who found access ‘difficult’.		Target set once benchmark established.	Monthly	Cllr Twomey
	Proportion (%) of residents who found a transactional service experience to be of good quality.		90%	Monthly	Cllr Twomey
	BDD – enquiries resolved at first point of contact.		90%	Monthly	Cllr Twomey
	BDD – call reviews and passing mark		70%	Monthly	Cllr Twomey
	BDD – Webchat answered		85%	Monthly	Cllr Twomey

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Member
	BDD – calls answered		85%	Monthly	Cllr Twomey
	HRCSC – calls answered		90%	Monthly	Cllr Twomey
	HRCSC – email response within 5 working days		100%	Monthly	Cllr Twomey
	HRCSC – customer satisfaction surveys completed for We Fix		200 per month	Monthly	Cllr Twomey
	Careline calls answered within 60 seconds		98.5%	Monthly	Cllr Twomey
	Volume of webchats		1100	Monthly	Cllr Twomey
	Proportion of services using One Borough Voice to engage with residents.			Monthly	Cllr Ashraf
Empowering the workforce	Proportion of staff responding positively to: 'I feel able to change the way I work and the way things are done in the Council'.	Illustrates success being had at internally engaging workforce and enabling officers to identify and address priorities	Target to be established once benchmark identified.	Twice annually	Cllr Twomey
	Number of staff engaged with learning groups		250	Monthly	Cllr Twomey

Inclusive Growth: Performance Framework

This section sets out the actions, deliverables, outcome measures and indicators that flow from the Inclusive Growth priority within the Corporate Plan, clustered around the following themes:

1. Homes: For local people and other working Londoners
2. Jobs: A thriving and inclusive local economy
3. Places: Aspirational and resilient places
4. Environment: Becoming the green capital of the capital

There is an additional theme identified in this section of the performance framework that is not featured in the Corporate Plan, and that cuts across the other four areas; all activity associated with addressing **money and debt** issues in our community.

Homes: For local people and other working Londoners

***Our goal:** is 50,000 new homes built in the Borough over the next two decades to meet housing need and provide for our growing population; with Barking and Dagenham remaining a place where working Londoners can afford to put down roots, raise their family and grow old in dignity; and where people live in decent, secure conditions, homelessness is prevented wherever possible, and suitable accommodation is available for vulnerable groups of residents to enable as many of possible to live well independently.*

Sub-theme 1: Building new homes

Actions and deliverables

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
Building and Completion of Homes, New Build Programme, Acquisitions of new housing	Cllr Geddes	Pat Hayes	Ensure at least 2,000 new affordable homes are built in the Borough between 2019 and 2023, through a combination of Be First and other developers	Complete 2,000 new units by March 2023
	Cllr Geddes	Pat Hayes	Pursue acquisitions of new housing built by third party developers in the Borough, if there is a strong financial case and it improves affordability and accelerates delivery.	Ongoing
	Cllr Geddes	Pat Hayes	Be First to complete over 3,000 new homes between 2018 and 2024, at least 75% of which will be affordable (the vast majority of which to be managed by Reside).	By December 2024
	Cllr Geddes	Graeme Cooke	Determine the shape and size of the Be First/Reside new build programme for delivery from 2023/24 onwards, including approving a future estate renewal programme and a dedicated HRA new build programme for specialist housing to meet the need of vulnerable groups of residents.	Programme approved by December 2020

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
Housing Innovation Programme	Cllr Geddes	Pat Hayes	Launch a housing innovation programme to generate practical, resident-led housing solutions for small Council-owned sites (such as self-build, custom build and community-led housing).	Launched by September 2020
Design Guide	Cllr Geddes	Pat Hayes	Finalise and publish a Be First/Reside design guide, setting out the quality standards for new homes, including to ensure fire safety compliance and take account of changes in building regulations following the Grenfell Tower tragedy.	Publication by September 2020

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Overall new housing pipeline	% of minor planning applications determined within statutory target	Whether the planning service is delivering efficiently, facilitating development in the Borough, building up a pipeline for the delivery of new homes	90%	Quarterly
	% of major planning applications determined within statutory target		80%	Quarterly
	Number of new homes for which planning permission has been granted	Whether we are on track to deliver our overall housing target.		Quarterly
	Net additional homes provided	Whether we are on track to deliver the London Plan housing target for new homes of all tenures	1,944 per year (emerging London Plan target)	Quarterly
	Percentage of new homes which are affordable – units	Whether we are on track to deliver the affordable housing target set in the Local Plan	50% Minimum 35%; 50% on publicly owned sites	Quarterly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	Percentage of new homes which are affordable – habitable rooms	Whether we are delivering a sufficient proportion of larger homes through the programme		Quarterly
	Bedroom size and tenure mix of new homes for which planning permission has been granted	Whether developers are building the homes we need in Barking and Dagenham		Quarterly
	Number of new affordable homes completed (by Be First versus third party developers)	Whether we are on track to deliver the 2018 manifesto commitment of 2,000 new affordable homes over five years.	2,000 between 2018 and 2023	Quarterly
Be First new housing pipeline	Number of units in Be First programme with planning permission	Whether Be First new build delivery is on track		Quarterly
	Number of units in Be First programme started on site	Whether Be First new build delivery is on track		Quarterly
	Number of units in Be First programme completed	Whether the housing delivered meets the needs of B+D residents		Quarterly
	Total new homes delivered by Be First in Business Plan period	Whether Be First are providing the expected number of new homes	Business plan target (approx. 3,000 homes by 2024/25)	Quarterly and cumulative
	Tenure type and bedroom size of new homes delivered	Whether the Be First programme is providing a mix of housing which addresses known housing need	At least 75% of homes should be affordable	Quarterly and cumulative
New homes going to local people	% of Reside lets which are made to local residents (people whose previous home was in the Borough).	Whether newly built Reside homes are benefiting local people		Quarterly
	% of Reside Shared Ownership properties which are sold to local residents (people whose previous home was in the Borough).	Whether newly built Reside homes are benefiting local people		Quarterly
	Number of households on the housing register	How we are managing demand for supply on new and existing stock		Quarterly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	Number of properties sold under Right to Buy (total and as a % of overall HRA stock)			Quarterly
	% of requests for local land charge completed within 28 days	An effective land charge function enables timely purchasing of new properties for residents who are buying		Quarterly

Sub-theme 2: Improving the quality and management of homes

Actions and deliverables

Deliverable	Lead Member	Lead officer	Aims of the activity	Milestones
Develop Reside business and brand	Cllr Geddes	Kristian Melgaard	<p>Ensure Reside delivers on key agreed areas of development for the company, as set out in its business plan, principally:</p> <ul style="list-style-type: none"> • Setting out the housing management offer and customer service standards it's tenants can expect to its tenants (and using that at the basis for its future approach to commissioning services on tenant's behalf) • Re-vamping its website, social media presence and all aspects of communications and engagement with its tenants • Putting in place robust marketing, sales and lettings plan for future new build handovers to ensure rapid occupancy and a high proportion of homes going to local people • Establishing its Registered Provider vehicle 	Complete by end of March 2021

Deliverable	Lead Member	Lead officer	Aims of the activity	Milestones
Deliver and embed the gains from the My Place improvement programme	Cllr Geddes	Lisa Keating	<p>Deliver the My Place improvement plan, leading to demonstrable improvements in the core housing service offered to tenants and leaseholders (illustrated through the following proxies):</p> <ul style="list-style-type: none"> • Tenant and leaseholder satisfaction levels • Cleanliness of blocks and estates (including caretaking and grounds maintenance) • Rent collection levels • Void turnaround times • Quality, speed and responsiveness of repairs and maintenance • Assurance on safety and compliance 	December 2020
A new deal for Council tenants and leaseholders	Cllr Geddes	Lisa Keating	Set out and communicate to tenants and leaseholders what they can expect from the Council as a landlord; articulating the specific elements of an excellent service offer.	September 2020
	Cllr Geddes	Lisa Keating	Commission an external review of the Council's offer and performance against these expectations.	By December 2020
Long term investment/ Improvement plan for HRA	Cllr Geddes	Graeme Cooke	<p>Develop and agree long-term investment and improvement plans for the homes and estates in the HRA.</p> <p>This needs to take into account known and emerging issues around the HRA stock, including:</p> <ul style="list-style-type: none"> • The need to bring all homes up to the Decent Homes standard • The stock investment standard after Decent Homes, taking a more holistic view of assets and estates • The imperative to fully decarbonise the housing stock by 2050 • The agreement of a future estate renewal programme • The emerging requirements from the review of building safety, including the Building Safety Bill expected in this Parliament 	HRA Business Plan to Cabinet February 2021

Deliverable	Lead Member	Lead officer	Aims of the activity	Milestones
			<ul style="list-style-type: none"> Concluding the piece of work which has been initiated to review the safety of the remaining Large Panel System (LPS) buildings within the Council's housing portfolio and produce a set of recommendations and a plan for addressing issues identified. <p>This will result in an initial stock investment plan of at least five years, so that in 2021 a medium-term HRA Business Plan and stock investment plan can be approved by Cabinet.</p>	
Deliver the HRA business plan	Cllr Geddes	Graeme Cooke	Develop a 30-year HRA business plan that sets the future financial strategy for managing and improving HRA housing.	February 2021
Landlord licensing scheme implementation	Cllr Mullane	Andy Opie	Maximise the potential of the Borough wide landlord licencing scheme to promote good housing management and property standards in the PRS (e.g. in relation to energy efficiency, safety and compliance, and minimising empty homes), with robust enforcement action against landlords flouting the rules.	Ongoing
External review of Samuel Garside House fire	Cllr Geddes	Graeme Cooke	Commission an external review into the lessons from the Samuel Garside House fire, focusing on the response and obligations of statutory bodies and private companies	Review complete by June 2020

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Satisfaction of our tenants and leaseholders with our housing service	Overall tenant satisfaction with housing management service	These indicators will tell us how satisfied residents who live in Council owned, managed or developed properties feel about the services provided, and allow us to see the impact of improvement plans and the reinvigoration of Reside		Annual Measured through the STAR survey
	Overall leaseholder satisfaction with housing management service			Annual Measured through the STAR survey
	Overall Reside satisfaction with services provides			Annual Measured through the STAR survey
	% of estates given an 'A' grade at inspection ³	Whether estates meet set standards in terms of cleaning, caretaking and grounds maintenance		Quarterly

³ Using the Housemark (a housing performance and benchmarking service) estate management inspection tool and photo book, which identifies 26 elements for an estate inspection which can each be measured on a A-D scale.

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Maintaining our housing stock	% of responsive repairs 'right first time' ⁴ : <ul style="list-style-type: none"> • General needs • Sheltered • Temp accommodation • Reside 	Whether we are providing a high-quality repairs service that is convenient for residents and efficient		Quarterly
	% of homes which meet the decent homes standard	Whether our homes and estates meet the government's decent homes standard	100%	Quarterly
Maximising income and ensuring effective use of our housing stock	Number of general needs properties allocated to residents on the housing waiting list	Whether processes to minimise the time a property remains void after a tenant vacates are operating effectively		Quarterly
	General needs - voids turnaround time in days and by stages <ul style="list-style-type: none"> • Major voids • Minor voids 			Quarterly
	Sheltered housing - voids turnaround time in days and by stages			Quarterly
	Temporary accommodation - voids turnaround time in days and by stages			Quarterly
	General needs - % of rent collected of total amount due (current tenants including current arrears)	Whether rent is being collected effectively so that it can be reinvested in improving housing management services and delivering the HRA capital programme		Quarterly and cumulative

⁴ The Housemark definition of 'right first time' is "a repair is considered fixed at first visit when the operative has attended the property, identified, diagnosed and remedied the fault (using van stock), and carried out any making good before leaving the property."

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	
	Sheltered housing - % of rent collected of total amount due (current tenants including current arrears)			Quarterly and cumulative	
	Temporary accommodation - % of rent collected of total amount due (current tenants including current arrears)			Quarterly and cumulative	
	Reside properties - % of rent collected of total amount due (current tenants including current arrears)			Quarterly	
	Percentage of Reside properties let		Whether we are effectively utilising Reside stock and quickly letting new homes that are handed over		Quarterly
	Number of properties sold under Right To Buy (total and as a % of overall HRA stock)		Allows us to track how much affordable housing stock has been lost		Quarterly
Ensuring our properties are safe and well maintained	% of residential properties with a valid gas safety certificate	Whether we are providing safe homes to our residents	100%	Quarterly	
	% of blocks and communal spaces with a current fire risk assessment ⁵		100%	Quarterly	
	Lift inspections completed to schedule		100%	Quarterly	
	Number of privately rented homes that are licensed	Whether homes in the private rented sector are complying with the landlord licensing scheme		Quarterly	

⁵ There are no current legal requirements regarding the frequency that a fire risk assessment must be reviewed – it is for the landlord to judge based on the specific circumstances of specific buildings. My Place are currently carrying out FRAs on high-rise blocks every three months.

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Private rented sector	Number of enforcement actions in the private rented sector	How many landlords we are enforcing against		Quarterly
Empty homes	Number of empty homes that are brought back into use	Whether long-term empty homes are being identified and action taken		Quarterly
Building control	% of reports of dangerous structures responded to within 24 hours	Maintaining safety in the Borough		

Sub-theme 3: Tackling Homelessness

Actions and deliverables

Deliverable	Lead Member	Lead officer	Aims of the activity	Milestones
Reduce the number of homeless households	Cllr Geddes	Mark Fowler	<p>Reduce the number of homeless incidences through early intervention and prevention (involving effective personal planning and advice; access to a discretionary prevention fund; employment, skills and training and discretionary payments to ensure people remain in their homes) – with specific actions to:</p> <ul style="list-style-type: none"> • Deliver tenancy sustainment/life-skills training to prevent loss of ASTs. • Craft a suite of clear and direct housing messages for deployment by staff. • Agree new discharge planning protocols regarding vulnerable households, particularly refugee households. • Develop a predictive modelling insight tool, to better understand patterns of cost and demand associated with homelessness. • Work towards the NPSS ‘Gold’ Standard 	By End of March 2021

Reduce the numbers of households in TA	Cllr Geddes	Mark Fowler	Reduce the overall number of households in TA through permanent housing offers, eliminating expensive lets and HMOs and beginning moves towards a cost-neutral service by reconfiguring the temporary accommodation portfolio – with specific actions to: <ul style="list-style-type: none"> • Eliminate the use of all nightly lets and HMOs • Convert 200 private licensed properties to ASTs • Accelerate the use of private rented sector offers (PRSOs) • Participate in Capital Letters (a cross-London scheme to help address TA cost pressures) • Increase auditing of TA properties to 20% of all stock 	End of March 2021
Developing a more proactive approach to reducing rough sleeping	Cllr Geddes	Mark Fowler	Develop a proactive rough sleeping policy and work towards halving rough sleeping by 2022, by agreeing a partnership with the voluntary sector on a No Second Night Out model of intervention and working with the CCG to address access to primary care for street sleepers	End of March 2022

Indicators

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
Preventing homeless through early intervention	Total number of Open Housing Prevention Cases	Whether we are effectively supporting residents at risk of homeless and preventing the need for temporary accommodation where possible		Quarterly
	New Housing Prevention Approaches			Quarterly
	Total Closed Housing Prevention Approaches			Quarterly
	Homeless Acceptances as a % of all homeless applications and reason for acceptance			Quarterly

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
	Number of evictions and reason (rent arrears or ASB) – HRA, Reside and temporary accommodation	Whether evictions being effectively minimised through early intervention and joint working to ensure they are used as a last resort		Quarterly
Managing households in temporary accommodation	New placements in Temporary Accommodation	Whether we are effectively managing households who have been placed into temporary accommodation		Quarterly
	Total number of households moved on from Temporary Accommodation			Quarterly
	Total number of households in temporary accommodation			Quarterly
	Total number of households in private sector leased accommodation (PSL)	Whether we are reducing the number of households in PSL accommodation, which is the most expensive form of temporary accommodation		Quarterly
	Average length of stay in temporary accommodation	Whether households are being moved on from temporary accommodation		Quarterly

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection applicable
New supply of temporary accommodation	Total number of new units of temporary accommodation provided through the Be First programme from following schemes: <ul style="list-style-type: none"> • Grays Court • Wivenhoe • Weighbridge • Margaret Bondfield 	Whether the new temporary accommodation under development is delivered to programme	184 by November 2020	Quarterly
Allocations and lettings	Number of homes let through allocations, broken down by bed size and by group, including: <ul style="list-style-type: none"> • Homeless households • Waiting list • Transfer list • Decant • Leaving Care • Disabilities (MH and LD) • Other 	Whether we are allocating the social homes that become available as anticipated in the annual lettings plan	N/A	Quarterly
Rough sleeping	Number of rough sleepers identified in rough sleeping count	Indicator will show that we are providing effective support to a vulnerable group of people		Currently an annual count – will move to quarterly from April if additional resources secured under a bid we have made to government
	Number of rough sleepers brought in under the severe weather emergency protocol			Quarterly where applicable – SWEP only activated in periods of severe weather

Sub-theme 4: Providing homes for vulnerable residents

Actions and deliverables

Deliverable	Lead Member	Lead officer	Aims of the activity	Milestones
Housing for Vulnerable people	Cllr Worby	Graeme Cooke	<p>Deliver the Vulnerable People’s Housing programme, with the aim of improving the housing offer and pathways for key groups of vulnerable residents. This includes:</p> <ul style="list-style-type: none"> Identifying the current and future housing demand among key groups of vulnerable residents and using that to shape both a specialist housing new build programme and s106 requirements from third party developers in the Borough. Ensuring that the s106 obligation on Barking Riverside Ltd to provide specialist housing, including an extra care scheme of 60 units for older residents, and 35 new units each for people with learning difficulties and young people leaving care within general needs schemes are delivered. Undertaking a review of existing sheltered and adapted stock to inform future commissioning and investment decisions. Implementing the new allocations policy, supported by the introduction of an annual lettings plan and embedding new accommodation panels and move-on arrangements. 	By December 2021
Housing for Vulnerable people	Cllr Worby	Graeme Cooke	Developing a policy around Council’s approach to domestic abuse as it relates to housing services, as part of the work to achieve Domestic Abuse Housing Alliance (DAHA) accreditation	By December 2020

Indicators

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
Supply of housing for vulnerable groups	Number of specialist accommodation units provided on Barking Riverside	Whether the specialist units secured on Barking Riverside through planning are being delivered	35 units for care leavers 35 units for learning disability 60 units for older people	Quarterly
	Number of adapted and specialist units provided through the Be First programme	Whether the Be First programme is delivering new homes that meet the needs of vulnerable groups		Quarterly
	Number of specialist accommodation units provided on third party developer schemes	Whether new homes for vulnerable groups are being secured through planning or delivered by specialist third party developers	At least 10 per cent of dwellings are appropriate for wheelchair users	Quarterly

Jobs: A thriving and inclusive local economy

Our goal is: at least 20,000 new jobs in the Borough over the next two decades, as part of shaping a thriving post-industrial local economy in Barking and Dagenham based around facilitating new strengths in key growth sectors (such as data, science, creative industries) as well as intervening to improve the quality of work in the everyday economy (like construction, care, logistics, food etc). Crucially, our focus is on doing everything we can to ensure that local business benefits from this economic development and that local residents benefit from the new job opportunities in the Borough and the surrounding area; particularly those facing labour market disadvantages and needing extra help.

Sub-theme 1: Improving the quantity and quality of jobs in Barking and Dagenham

Actions and deliverables

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestone
Approve and implement a Social Value Policy	Cllr Bright and Cllr Twomey	Graeme Cooke and Hilary Morris	Approve an ambitious new Social Value policy for the Council which ensures we are securing wider community benefits from those winning contracts from the Council and its wholly owned companies (combined with practical support for commissioners and potential contractors, and the development of robust monitoring and enforcement arrangements).	Approve policy Cabinet May 2020 and implementation is ongoing
Improving social outcomes in construction	Cllr Bright	Pat Hayes	Embed and test newly agreed arrangements to secure jobs, training and supply chain opportunities for local residents and businesses from construction activity in the Borough (both through Be First and other developers, via s106 agreements), while ensuring compliance with the Unite Construction Charter on Be First schemes.	The Be First approach to Social Value was approved in Oct 2019 and implementation is ongoing (tracked by metrics)

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestone
	Cllr Bright	Pat Hayes	Build a strategy to support residents and suppliers to understand and access opportunities in the local construction sector – including through the creation of a non-profit training agency to improve the quality and clarity of apprenticeships in partnership with contractors and local educational institutions; and a programme of events and wider support to build the capacity of the local supply chain and ensure the investment in housing benefits the local economy.	Strategy agreed in principle with Be First in Oct 2019. Approach to training planned to be launched in summer 2020
Develop a care sector strategy	Cllr Worby	Graeme Cooke and Elaine Allegretti	Develop an action plan with local care providers to improve pay, retention, productivity and quality standards in the care sector.	March 2021
Develop the Business Forum	Cllr Bright	Graeme Cooke	Embed the Barking and Dagenham Business Forum, with regular communications, events and engagement with the local business community – including work with partners (such as the Barking Enterprise Centre, Barking and Dagenham Chamber of Commerce, Barking and Dagenham College, CU London and others) to improve access to space, finance, new markets and support for businesses in the Borough.	Quarterly events held and numbers attending

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestone
Develop LBBB's business support offer	Cllr Bright	Graeme Cooke	Work with the Barking Enterprise Centre to deliver – and evaluate – a Business Growth and Improvement pilot aimed at improving job quality and performance in the local care and construction sectors (before deciding whether and how to extend the approach).	Evaluation of pilot and plan next steps by December 2020
Create training/ work pathways into food and film sectors	Cllr Bright	Pat Hayes and Graeme Cooke	Commissioning studies to enable us to understand how to create strong training and work pathways into our key growth sectors, such as food and film (with specific actions dependent on how our sector strategies in these areas develop).	Ongoing and linked to wider development plans
The Council as an exemplar	Cllr Twomey	Fiona Taylor	Increase the number of Council apprentices to 2.3% of our workforce – hitting the government target for public sector organisations – by working with Council teams to consider how they can use apprentices to meet skills gaps and promote leadership development and progression.	Reports to Workforce Board bi-monthly, with annual reporting to London Councils (March) and central government (Sept)

Indicators

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
Average median income	Gross median annual income in LBBD.	LBBD's overall progress on Borough Manifesto goals relating to low pay/incomes	Incomes improving faster than the London median (by 2037).	Annual
Job density	Job density rate and total number of workforce jobs.	LBBD's overall progress on Borough Manifesto goals relating to business growth and success		Annual
Business growth	Total number of employers; rate of new-business start-up; and rate of new businesses that survive 5 years		Growth in businesses larger than the East London average (by 2037).	
	Number of opportunities created for residents in the Council's supply chain broken down by jobs, apprenticeships, other training courses, and work experience placements			Quarterly
	% of contractors delivering services for the Council that pay at least the LLW		All sub-contracted staff on people-based services are paid at least the London Living Wage (in line with Living Wage Foundation accreditation criteria)	Quarterly
	Total amount and % of goods and services sourced from the Borough by the Council and its contractors, broken down by size of business		25% of total procurement spend by the Council directly and through its major contractors	Quarterly

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
Maximising impact of the Council's and other construction activity in the Borough	Number and % of people working on major construction developments who are Borough residents - Be First and LBBB (contractors or sub-contractors)	That the Council is maximising the power of its investment programme and revenue spending to deliver economic and social benefits to residents.	25% of FTE workforce	Quarterly
	Number and % of FTE people working on major developments that are apprentices – Be First and LBBB		5% of FTE workforce	Quarterly
	Total amount and % of goods and services sourced from the Borough on major developments - Be First and LBBB		25% of total spend	Quarterly
	Employment, Skills and Suppliers Plans submitted to Be First on major developments which meet the expectations agreed with LBBB.		100%	Quarterly
	% of workers on Be First sites paid at least LLW		100% of workers on Be First sites contracted after June 2019 (when Unite Charter was signed)	Quarterly
Business engagement	Number of business engagement events which have been held and number of attendees	The Council has established effective communications with local businesses and are utilised to promote our priorities.	4 per year	Quarterly
	Number of businesses that are registered to receive business newsletter from the Council			Quarterly

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
	Number of businesses supported through BEC Growth and Improvement pilot	That the Council is working with local business support providers to support inclusive growth outcomes.	14	One-off (at end of 6-month pilot)
Apprenticeships	<p>Number of 'apprenticeship' starts as a proportion of total workforce, with break downs by gender, ethnicity, disability, age, Level and subject area - and the % that are existing Council employees and new entrants.</p> <p>The same breakdown is provided for local schools.</p>	That the Council, as the second largest employer in the Borough, is leading by example in developing staff and creating quality opportunities for local people.	2.3% of the workforce (government target for public sector bodies)	Bi-monthly and cumulatively (reports to workforce board)

Sub-theme 2: Supporting residents to access new opportunities in the Borough

Actions and deliverables

Deliverable	Lead Member	Lead officer	Description of activity	Milestone
Developing the Borough's apprenticeship offer	Cllr Bright	Graeme Cooke and Fiona Taylor	Ensure that apprenticeships generated by the Council's apprenticeship programme, sector strategies and new Social Value policy generate opportunities for new entrants as well as existing employees; and provide written guidance and information sessions for Council managers, schools and employers seeking to set up high quality apprenticeships that could benefit Borough residents, including new entrants and young people.	On-going – breakdowns on age are included in existing bi-monthly workforce board reports (as above)
Apprenticeship Levy Transfer scheme	Cllr Bright	Graeme Cooke and Fiona Taylor	Develop a scheme to redistribute the unspent Apprenticeship Levy funds (up to 25% of the total pot) from the Council and local schools to employers offering apprenticeships to LBBB residents – with priority given to those offering apprenticeships to new entrants, at or progressing to Level 3 or above, and with clear wage and progression gains upon successful completion.	Launch by September 2020 Progress will also be included in existing bi-monthly reports to workforce board
LBBB Work and Skills Offer	Cllr Bright	Mark Fowler	Continue to improve employment outcomes from the Council's core work and skills offer (targeting 1,000 people supported into work each year) while also designing and agreeing enhanced support for those heavily reliant on the Council to enter and sustain employment – including the balance of delivery between Community Solutions, Care & Support and specialist providers, and the plausible resource model to underpin this offer.	By March 2021

Deliverable	Lead Member	Lead officer	Description of activity	Milestone
Vocational offer at the Adult College	Cllr Bright	Mark Fowler	Identify and implement preferred option to increase the number of quality vocational pathways delivered by the Adult College based on available funding allocations, with a particular focus on creating more Level 3 training opportunities (which have better employment and wage benefits), linked to clear pathways into available jobs.	By December 2021

Indicators

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
LBBB employment	LBBB unemployment, long term unemployment and employment rates; and % people claiming out-of-work-benefits (ESA, JSA / UC)	The overall performance in the Borough on Borough Manifesto goals relating to unemployment.	Overall rate of unemployment lower than the East London average (by 2037).	Annual
Access to training and lifelong learning and training via the Council's Adult College	Number of unemployed learners accessing learning at the Adult College	Opportunities are being provided to help residents to access employment through the Adult College, and also to help them develop new skills which will allow them to access a wider range of job opportunities	1000 per year	Monthly
	Number of starts in employability programmes at the Adult College		200 per year	Monthly
	Number of Entry Level to Level 3 Qualifications gained at the Adult College		800 per year	Monthly
	Number of residents accessing vocational pathways at Adult College to Levels 2 and 3		300 per year	Monthly

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
Employment support provided by the Council for residents	Total number men and women supported into employment (job starts and those sustaining employment after 6 months), broken down by: - Job shops - Vocational Support - NEETs team (Homes and money hub) - Wider partners		1,000 employment outcomes per year	Monthly
	Total number of men and women supported into employment (job starts and those sustaining employment after 6 months) by Community Solutions and wider partners that were previously unemployed for over 6 months	That the Council is targeting resources at those who most need its support	500 per year	Monthly
	Number of residents with history of poor mental health supported to become ready to work, enter the workplace and successfully retain employment (including numbers being supported by LBBD social care services)		Move LBBD to top 10 of all London boroughs for employment rates for working age adults who are receiving secondary mental health services (target 8%).	Monthly
	Number of people with learning disabilities who are eligible for social care support in sustained employment		Meet the London average (7%)	Quarterly

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
	Number of residents supported into volunteering and work experience opportunities		500 per year (delivered across Community Solutions, with 150 supported by work and skills team)	Monthly
Young people	The percentage of resident young people in academic years 12-13 (aged 16-18) who are NEET or Unknown	That the Council is maintaining the progress it has made in reducing the number of NEETs and Unknowns in recent years.	3.1%	Annual (collected Dec-Feb each year)
	Number of apprenticeships created by the Council directly for care leavers and other Borough residents aged 16-25	That the Council's apprenticeship programme is generating opportunities for young people including care leavers.		Bi-monthly (reports to workforce board)
	Number of apprenticeships created through the Levy Transfer scheme with breakdown of Level and % going to new entrants and those aged 16-25	That the Levy Transfer scheme is generating opportunities for young people and new entrants.		Bi-monthly (reports to workforce board)
	Number of apprenticeship and other training opportunities created in the Council's supply chain for care leavers and other Borough residents aged 16-25	That the new Social Value policy is generating opportunities for young people.		Annual

Places: Aspirational and resilient places

***Our goal is:** to lead large-scale, transformative regeneration across the Borough over the next two decades – in Barking Town Centre and the large but poorly used industrial areas to the south, east and north of the Borough; with the aim of shaping fantastic new places with homes, jobs, infrastructure and community spirit that each become distinctive destinations. In the short term, as these plans emerge, our top priority remains the condition of local neighbourhoods and the experience of living there, in particular things like the cleanliness of the streets and perceptions of safety that can undermine trust and cohesion. In addition, we are focused on ensuring we secure the social and physical infrastructure – from transport to schools and green spaces – which the local community needs now and into the future.*

Sub-theme 1: Safe and liveable neighbourhoods

Actions and deliverables

Deliverable	Lead Member	Lead officer	Description of activity	Milestones
Reducing 'grime crime'	Cllr Ghani and Cllr Mullane	Fiona Taylor	Develop an annual plan identifying the hotspots for “grime crime” and other environmental issues (waste, planning enforcement, eyesore gardens, parking, landlord licensing, fly tipping etc) that will be tackled by the joint public realm and enforcement taskforce; using data and intelligence to assess each location for the appropriate robust action (and suitability for CCTV).	Annual plan developed by June 2020
Public awareness campaigns on waste and street cleansing	Cllr Ghani	Lisa Keating	Deliver future phases of the Council’s Cleaner Borough campaign with the goals of changing resident perceptions and behaviour around waste and contributing to the performance of the Council’s public realm services.	On-going
New waste strategy	Cllr Ghani	Lisa Keating	Development and adoption of new East London Joint Waste & Resources Strategy forecasting and modelling the waste arisings for the new 25 years, with options for waste minimisation, reuse, recycling, reformed collection services and treatments for residual waste.	On-going

Deliverable	Lead Member	Lead officer	Description of activity	Milestones
Banning single use plastics	Cllr Ghani	Graeme Cooke	Agree plan to ban single use plastics and drawing up an action plan to phase out the material among its commissioned services, contractors, suppliers and authority-run schools.	By December 2020
A new model of community enforcement	Cllr Mullane	Fiona Taylor	Rollout a new Community Safety Enforcement Team that will work with the police to tackle anti-social behaviour and other visible street issues, providing reassurance in the areas where public concerns about safety are highest.	New team rolled out by October 2020
Enforcement priority activity programme	Cllr Mullane	Fiona Taylor	Deliver a programme of enforcement operations targeting priority issues that are having a detrimental impact on the safety and quality of life for residents (including poor quality housing, noise, food hygiene and other environmental issues).	Programme is underway, will take 6 issues per year
Ward improvement plans	Cllr Geddes	Lisa Keating	Agree local improvement plans for each ward, setting out the priority public realm and local neighbourhood-level improvements for that area, through a process led by ward Councillors and involving local residents, with delivery against the plans led by My Place (drawing on funding from the annual Ward Member budgets and opportunities including the new Citizens Alliance Network).	By March 2021 plans are in place

Indicators

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
	% Domestic Collection Made	Demonstrate that we are effectively delivering this core service, which		Monthly
	% recycling collection made			Monthly
	% green waste collection made			Monthly

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
Delivering our core waste and recycling service	% of commercial waste collections made	contributes to creating a sense of the Borough as a good place to live		Monthly
	% of garden waste collections made on time			Monthly
	% of bulk waste collections made on time			Monthly
	Reduce the percentage of residents who feel that rubbish / litter is a very / fairly big problem			Monthly
Keeping the streets clean	Total number of fly tipping cases and number of these collected within 48 hours of notification	Demonstrate that we are effectively delivering this core service, which contributes to creating a sense of the Borough as a good place to live and invest		Monthly
	Litter - % rating for all areas (N1-195 style)			Three times a year (measured by KBT)
	Detritus - % rating for all areas (N1-195 style)			Three times a year (measured by KBT)
	Graffiti - % rating for all areas (N1-195 style)			Three times a year (measured by KBT)
	Fly-posting - % rating for all areas (N1-195 style)			Three times a year (measured by KBT)
Keeping the Borough safe	Total number of ASB cases reported broken down by type	These indicators will show us how effectively the Council is contributing to reducing ASB and to improving residents perspective of their safety		Quarterly
	% of residents who report that they feel safe in the Borough			Reported through residents survey

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
	Food safety: number of inspections carried out and number of premises achieving 3-star rating or higher			Quarterly

Sub-theme 2: Investing in physical and social infrastructure

Actions and deliverables

Deliverable	Lead Member	Lead officer	Description of activity	Milestones
Deliver the LIP	Cllr Geddes	Pat Hayes	<p>Deliver the Borough's agreed programme of local transport improvements, funded by TfL through its Local Implementation Programme (LIP). This includes scheme to:</p> <ul style="list-style-type: none"> • Improve accessibility and passenger safety, while relieving overcrowding at Barking station. • Address road safety concerns and increase the level of walking and cycling around Dagenham Heathway. • Improve walking and cycling links between the Becontree Estate and Chadwell Heath station, along Valance Avenue. • Reduce the dominance of the car and improve air quality around Becontree Heath. • Improve the public realm around Eastbury Manor House. • Provide high quality, attractive approaches to key transport interchanges at Upney and Dagenham East stations. • Introduce a dedicated cycle route linking the Marks Gate Estate to Chadwell Heath station 	Programme delivered by 2022

Deliverable	Lead Member	Lead officer	Description of activity	Milestones
Improving transport infrastructure in the Borough	Cllr Geddes	Pat Hayes	Produce a long-term vision and strategy for a cleaner, greener and more integrated transport infrastructure across the Borough and linked to the rest of London and the wider south-east, identifying investment priorities and potential funding sources (including the future of the A13).	By June 2021
Providing full fibre broadband Borough wide	Cllr Geddes	Graeme Cooke	Enter into an agreement with a provider to complete the rollout of full fibre broadband across the Borough, including Council blocks, and secure key financial and service benefits for the Borough.	Provider agreement in place by Sept 2020
Infrastructure delivery	Cllr Geddes	Graeme Cooke	Facilitate the delivery of key education, health and related social infrastructure to support the Borough's growing population (in partnership with the ESFA and the local NHS). This includes: <ul style="list-style-type: none"> • Additional school capacity in the Gascoigne area. • Construction beginning on a new primary school at Beam Park. • Construction beginning on a new SEN school near the Stamping Plant. • Securing sites for a number of additional schools needed in future areas of housing growth (incl. Beam Park, the Stamping Plant, Barking Riverside, Thames Road and Creekmouth). • Completion of new primary care hubs in Barking Town Centre and Barking Riverside. • Reconfiguring John Smith Medical Practice to accommodate a new GP practice. 	On-going
Flood risk	Cllr Geddes	Lisa Keating	Undertake modelling to identify areas of flood risk in the Borough and develop a plan of interventions and mitigations (backed up by robust business cases for funding from the Environment Agency to support implementation of these projects).	March 2021

Deliverable	Lead Member	Lead officer	Description of activity	Milestones
Infrastructure delivery plan	Cllr Geddes	Pat Hayes	Publish and maintain an Infrastructure Delivery Plan setting out the future physical and social infrastructure needed to support planned housing growth.	September 2020 (alongside Local Plan)
Ensure delivery of CIL funded projects	Cllr Geddes	Graeme Cooke	Deliver the CIL funded projects approved by Cabinet to date and bring forward further proposals on an annual basis which deliver against key identified infrastructure needs to support housing growth (as set out in the Infrastructure Delivery Plan).	On-going
Improve impact of developer contributions (e.g. s106)	Cllr Geddes	Graeme Cooke	Update our policy and approach to securing and enforcing developer contributions to support inclusive growth outcomes, arising in particular from s106, Community Infrastructure Levy and the carbon offset fund.	In place by September 2020
Commercial asset review	Cllr Geddes	Lisa Keating	Produce a business plan for the Council's commercial asset portfolio, based on a comprehensive asset review, including proposing changes of use where there is a strong financial or service case.	By September 2020

Sub-theme 3: Shaping aspirational places

Actions and deliverables

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
Barking, The Roding & More Our vision. <i>A Town Centre with a new lease of life. A place to live, work, shop and relax. A</i>	Cllr Geddes	Graeme Cooke / Pat Hayes	Produce a vision and strategy for the future of Barking Town centre over the next 15 years, to guide third party development and drive Be First/LBBD interventions (approved by Cabinet). This will include:	Town centre regen strategy approved by December 2020

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
<p><i>real destination, day and night. Markets, merchants, makers and more. And the Roding, the new creative and cultural heart of the Borough, with new homes and jobs for local people, plus great places to visit.</i></p>			<p>Producing masterplans for the areas around Barking station, East Street and Town Quay; bringing them together into a coherent development framework for the town centre.</p> <p>Establish stronger town centre management arrangements, bringing together key frontline Council services (e.g. public realm and enforcement) to tackle street level issues and improve engagement with local business.</p> <p>Facilitating the development of key housing schemes being led by third party developers in and around the town centre: Weston Homes, EcoWorld, Countryside.</p> <p>Completing LBBD/Be First new build schemes in the town centre to improve the supply of affordable housing: Crown House and House for Artist and Axe street.</p> <p>Accelerating delivery of the regeneration of the Gascoigne estate, including an overall place-making and public realm strategy for the new neighbourhood.</p> <p>Assessing the need for additional school places in the town centre, as new homes are planned and delivered, and responding as necessary.</p> <p>Encouraging Benson Elliot to progress the re-development of Vicarage Field – and exploring all potential options for accelerating this or other schemes on the site should this stall.</p> <p>Proactively marketing key regeneration opportunities in and around the town centre to investors and developers who share our vision and values.</p>	<p>Progress on key elements – on-going:</p> <p>Town centre management arrangements agreed by September 2020</p> <p>Masterplans approved by December 2020</p> <p>District heat network operational by March 2021</p> <p>Traffic flows options work completed by December 2020</p>

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
			<p>Seeking funding for short term interventions to improve the offer and experience for those coming to the town centre – working with local businesses and market traders – alongside stronger co-ordination of public realm and enforcement activity.</p> <p>Lobbying C2C to improve the condition and facilities at Barking station, supported by the Council’s allocation of LIP funding (and investigating options for improved rail services from to and from Barking).</p> <p>Developing options for improving traffic flows and car movements around the town centre particularly addressing the severance caused by the current layout.</p> <p>Facilitating the development of key cultural infrastructure in the town centre: East End Women’s Museum, new Art House Cinema and the ground floor space at Barking 360.</p> <p>Delivering the Barking Town Centre district heat network to serve c.8,000 new homes and business users across the area.</p>	
<p>Chadwell heath</p> <p><i>Our vision. A destination in its own right; full of character, personality and charm. Two neighbourhoods brought together around a vibrant and energetic high street,</i></p>	Cllr Geddes	Graeme Cooke / Pay Hayes	<p>Produce a vision and strategy for the future of Chadwell Heath over the next 15 years, to guide third party development and drive Be First/LBBD interventions (approved by Cabinet).</p> <p>This will include: Adopting a masterplan for Chadwell Heath industrial estate to guide the release of industrial land and the development by the private sector of a sustainable, mixed residential and commercial neighbourhood.</p>	<p>Area strategy for Chadwell Heath produced by December 2020</p> <p>Chadwell Heath masterplan approved by September 2021</p>

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
<p><i>unlike anywhere else. Modern jobs, industry and transport links. More and better homes. Something for everyone, day and night.</i></p>			<p>Using the acquisition of the former Muller Dairy site to engage with adjacent owners and users with the aim of kick starting high-quality, mixed use development in this area (ahead of a disposal within three years).</p> <p>Developing improved connectivity between Chadwell Heath and Marks Gate (to facilitate future plans for new affordable homes and improved local amenities there).</p> <p>Develop plans for new, affordable homes and improved amenities and social infrastructure in Marks Gate.</p>	<p>Establish Chadwell Heath landowner group by June 2020</p>
<p>Becontree</p> <p>Our vision. <i>The Becontree estate. 100 years old in 2021 and still going strong. A moment to celebrate, but also to plan for the future. Our wonderful parks and open spaces and the brand-new youth zone point the way – holding on to the best of the Becontree's pioneering past while looking forward to the 21st century. Always the</i></p>	Cllr Geddes	Graeme Cooke	<p>Produce a 15-year regeneration framework and design guide for improving the built environment and living experience for residents of the Becontree estate; to guide Be First/LBBD interventions, external development and the contributions of local people and organisations.</p> <p>Develop and start to deliver a co-ordinated programme of improvements across the Becontree Estate, covering housing, transport, community infrastructure, public realm, shopping parades, parks and open spaces etc (working with a range of local partners and seeking to draw in substantial external funding).</p> <p>Orchestrate a programme of cultural events to celebrate the centenary of the first home on the Becontree Estate being completed in 1921 and leave a last cultural legacy – with a nationally significant festival as the centrepiece.</p>	<p>Built environment framework and design guide agreed by December 2020</p> <p>Activities and interventions delivered in 2021 on wards</p>

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
<i>residential heart of the Borough.</i>				
<p>Becontree Heath/ Rush Green</p> <p>Our vision. <i>A place where young people will go to prepare for their futures, and where anyone can learn a new skill or follow their passion. A place for high class education, and a place to call home, right next to a country park AND London's newest film studios. Fantastic new facilities for everyone in the Borough to enjoy.</i></p>	Cllr Geddes	<p>Graeme Cooke / Pat Hayes</p> <p>Mark Tyson (for park improvements)</p>	<p>Develop a plan for revitalising Eastbrookend Country Park as a place of outdoor activity and leisure.</p> <p>Deliver planned improvements to Central Park, consistent with approved masterplan.</p> <p>Deliver programme of air quality and local transport improvements around Merry Fiddlers.</p>	<p>Planning application to be approved for central park by June 2020 with work starting on site in September 2020</p>
<p>Dagenham East</p> <p>Our vision. <i>A centre for media, science and technology. The jobs of tomorrow, right next to the historic heart of the Borough. From village</i></p>	Cllr Geddes	Graeme Cooke / Pat Hayes	<p>Produce a vision and strategy for the future of Dagenham East over the next 15 years, to guide third party development and drive Be First/LBBD interventions (approved by Cabinet).</p> <p>This will include: Ensuring that construction of the film studios gets underway, either led by the Council or by facilitating an external investor / developer /</p>	<p>Area strategy for Dagenham East produced by December 2020</p> <p>Delivery of activities and</p>

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
<i>life to fibre optics. A place in which stories about the Borough's past inspire the storytellers of tomorrow. Films, not Fords!</i>			<p>operator (while supporting filming on the site during the construction of the permanent studios through the LBBD Film Office).</p> <p>Facilitating the development of new industries and employment opportunities across the ex-May & Baker site (adding to UCL Pearl, the data centre, Travelodge, Costa Coffee etc).</p> <p>Investigating the feasibility and viability of a new strategic heat network across Dagenham East, as part of a low/zero energy future for the Borough (via B&D Energy).</p> <p>Bringing forward new build schemes in the area to improve the quality and quantity of affordable housing available for local people.</p> <p>Lobbying for the C2C service to stop at Dagenham East.</p> <p>Seeking investors and developers to regenerate the Sterling and Wantz industrial estates, to support the new industrial and employment clusters at Dagenham East.</p> <p>Producing a vision/ strategy for Dagenham Village.</p>	<p>interventions – on-going</p> <p>Set up landowner group by December 2020</p> <p>Vision / strategy for Dagenham Village produced by June 2021</p>
<p>Dagenham Dock, Beam Park, Stamping plant</p> <p>Our vision. <i>Moving beyond the legacy of Ford, Dagenham Dock will become home to the next generation of sustainable industry.</i></p>	Cllr Geddes	Graeme Cooke / Pat Hayes	<p>Produce a vision and strategy for the future of Dagenham Dock over the next 15 years – integrating our ambitions around transport, modern industry and waste/energy – to guide third party development and drive Be First/LBBD interventions (approved by Cabinet).</p> <p>This will include: Convening a high-level group of stakeholders with a land or operating interest in Dagenham Dock, to seek a shared vision, strong engagement and co-ordinated activity to drive change and improvements in the area.</p>	<p>Area strategy for Dagenham Dock produced by December 2020</p> <p>Stakeholder group convened by September 2020</p>

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
<i>First up, London's three wholesale markets bringing huge investment and new jobs to the Borough. Next door, Beam Park and the Stamping Plan. New neighbourhoods for thousands of working Londoners.</i>			<p>Supporting the Corporation of London in their re-location of London's three wholesale markets to Dagenham Dock, while securing key benefits to the Borough (e.g. food college; retail markets and associated amenities; local employment, training and supply chain opportunities; A13/transport improvements; energy and waste infrastructure etc).</p> <p>Facilitating the delivery of new homes, jobs and infrastructure in the major new neighbourhoods of Beam Park and on the site of the ex-Ford Stamping Plant (and other sites in the area, where LBBD/Be First can help accelerate the delivery of affordable homes).</p> <p>Improving the condition, use and connectivity of Dagenham Dock station as a passenger interchange.</p> <p>Investigating the feasibility and viability of a new strategic heat network across Dagenham Dock, as part of a low/zero energy future for the Borough (via B&D Energy).</p>	
<p>Thames and Riverside</p> <p><i>Our vision: Barking Riverside, Thames View and Scrattons, connected to each other and properly linked with the Borough at large. Old and new neighbourhoods brought together in a healthy</i></p>	Cllr Geddes	Graeme Cooke / Pay Hayes	<p>Undertake a comprehensive study into the future of the A13 with the aim of developing credible short, medium and long term strategy for the road itself and other nearby transport infrastructure that would deal with congestion, air quality and severance (while also unlocking new homes and employment land at Castle Green).</p> <p>Develop a public affairs campaign to secure high-level support for our A13/Castle Green strategy, based on a compelling economic case for public investment to unlock homes, jobs and improve both transport connectivity and the local environment.</p>	<p>A13 study complete by December 2020</p> <p>New train station and leisure hub open by December 2021</p>

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
<i>new town on the Thames. Castle green completely transformed: a new train station, modern industry and good new jobs for local people.</i>			<p>Ensure that key, agreed infrastructure is delivered on Barking Riverside, in particular the new rail station and the new health and leisure hub in the district centre.</p> <p>Work with BRL and other agencies to accelerate the build out rate and enhance the provision of key physical and social infrastructure to ensure the success of this 'healthy new town'.</p> <p>Adopt a masterplan for Thames Road area to enable mixed use development which delivers new affordable housing and supports good quality businesses and jobs.</p> <p>Bring forward Council owned sites on Thames Road to kick start and exemplify mixed use development (while acquiring further sites where there is a strong financial and regeneration case).</p>	Thames Road Masterplan approved by December 2021

And finally, to underpin these plans for the Borough's major places:

Actions and deliverables

Deliverable	Lead Member	Lead officer	Description of activity	Milestones
Approve new local plan	Cllr Geddes	Pat Hayes	Submit the updated Local Plan to the planning inspectorate for approval (and approve further Supplementary Planning Documents as needed).	Reg 19 – Sept 2020 Approved – by December 2021
Dagenham Heathway rejuvenation	Cllr Geddes	Pat Hayes	Develop a plan to rejuvenate the shopping parade at Dagenham Heathway, to enhance the retail and residential offering, linked to improvements in the local public realm.	By September 2021

Conversation with residents about inclusive growth	Cllr Geddes	Graeme Cooke	Use 'Barking & Dagenham: The story of our Borough, past, present and future' to create an on-going dialogue with local residents about our vision and plans for regeneration across B&D, making use of both online and face to face engagement activity, linked to a wider approach to strategic communications and engagement, and building on the Borough & Me project.	Summer 2020 and ongoing
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Environment: Becoming the green capital of the capital

***Our goal is:** to play our part in addressing the climate crisis by transitioning to net zero carbon, in relation to the Council itself and the Borough as a whole. This means leading and facilitating major changes in energy, waste and the wider local environment; affecting our homes, our work and how we get around. Our aim to generate far more low or zero carbon energy locally; dramatically reduce energy usage (especially in our housing stock and transport system); progressively decrease the production of waste and increase the level of reuse and recycling; and enhance the quality and sustainability of the natural environment in a Borough blighted by a history of heavy industry and dirty vehicles. This transition will take time and not be painless, but we see huge opportunities to generate new sources of jobs and prosperity, alongside improvements in the quality of life.*

Sub-theme 1. A decarbonised, local energy system

Actions and deliverables

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestone
Clean energy action plan	Cllr Geddes	Graeme Cooke	Produce a Zero Carbon Roadmap setting out a pathway and activities to get the Council, its housing and its wider assets to carbon neutral by 2030 and the wider Borough by 2050; based on assessing current levels of carbon and greenhouse gas emissions and a trajectory for reductions. Produce a set of metrics which will help us monitor performance in the future	Plan produced by December 2020

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestone
B+D energy network development	Cllr Geddes	Gideon Botha	Ensure that B&D Energy delivers the Barking Town Centre heat network, ready to supply c.8,000 new homes in the area over the next few years and transitions to low-carbon energy sources	Heat network infrastructure in place by Jan 2022 and new centre by August 2022
Development of B+D energy network	Cllr Geddes	Gideon Botha	B&D Energy to undertake feasibility studies and develop business cases for future strategically significant heat networks in other key regeneration areas across the Borough (starting with Dagenham Dock and Dagenham East)	Business cases delivered by September 2021
Solar panel feasibility study - Council buildings	Cllr Geddes	Graeme Cooke	Determine the strength of the investment and climate case for the installation of solar panels across Council owned buildings, drawing on available subsidies and incentives	By December 2020
Solar panel feasibility study - other buildings	Cllr Geddes	Graeme Cooke	Determine the feasibility and viability of a commercial route to market for solar PV deployment among owner-occupiers and businesses across the Borough, based on the mapping of rooftop potential in the Borough; with the aim of bringing forward a competitive offer for installation	By December 2020
Develop business case for ground source heating	Cllr Geddes	Graeme Cooke	Produce a business case for the deployment of a communal ground heat pump loop system, utilising the free heat found in our local surroundings to cut tenants and leaseholder fuel bills and provide renewable, low carbon heating (and, subject to that work, trial this model on one block of flats)	By December 2020
Develop the Beam energy offer	Cllr Geddes	Graeme Cooke	Work with Robin Hood Energy to introduce new product and service innovations for Beam Energy customers, including: <ul style="list-style-type: none"> • Installation discounts on electric vehicle charge points; 	On-going

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestone
			<ul style="list-style-type: none"> • Hardship support for qualifying households to clear unpaid bills; • Warm Homes Discounts of £140 per year for vulnerable people; • The offer of innovative green, time-of-use and 'just-about-managing' fuel poverty tariffs; and • Bespoke tariffs for local businesses, schools and charities. 	

Indicators

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
Reducing carbon and greenhouse gases across the Borough	Annual tonnes of carbon produced across the Borough	That the Council is working towards reducing the carbon footprint annually	Baseline to be established through production of clean energy action plan	Annual
Reducing carbon and greenhouse gases - our own activity	Annual tonnes of carbon saved by homes, buildings and corporate assets which have been retrofitted or installed low-carbon technologies	That the Council is working towards reducing the carbon footprint annually	Baseline to be established through production of clean energy action plan	Annual
Providing sustainable energy through B+D energy district heat network	Number of active residential customers on the B&D Energy network	That the Council owned company is operating effectively and providing sustainable energy		Quarterly
	Number of active commercial customers			Quarterly
Providing LBBD residents with access to lower priced energy	Take up level of Beam energy – broken down by tariff and meter type	Tells us that our approach to intervening in markets to provide alternative energy supplier is benefiting residents	3,000 meter point connections	Quarterly

Sub-theme 2: Energy efficient homes and buildings

Actions and deliverables

Deliverable	Lead Member	Lead officer	Key activity	Milestones
Energy Efficient homes/ buildings	Cllr Geddes	Graeme Cooke	Work with our appointed partner Eon to roll -out our “Cosy Homes” programme of heating and energy efficiency measures up to mid-2022, targeting qualifying households who can access ECO3 funding and developing attractive funding and installation packages for private landlords	Programme to run until Feb 2022
	Cllr Geddes	Lisa Keating	Deliver a deep retrofitting pilot on at least ten homes on the Becontree estate to coincide with the centenary (involving the installation of external wall insulation, solar arrays, battery storage, air source heat pumps and EV-charging points to create zero carbon homes).	Delivered by September 2021
	Cllr Geddes	Lisa Keating	Undertake a high-level investment appraisal and feasibility study for deep retrofitting across the Council’s housing stock consistent with achieving full decarbonisation by 2050 (informing decisions about the HRA stock investment strategy and options for stimulating the able-to-pay market).	By September 2021

Indicators

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
Greener, cleaner energy efficient homes and assets	Number of homes, buildings and corporate assets which have been retrofitted or installed low-carbon technologies	That the Council is accelerating the take-up of low carbon heat and power measures	250 buildings by 2022	Quarterly
Tackling the coldest homes in the Borough	Number of Council properties lifted from E, F and G ratings	Progress towards eliminating all cold homes in the Borough	Zero	Quarterly
	Number of private homes no longer E, F and G		10%	Quarterly
Deep retrofitting for the homes of the future	Number of properties receiving the deep retrofit makeover	Test the business case for roll-out of deep retrofit and provide A+ energy-rated homes of the future	>10 Council properties	Quarterly

Sub-theme 3: A green local environment

Actions and deliverables

Deliverable	Leader Member	Lead officer	Key activity	Milestones
A green local environment	Cllr Mullane	Fiona Taylor	Produce an air quality action plan that sets out the Council's policy, approach and commitments to key issues affecting air quality in the Borough, including clean transport, parking enforcement, green spaces and tree planting.	Approve by December 2020

Deliverable	Leader Member	Lead officer	Key activity	Milestones
	Cllr Ghani	Lisa Keating	Fully electrified 25% of the Council's own vehicle fleet by 2022	Monitored as part of the My Place mandate
	Cllr Ashraf	Mark Tyson	<p>Implement the parks and open spaces action plan, including short term improvements and delivering of agreed masterplans for the Borough's ten most important parks, including:</p> <ul style="list-style-type: none"> • A programme of playground upgrades and repairs • An improvement project for Abbey Green and Abbey Ruins. • A programme of installing habitat enhancements, such as bird and bat boxes, across parks. • Planting at least 800 new saplings, maximising tree canopy cover against urban warming, pollution, soil protection, flood risk and bio-diversity enhancement. • Identifying at least two officially designated 'Cool Spots', providing shade and protection for residents and visitors to the Borough from days of extreme and intensive heat 	On-going
	Cllr Geddes	Graeme Cooke	Seek a partner(s) to invest in and deliver a large-scale installation of standard and rapid public electric vehicle charge points across the Borough, plus an offer of a private, off-street charge point for interested households.	Approach agreed by end 2020
	Cllr Mullane	Fiona Taylor	Deliver the parking action plan which aims to improve safety, congestion and air quality across the Borough, as well as providing a safer, fairer, consistent and a more transparent parking service.	On-going

Indicators

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
Improving air quality	Air quality: number of days in year where mean particulate matter levels are exceeded	A high-level indication of overall air quality in the Borough		Annual (through DEFRA data)
	Noxious and particulate levels in key hotspots	Reduction in nitrogen dioxide and PM10 levels, particularly around schools	30 monitors in place by 2021	Quarterly
	% of journeys made by sustainable modes of transport in the Borough	An increase in this % will contribute to improving the environment in the Borough		Annual (through the TLF LIP return)
	Number of CPZs	The coverage of CPZs across the Borough	20 CPZs rolled out by Dec 2021	
Shifting to vehicle electrification	Number of public EV charging points installed	Progress towards LBBD leading by example in electrification	25 additional charging pillars installed	Bi-annually
	Number of Borough fleet vehicles moved to electric	Progress towards LBBD leading by example in electrification and providing infrastructure to increase public EV take-up	25% of fleet by 2022	Bi-annually
Greener public spaces and shading	Increased tree canopy	Growth in natural foliage providing shade and	>800 new tree plantings	Quarterly

Money and Debt

Our goal is: to reduce levels of debt and associated money issues in our community through the adoption of an ethical, joined up and data driven approach to the collection, management and prevention of debt. This means building on the success of the Homes and Money hub through developing their preventative offer, making better use of data and insight to support proactive outreach, and working more closely in partnership with civil society. It means continuing to provide residents with a range of affordable alternatives to the high street, including four additional community food clubs (delivered in partnership with Fair Share) which provide access to affordable, healthy food, alongside personalised debt and money management support, and an expanded and improved offer from Beam Energy to vulnerable residents. Finally, it means using the opportunity created by the return of the revenues and benefits service into Community Solutions to reform how we manage and collect our debts, improving rent collection whilst also maximising the potential for upstream prevention.

Actions and deliverables

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestone
Strengthen preventative offer	Cllr Bright	Mark Fowler	Making full use of our data and our insight to identify residents who either are, or might be at risk of, experiencing money and debt issues, and developing our core preventative offer in order to manage these risks, including through benefits maximisation, debt management and consolidation, and wider financial advice and guidance.	Scoping study with recommendations for action complete by March 2021
Expand community food clubs	Cllr Bright	Mark Fowler	Expanding the reach of our community food clubs from three to seven locations across the Borough, ensuring that these continue to provide the residents that need it most with access to affordable, healthy food, alongside personalised debt and money management support.	4 x new community food clubs open by September 2021

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestone
Expanding and improving Beam Energy	Cllr Geddes	Graeme Cooke	Work with Robin Hood Energy to introduce new product and service innovations for Beam Energy customers, including: Installation discounts on electric vehicle charge points; hardship support for qualifying households to clear unpaid bills; warm Homes Discounts of £140 per year for vulnerable people; the offer of innovative green, time-of-use and 'just-about-managing' fuel poverty tariffs; and bespoke tariffs for local businesses, schools and charities.	On-going
Return and Transformation of revenues and benefits	Cllr Twomey	Claire Symonds	Ensuring the successful transition of the Council's revenues and benefits service from Elevate into LBBB, using this opportunity to strategically align and redesign the service so that it can both improve collection rates and maximise the potential for prevention, in partnership with the wider Community Solutions offer.	All staff transferred from Elevate to Community Solutions by September 2020 New blueprint to By March 2021 New blueprint implemented September 2021

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestone
Implementation of ethical Collector service	Cllr Twomey	Claire Symonds	Developing a new in-house ethical collector service for all in-Borough debts that is able to work closely alongside revenues and benefits as well as community solutions in order to improve collection rates and maximise the potential for prevention.	<p>Ethical Collector service design to CSG June 2020.</p> <p>External Bailiff contracts realigned and re-let by December 2020.</p> <p>In-house Ethical Collector service live by March 2021.</p>

Indicators

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
Supporting financial stability through debt reduction and income maximisation	Total number of people supported through Homes & Money Hubs (HAM Hub)	Whether we are effectively supporting residents to reduce debt, increase and maximise income and build financial resilience		Quarterly
	% of people supported by the HAM Hub with a financial assessment			Quarterly
	Financial resilience measure e.g. Total value of arrears successfully reduced in cohort by period			Quarterly
	Number of people supported by HAM Hub whose eviction was prevented			Quarterly

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
	Total number of people registered with Community Food Clubs			Quarterly
	Total value of savings passed on to residents through Community Food Clubs			Quarterly
	Total value (to people) of income maximisation across key benefit cohorts (FSM, Pension credit, Severe Disability Premium etc)			Quarterly
	% use of Homelessness Prevention Fund			
Improving collection rates	Temporary accommodation - % rent collection rate	Effectiveness of collection and recovery		Quarterly
	% of Council Tax collected			Quarterly
	% of business rates collected			Quarterly
	% / total value of HB overpayments recovered			

Well Run Organisation: Performance Framework

This section sets out the actions, deliverables, outcome measures and indicators that flow from the 'Well Run Organisation' priority within the Corporate Plan, clustered around the following themes.

A 'Well Run Organisation':

1. Delivers value for money for the taxpayer
2. Employs capable and values-driven staff, demonstrating excellent people management
3. Enables democratic participation and works relationally
4. Puts the customer at the heart of what it does
5. Is equipped with the tools, information and capability to deliver its vision

This section of the Single Performance Framework describes activity that is crucial to enabling all activity related to the other three strategic priorities identified in the Corporate Plan: Inclusive Growth; Prevention, Independence and Resilience; and Participation and Engagement.

The Well Run Organisation delivers value for money for the taxpayer

Delivering value for money for the taxpayer is the role of all staff particularly those who manage resources, budgets and staff. However, the Finance service has a particular role to play in setting the environment in which financial decisions are made and managed and shaping the associated tools and processes the organisation uses. Further metrics may be introduced with the development of the Commercial Services blueprint and the Core transformation programme.

Actions and deliverables

Topic	Lead Member	Lead Officer	Task	Milestone
MTFS	Cllr Twomey	Philip Gregory	Delivery of a balanced budget and MTFS, approved by Assembly	March 2021 March 2022
Strategic Sourcing Savings	Cllr Twomey	Hilary Morris	Development of a new baseline and forward plan to deliver future Strategic Sourcing savings for the Council	30 September 2020
Social Value Outcomes	Cllr Twomey	Hilary Morris	Development of a framework to monitor Social Value outcomes across the Council	31 March 2021
Compliance with Contract Rules	Cllr Twomey	Hilary Morris	Development of processes to challenge the number and quality of waivers produced above Procurement Board threshold.	30 September 2020
Publication of accounts	Cllr Twomey	Philip Gregory	Publication of draft LBBD accounts by statutory deadline	By statutory deadlines
	Cllr Twomey	Philip Gregory	Publication of audited LBBD accounts by statutory deadline	By Companies House deadlines
	Cllr Twomey	Philip Gregory	Publication of audited subsidiary accounts	31 December 2020

Topic	Lead Member	Lead Officer	Task	Milestone
Internal Audit	Cllr Twomey	Philip Gregory	Agree Audit Charter, Strategy and Plan	Approved annually by the Audit and Standards Committee
Project and Programme Management	Cllr Twomey	Richard Caton	Review Programme and Project reporting in light of new Performance Management Framework	1 May 2020
	Cllr Twomey	Richard Caton	Implement results of review	1 June 2020
Performance Reporting	Cllr Twomey	Richard Caton	Develop and implement a new Performance Management Framework	1 May 2020

Indicators

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
Financial Management	Revenue outturn vs budget	That the organisation is maintaining a stable and sustainable financial position, and monitors this accurately.	+/- 5%	Monthly
	Percentage of budgets effectively monitored by managers through online processes		75%	Monthly
	Unexpected variation in forecast outturn per month		Equal to or less than £0.5m	Monthly
Counter Fraud	Value and number of incidences of fraud detected	That the behaviours and activities of the organisation protect the public purse.	N/A	Quarterly

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
	Number of Council properties recovered from social housing tenants following investigation by the Counter Fraud Team	That the behaviours and activities of the organisation protect the public purse.	N/A	Quarterly
Internal Audit	Percentage of Audit Plan completed (Reports at draft stage)	That there is activity to provide independent assurance that the organisation's risk management, governance and internal control processes are operating effectively.	Equal to or greater than: 25% by end of Q2 50% by end of Q3 80% by end of Q4 100% by end of Q5	Quarterly
	High risk recommendations not addressed within timescales	That findings and agreed actions from Internal Audit activity are acted upon.	Less than 5%	Quarterly
Legal support	Total quantitative value added (or savings achieved) relative to the cost of provision of the same chargeable hours at external rates)	That the organisation is making best possible use of internal resources.	Up to 40%	Annually
Project and Programme Management	Reporting in line with new Performance Management Framework	That the organisation has rigour in its project and programme management.	N/A	Monthly
Performance Reporting	Reporting in line with new Performance Management Framework	That the organisation has rigour in its performance management.	N/A	Monthly

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
Accounts Payable	Time taken to process Accounts Payable payments	That the organisation works to support good supplier relationships.	95% processed in 30 days or less	Monthly
	Creditor payments to be made electronically		>98%	Monthly

The Well Run Organisation employs capable and values-driven staff, demonstrating excellent people management

Employing capable and values-driven staff and demonstrating excellent people management is the role of all managers and leaders. However, HR have a particular role to play through their role in policy making and shaping the tools and processes the organisation uses.

Actions and deliverables

Topic	Lead Member	Lead Officer	Task	Milestone
Recruitment	Cllr Twomey	Gail Clark	New Recruitment System – TalentLink go live	By October 2020
Development	Cllr Twomey	Gail Clark	New Learning Management System go live	By October 2020
Wellbeing	Cllr Twomey	Gail Clark	Apply for the Good Work Standard	Apply: May 2020 Self-assessment: June 2020 Achievement level: July 2020
Compliance	Cllr Twomey	Gail Clark	Full implementation of Manager Matrix	November 2020
	Cllr Twomey	Gail Clark	Temperature checks	2-3 times a year

Topic	Lead Member	Lead Officer	Task	Milestone
Employee Experience	Cllr Twomey	Gail Clark	Appraisals	September – November each year
	Cllr Twomey	Gail Clark	Mid-Year Reviews	February – April each year
	Cllr Twomey	Gail Clark	Investors in People Assessment – Gold Level	Assessment Date: January 2021 (TBC) Outcome expected: February 2021 (TBC)
Equalities	Cllr Twomey	Gail Clark	Publish Gender Pay Gap information	30 March 2020

Indicators

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
Recruitment	Metric will be developed in parallel with the implementation of Talentlink (see deliverable above) and via the work of the Core Transformation Programme.	That the organisation is recruiting high calibre public servants.	TBC after implementation of Talentlink (see deliverable above)	TBC after implementation of Talentlink (see deliverable above)
Learning and development	Leadership and Management Development Programme is delivered	That the organisation is investing in middle managers so that they can lead and manage consistently	6 cohorts a year	Annually
Absence	Average days lost to sickness absence	That the organisation is sufficiently protecting staff wellbeing and promoting efficient working practices.	Equal to or less than 6 days	December 2020 (annual review of target)

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
Compliance	Compliance with Absence Policy (managers)	That the organisation is professionally competent and compliant with policy, procedure and the law.	90% compliance	Bi-monthly
	Compliance with Mandatory Training	That the organisation is professionally competent and compliant with policy, procedure and the law.	90% compliance	Annually or after specific training initiative
Apprentices and graduates	Apprenticeship Target	That we meet the public sector target for apprentices	2.3%	4-year target set in April 2017
	Apprenticeship Levy	That the levy pot is spent (controllable budget)	Equal to value of levy pot	Quarterly
Wellbeing	Number of new stress related absences	That the organisation is sufficiently protecting staff wellbeing and promoting efficient working practices.	Below London average	Quarterly
	Number of RIDDOR accidents/incidents		Below London average	Quarterly
Employee Experience	Employee Engagement Index	That the staff experience within the organisation is excellent.	80%	Bi-annually
	Number of new Grievances received		Below London average	Bi-monthly

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
	Number of appraisals completed		95%	Annually
Equalities / Representation	Gender Pay Gap	Remuneration is fair between men and women at all levels across the organisation	Below London average	Annually
	BAME representation	The workforce is representative of the local population	At London Average	Quarterly

The Well Run Organisation enables democratic participation, works relationally and is transparent

Designing relational practices into the Council's activity and enabling democratic participation is core to the approach of a well-run organisation in Barking and Dagenham. The Participation and Engagement Strategy outlines the Council's approach to this across Council services and with our social sector and community. This priority focuses on the specific operations of the Council facilitate democratic participation, some of which are further described within the Participation and Engagement Strategy. Core to this way of working are the Democratic Services and Communications team.

Actions and deliverables

Topic	Lead Member	Lead Officer	Task	Milestone
Democratic Participation	N/A	Returning Officer/Chief Executive	GLA Election	May 2021

Topic	Lead Member	Lead Officer	Task	Milestone
	N/A	Returning Officer/Chief Executive	Local Election	May 2022
	Cllr Rodwell	John Dawe	Boundary Review	Ward pattern consultation – August 2020 to October 2020 Submission of Council’s preferred warding pattern to Boundary Commission – 19 October 2020 Boundary Commission to publish final ward pattern recommendations – 29 June 2021
	N/A	Alan Dawson	Annual Canvass	July – October annually
	N/A	Alan Dawson	Compliance with electoral law and regulations, and any Directions from the Electoral Commission relating to the delivery of specific polls	As required
	Cllr Twomey	Alan Dawson	Retain the Member Development Charter Plus accreditation	April 2020
	Cllr Twomey	Fiona Taylor	Review and update the Council Constitution in a timely fashion.	As required
	Cllr Ashraf	Monica Needs	Citizens Alliance Network	Year 1 report for Cabinet, at which stage CAN active in the majority of neighbourhoods of B&D. Q4 2021-22

Topic	Lead Member	Lead Officer	Task	Milestone
	Cllr Ashraf	Rhys Clyne	'How to' guide on deliberative participation	March 2022
Transparency	Cllr Twomey	Pye Nyunt	Establish a Data Ethics Committee	Q3 2020/21
	Cllr Twomey	Sarah Myers	Transparency Plan	Q3 2021/22
Participation in policymaking, commissioning, and service-design	Cllr Ashraf	Sarah Myers	Specify in the Blueprint for the Strategic Framework how resident participation and experience is to be incorporated at each layer of the Strategic Framework. Including in the development of strategies and commissioning mandates	Blueprint adopted, Q3 2020-21
	Cllr Ashraf & Cllr Twomey	Sarah Myers	Following the Blueprint for the Strategic Framework, undertake a review of commissioning processes (across adult's, children's, inclusive growth, education, public health) to identify opportunities to enhance resident participation.	Review of commissioning practices and opportunities for resident participation undertaken, Q2 2021/22

Topic	Lead Member	Lead Officer	Task	Milestone
			Identify and undertake at least six significant opportunities for enhanced resident participation/ co-production of services across different stages of the commissioning cycle.	At least six opportunities for enhanced resident participation in commissioning undertaken, Q1 2022/23
Communications	Cllr Ashraf Cllr Ghani Cllr Mullane Cllr Carpenter	Emily Blackshaw / Colin Bartlett / Andy Opie / Jane Hargreaves	Annual campaign plan agreed and budget allocated.	Commencement and delivery of these campaigns: <ul style="list-style-type: none"> Cleaner Borough Campaign Phase 2 Lost Hours Campaign Wall of Shame Grime and Punishment

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Democratic processes	Key decisions of executive committees are published in advance of the meeting on the Statutory Forward Plan	That the organisation facilitates residents to actively participate in local democracy.	28 days	Monthly
	Committee meeting agendas are published in advance of the meeting		5 clear working days	Monthly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	Number of Cabinet decisions called-in		No target	Annually
	Number of urgent decisions taken using delegated authority		No target	Annually
	Percentage of household properties where a positive response to the annual canvass process is provided		90%	Annually
	Number of people signed up to Citizens' Alliance Network.		400 by Q4 2021/22	Quarterly
	Number of projects initiated on the One Borough Voice arm of Citizens' Alliance Network		10 by Q3 2021/22	Quarterly
Decision-making	Attendance of Legal service at all meetings of the Council and board / authority meetings of client partners (i.e. East London Waste Authority and Reside) where required	That decisions of the authority are taken with legal advice and in accordance with the constitution and other relevant legislation.	98% - Baseline 100% - Target	Quarterly
	Complete Legal implications for reports within 5 working days of receipt of a complete report and request	That decisions of the authority are taken with legal advice and in accordance with the constitution and other relevant legislation.	98% - Baseline 100% - Target	Quarterly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Policy-making and commissioning	Percentage of decisions at Cabinet that are supported by an Equalities Impact Assessment (EIA), where required	We are meeting our statutory responsibilities under s.149 of the Equality Act 2010	100%	Monthly
Transparency	Percentage of FOI requests responded to within 20 days	That we are compliant, open and transparent when required to share or give publicly held information	95%	Monthly, one month in arrears
	Percentage of Subject Access Requests responded to within 40 days	That we are compliant with GDPR	90%	Monthly, one month in arrears
External Communications	Percentage of people who have seen or heard information about campaigns (individual campaign awareness scores)		Equal to or greater than 45%	Annually
	One Borough e-newsletter	Number of subscribers	That social media activity has good reach and visibility	Targets to be set following development of Communications Blueprint
	Twitter	Number of Engagements		
		Number of followers		
Number of Council video views				
		Frequency to be set following development of Communications Blueprint		

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	Facebook	Number of posts		
		Number of Engagements		
		Number of followers		
		Number of Council video views		
	Instagram	Number of posts		
		Number of Engagements		
		Number of followers		
		Number of Council video views		
		Number of posts		
	Number of press mentions	That communications are being picked up through wider media		

The Well Run Organisation puts the customer at the heart of what it does

Putting the customer at the heart of what the organisation does is the role of all staff particularly those dealing directly with the public. However, the Customer Contact Team has a particular role to play. The Contact Centre, out of hours call handling and Careline became the Council's responsibility

on 1 February 2020 and metrics and activities are in the process of being developed and these should all be available in a refreshed version of this document by April 2021.

Actions and deliverables

Topic	Lead Member	Lead Officer	Task	Milestone
Self-service	Cllr Twomey	Natalia Monvoisin	To replace the technology that drives My Account and our customer relationship management system. In order that we can have a full view of the customer.	Procurement paper is scheduled to go to Cabinet on the 21st April 2020 Implementation: April 2021
	Cllr Twomey	Natalia Monvoisin	Replacing current booking system with one that can act for all services	To be developed Projected Implementation date: October 2020
	Cllr Twomey	Natalia Monvoisin	Develop comprehensive system for Contact Centre that will provide their scripts and “knowledge” enabling them to give the correct information to customers.	Implementation of cloud telephony services for contact centre – Phase 1 due to complete by April 2020 Customer journey planning with new cloud provider to commence c. mid-April Implementation November 2020

Topic	Lead Member	Lead Officer	Task	Milestone
				Full capability implementation: December 2020

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Routes of redress	Percentage of complaints responded to within SLA	That the organisation responds fairly and efficiently to address customer concerns.	90%	Monthly, one month in arrears
	Percentage of complaints at stage 1 and 2		No target	Monthly
	Percentage of complaints upheld		No target	Monthly
	Number of complaints to Local Government Ombudsman		No target	Monthly
	Percentage of Member enquiries (casework) responded to within SLA		90%	Monthly, one month in arrears
Method of Customer Contact	LBBB website accessibility score	That the organisation enables customers to serve themselves, if they choose to, making self-	Top quartile when benchmarked with peers	Quarterly
	Call volumes		No target	Monthly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	Form usage	service an easy and efficient option.	No target	Monthly
	Requests by channel		No target	Monthly
	Customer satisfaction		Target to be set once benchmark established	Monthly
	Customer Effort Scoring		Target to be set once benchmark established	Monthly
	Percentage of calls answered		Equal to or greater than 90%	Monthly
	Customer satisfaction with call handling		Equal to or greater than 85%	Monthly
Legal Service Client Management	Acknowledge all client instructions within 5 working days of receipt	Clients of the Legal Practice receive a good service	95% - Baseline 100% - Target	Bi-annually
Measures of client satisfaction for other Core services are being developed through the blueprint process.				

The Well Run Organisation is equipped with the tools, information and capability to deliver its vision

In order to work efficiently and effectively, services across the breadth of the organisation must be equipped with the correct tools and the ability to use them. A data-driven, evidence-based approach must be embedded in all levels of working. However, the IT service as well as the Data Insight Hub have a particular role to play. More broadly, we need to develop tools and technology which are integrated and facilitate business processes

supporting collaboration between different parts of the organisation, to create seamless pathways through our services for residents and also to use data and information to the best effect.

The IT Service returns to the Council on 1 July 2020 and metrics are activities will be developed as part of that process and these should all be available in a refreshed version of this document by April 2021. The IT service will during the remainder of 2020/21 deliver equivalent or better service levels than delivered by the current Elevate service for performance, availability and reliability.

Actions and deliverables

Topic	Lead Member	Lead Officer	Task	Milestone
Data Insight	Cllr Twomey	Pye Nyunt	Updated Resident Matrix	August (annually)
	Cllr Twomey	Pye Nyunt	Updated Borough Data Explorer and Social Progress Index	October (annually)
	Cllr Twomey	Pye Nyunt	Development of OneView as new data sources become available	Ongoing
	Cllr Rodwell	Pye Nyunt	Preparation for the Ward Boundary Review; submission and sign off by the Boundary Commission on new wards prior to next local election	2022
	Cllr Twomey	Pye Nyunt	Preparation for the 2021 Census and analysis of responses	2021
	Cllr Twomey	Paul Ingram	New IT business model based on transparent allocation of cost by consumption and based on product families to be developed and implemented	TBC after Elevate return
	Cllr Twomey	Paul Ingram	Develop a new process for delivering technology projects aligning with the new IT business model and the new IT service model	TBC after Elevate return

Topic	Lead Member	Lead Officer	Task	Milestone
	Cllr Twomey	Paul Ingram	The IT service will implement a number of key technology platform projects vital to the Council Core during 2020/21	<p>New CRM core (April 2021)</p> <p>Replace Integration platform (July 2020)</p> <p>IT Service Management tool (December 2020)</p> <p>New Mobile telephony (April 2020)</p> <p>New Landline Telephony (June 2020)</p> <p>New Contact Centre telephony (October 2020)</p> <p>Migrate all IT workloads from Agilisys to Microsoft infrastructure (April 2021)</p> <p>Replace Citrix infrastructure (key to My Place and Revenues & Benefits) (December 2020)</p> <p>Developing separate environments for partner organisations (April 21)</p>
	Cllr Twomey	Paul Ingram	The IT service will implement or support the implementations of a set of key Business projects	<p>Landlord Management System live on Capita Open Housing (June 2020)</p> <p>Specification and implementation of a</p>

Topic	Lead Member	Lead Officer	Task	Milestone
				<p>replacement for Oracle ERP (December 2021)</p> <p>Replacement of the current LBBD MyAccount (Agilisys Digital) (April 2021)</p> <p>BD-SIP move to external IT provision (October 2020)</p> <p>BDTP implementation of new Repairs management system (January 2021)</p> <p>Re-implementation of the Council GIS service (April 2020)</p>
Data and information governance	Cllr Twomey	Andrew Walkinshaw	<p>Print & Post / Scan It, Scrap It, Store It</p> <p>Scrap all files outside of retention periods</p> <p>Paper-lite Audit Review</p> <p>Implement audit findings and recommendations</p>	<p>1 May 2020</p> <p>1 September 2020</p> <p>1 April 2020</p> <p>1 June 2020</p>
Commissioning and Policy	Cllr Rodwell	Sarah Myers	Production of the new Strategic Framework	April 2020
	Cllr Rodwell	Sarah Myers	Commissioning Mandates for commissioned service blocks	May 2020
	Cllr Rodwell	Sarah Myers	New Corporate Plan	May 2020
	Cllr Rodwell	Sarah Myers	Strategic Framework Blueprint	September 2020
	Cllr Rice	Sarah Myers	A refreshed Equality and Diversity policy developed around the 10 structural barriers	May 2021

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Data-led and uses insight and intelligence to drive the business	Feedback from State of the Borough conference on the Social Progress Index and Borough Data Explorer	That the organisation is data-led and uses insight and intelligence to drive the business.	A majority positive feedback	Annually
	Use of the Residents matrix in at least 2 B&D challenges per year		No target	Annually
Tools and Technology	OBI/Oracle downtime: days/hours lost (this may be monitored by IT as part of the hosting arrangement with Brent LBC)	That the organisation has the right technology and tools to fulfil its responsibilities.	No target	Monthly
	The IT service will, during the remainder of 2020/21, deliver equivalent or better service levels than delivered by the current Elevate service for performance, availability and reliability.			
Data Security	Percentage of staff that have completed mandatory GDPR training	That staff understand practices and processes for keeping data secure	100%	Annually
	Number of incidences of data breaches	That we are compliant with GDPR and securely store data	No target	Monthly

Community and Equality Impact Assessment

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

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

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

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

About the service or policy development

Name of service or policy	Corporate Plan 2020- 2022
Lead Officer	Jonny Mallinson
Contact Details	Jonny.mallinson@lbbd.gov.uk

Why is this service or policy development/review needed?
<p>In 2017 The BDDP set out the Borough's shared, 20-year vision for the future of Barking and Dagenham, in the form of the Borough Manifesto. The Manifesto represents the standard to which the Council holds itself and all our activity is aimed at achieving its vision.</p> <p>The scale of this challenge requires a radical approach to preventing poor outcomes for our residents. Only by building a preventative system of public services and social infrastructure will we, with our partners and the community, be able to address the root causes of poverty, deprivation and health inequality and, ultimately, achieve the vision of the Borough Manifesto. At the heart of this preventative system is a commitment to addressing the structural inequalities faced by certain groups within our population.</p> <p>The Council's long-term approach must also be supported by an approach to making decisions and planning activity that can respond to the rapidly changing needs of the community during and in response to the Covid-19 pandemic. The ongoing emergency response to the pandemic demands that the Council make decisions quickly and clearly in order to ensure it is supporting the residents of the Borough to remain safe and well.</p> <p>With this context in mind, a new Corporate Plan has been developed to detail the Council's strategic framework, its priorities and its planned activity for the remainder of this political administration (2020-22).</p> <p>The new Corporate Plan sets out the Council's strategic framework and translates that approach across four key strategic priorities:</p>

Why is this service or policy development/review needed?

1. Inclusive Growth
2. Participation and Engagement
3. Prevention, Independence and Resilience
4. Well Run Organisation

The Corporate Plan, and the content of the Single Performance Framework it introduces and appends, incorporates the existing [Equality and diversity strategy 2017-2021](#). The deliverables and objectives attached to this strategy remain live and the vision of a strategic framework with equality and diversity at its core remains the sentiment of the Corporate Plan and the long-term approach to public service reform it describes.

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

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

The Council's Corporate Plan sets out the organisation's strategic framework, including its priorities and associated workplan between 2020 and 2022. This EIA applies to the entire Corporate Plan. As such it does not cover, in detail, every planned initiative, service change and activity. Instead, it offers an overall analysis of the impact of structural inequalities for groups in our population with identified protected characteristics, before detailing several examples of activity described in the Single Performance Framework aimed at addressing these inequalities. For a full view of the Council's planned activity, and therefore a more detailed understanding of how it relates to specific groups of our residents, please see the Single Performance Framework.

What do we know about structural inequality in Barking & Dagenham?

Our understanding of structural inequalities in our population is constantly evolving, based on continued analysis of the protected characteristics and their association to a range of poor outcomes in our Borough. In the years ahead, we will continue to deepen and strengthen this analysis.

Overall

•211,998 residents - 7th smallest population in London

Age

- 57,865 under 16s - highest proportion in London and the UK
- 134,378 16 to 64s - 6th lowest proportion in London
- 19,755 over 65's - 7th lowest proportion in London
- 33.1 average age - lower than London average (36.4)

Disability

•16% of adults aged 16 and over are EA core or work limiting disabled – lower than the London average (16.6%)

Gender reassignment

•The 2021 Census will have a new voluntary question which asks 'is your gender the same as the sex you were registered at birth?' This will provide insight currently unavailable to us.

Marriage and Civil Partnership

Meaningful data will be provided by the 2021 Census.

Pregnancy and Maternity

•79.6 births per 1,000 women of childbearing age - highest in London

•25.1 conceptions per 1,000 females aged 15-17 – highest in London

Race (including Gypsies, Roma and Travellers)

•64.9% Black and minority ethnic (BME) population - above London average (61.3%)

•After English, the five most common languages spoken are Bengali, Urdu, Romanian, Lithuanian and Yoruba.

Religion or belief

Sex

•62.8 male healthy life expectancy - below London average (63.9)

•62.3 female healthy life expectancy - below London average (64.6)

•13.7 domestic abuse offences per 1,000 people - highest in London

• 78% of police reported domestic abuse victims are female, 22% male

•93% of perpetrators male, 7% female

Sexual orientation

•The 2021 Census will include a voluntary question on sexual orientation.

Socio-economic Disadvantage

•5.5% unemployment - higher than London average (4.7%)

•71.3% employment - below London average (74.5%)

•1.4% income support claimants - highest in London

Deprivation in Barking and Dagenham

The index of multiple deprivation (IMD) is the official measure of relative deprivation for small areas or neighbourhoods in England. Barking and Dagenham has:

- the twenty first highest IMD score in England (based on 317 local authority districts, where 1 is the most deprived and 317 is the least deprived);
- the highest IMD score in London;
- neighbourhoods amongst the 10% most deprived in the country; (these neighbourhoods in Gascoigne, Heath, Thames and Village Wards)
- two wards (Gascoigne and Mayesbrook) where every neighbourhood is amongst the 20% most deprived in the country; and
- Only one ward, Longbridge, which has no neighbourhoods amongst the 30% most deprived in the country.

The Council's dedicated [Social Progress Index](#) is a tool which enables a holistic view of rates of social progress of different forms at ward-level across the Borough.

Potential impacts	Positive	Neutral	Negative	What are the positive and negative impacts?	How will benefits be enhanced and negative impacts minimised or eliminated?
Local communities in general	x			<p>A deliberate and nuanced approach to identifying structural inequalities and how they are experienced by the Borough's residents will improve the Council's ability to tackle structural inequality.</p>	<p>The approach to public service reform described in the Corporate Plan aims to build a preventative system of public services and social infrastructure capable of identifying and addressing the root causes of poverty, deprivation and health inequality.</p> <p>To do this, the Corporate Plan articulates the Council's understanding - using the best of its insight, intelligence and experience - of the root cause risk factors that are most strongly associated with manifestations of structural inequality in B&D. These are: Lack of affordable housing; inadequate or poor-quality housing stock; higher than average unemployment; low household income and low pay; debt; school exclusions and educational attainment; social isolation; mental wellbeing; substance misuse; and domestic abuse.</p> <p>These root causes are experienced differently by different parts of our community. Our ever-evolving analysis is increasingly driving the way in which the Council approaches policy-making and service design. A major priority through the delivery of the Corporate Plan will be to enhance the ways in which our understanding of these root causes drives change in the organisation.</p>

Age	x		<p>Several of the priorities identified in the Single Performance Framework – and particularly in the section themed ‘Prevention, Independence, and Resilience’ - focus on activity aimed at working with specific age cohorts to enable better outcomes and tackle inequalities.</p>	<p>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</p> <p>The new target operating models for Early Help and Children’s Care and Support, the OFSTED Improvement Plan and the ‘Team Around the School’ approach will all aim at ensuring children and young people get the best start in life.</p> <p>The development of the assisted technology offer for socially isolated residents and those with complex needs will support adults with care and support needs, including older residents, to overcome structural barriers to living independent lives.</p> <p>The new assessment tool, developed with the BD_Collective, will explore new ways in which the social sector, Care and Support and Commissioning can collaborate to support older and vulnerable residents.</p>
Disability	x		<p>The Prevention, Independence and Resilience section of the Single Performance Framework (SPF) details a range of work to support residents with disabilities.</p>	<p>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</p> <p>The new Target Operating Model for the Disability Service, and the multi-disciplinary arrangements for Looked After Children and in the Community Learning Disability Teams, will develop the Council’s approach to working with and supporting these residents.</p> <p>The new referral pathway and support offer for those diagnosed with learning/ physical disabilities and mental health conditions will enhance our ability to get the right support to residents with disabilities at the right time.</p>

Sexual orientation	x		<p>The Council is clear that the relationship between the LGBT+ community and public services across organisations in the Borough is strained and trust must be restored if we are to fully understand the lived experience of LGBT+ residents and seek to support them effectively. The work identified in the SPF contributes to this effort.</p>	<p>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</p> <p>The Council's community development work with the LGBT+ community, in partnership with Studio 3 Arts, will explore issues of LGBT+ lived experience in Barking & Dagenham and identify ways in which different parts of the community, including the Council, can work together to tackle structural inequality and improve the relationship between LGBT+ residents and public services in the Borough.</p>
Gender reassignment	x		<p>The Council has a clear understanding that issues and experiences related to gender reassignment can present structural inequalities, and the Council aims to enhance its understanding and approach as part of the wider LGBT+ community development work described above.</p>	<p>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</p> <p>The LGBT+ community development work described above will include in scope the lived experience of residents who have and are going through gender reassignment.</p>
Marriage and civil partnership		X	<p>The Council's understanding of issues related to marriage and civil partnerships is limited and this is an area that the Council needs to and will do more to understand.</p> <p>One key issue the Council is aware of is that issues associated with marriage and civil partnership are particularly significant within the LGBT+ community, and this will inform the community development work described above.</p>	<p>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</p> <p>The community development work described above will include in scope issues and experiences related to marriage and civil partnership.</p> <p>However, the Council's approach will need to evolve constantly as our understanding of the community develops. For instance, our work on marriage and civil partnership – and how it intersects with experiences of structural inequality – is currently limited and this could be an area for improvement over the coming years.</p>

Pregnancy and maternity	X	x	<p>A range of activity described in the Prevention, Independence and Resilience section of the SPF will support mothers with young children and new families to get the support they need.</p>	<p>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</p> <p>To help the Council put early intervention at the centre of how we interact with residents and support the delivery of our strategic objectives, we are partnering with the Early Intervention Foundation (EIF) to deliver the Early Years Transformation Academy (EYTA). The Academy will offer learning opportunities to staff across local maternity and early years services and help us develop a maternity and early years transformation plan, based on best practice and guidance from experts in The Staff College, Born in Bradford and Better Start Bradford.</p> <p>As part of this work we are in the process of setting up a specialist pre-birth team in the assessment service, supported by a new pre-birth referral pathway and operational arrangements to deliver a multi-disciplinary approach to assessment and care planning, ensuring early permanence for babies born to vulnerable parents.</p>
Race (including Gypsies, Roma and Travellers)	x		<p>The SPF identifies the Council's strong cohesion agenda which works to bring residents from different backgrounds together to overcome inequality and discrimination.</p>	<p>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</p> <p>The SPF incorporates the Council's cohesion agenda as described in its Cohesion and Integration Strategy, which aims to ensure everyone experiences Barking and Dagenham as 'a friendly and welcoming Borough with strong community spirit'.</p> <p>The Council's cultural and events programmes are closely linked and part of its cohesion agenda, with programmes such as the Summer of Festivals bringing residents from different backgrounds together to celebrate a shared and diverse culture.</p> <p>The cohesion agenda ultimately seeks to understand and address any discrimination occurring along the lines of race and belief.</p>

Religion or belief	x		<p>The Corporate Plan describes close collaboration with the faith sector to work with residents of faith and faith organisations across the Borough.</p>	<p>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</p> <p>The Council's Faith Policy – Faith Builds Community – has been co-produced with faith organisations across the Borough to act as a plan of action to enhance collaboration between public services and the faith sector, in which we all have a part to play.</p> <p>The joint work programme being established, described in the SPF, to implement the new policy will enhance the role played by faith organisations in securing positive community impact, and seek to address discrimination in activity along the lines of faith.</p>
Sex	x		<p>The Council understands that residents have significantly different lived experience and experience different forms of structural inequality through the lens of their sex. Much of the Council's activity seeks to address these forms of structural inequality and understand them more.</p>	<p>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</p> <p>Domestic abuse is a particularly prevalent issue in Barking and Dagenham, having the highest Police reported rates of both national and local data on police reported domestic abuse, show that women are more likely to be victims of domestic abuse than men, and men are more likely to be perpetrators – within Barking and Dagenham, 78% of police reported domestic abuse victims were female, and 22% were male, with 93% of perpetrators male and 7% of perpetrators female.</p> <p>The Council is taking a gender-informed approach to this key issue by establishing the Domestic Abuse Commission, which is seeking to understand community attitudes towards and perceptions of domestic abuse to inform how a community, and Council, such as Barking and Dagenham can approach domestic abuse from a preventative perspective.</p>

Socio-economic Disadvantage	x		<p>The Council's entire inclusive growth agenda, identified in that section of the SPF, aims to ensure every resident of the Borough can benefit from its growth and actively, fairly and positively engage in the local economy. A wide range of its activity, therefore, aims to support those experiencing or at-risk of socioeconomic disadvantage.</p>	<p>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</p> <p>The Council will ensure that at least 2,000 new affordable homes are built between 2019 and 2023 through a combination of Be First and other developers, improving the affordable housing offer for local residents.</p> <p>Reside's offer is improving the affordable housing offer for residents, particularly in the private rented sector.</p> <p>The Council's work on jobs, within its Inclusive Growth agenda, is seeking to ensure there are clear, accessible pathways into secure careers available for local residents, whether that's through its social value approach, its work with the construction, care and food sectors, or its business support offer.</p>
Any community issues identified for this location?		x	-	<p>The Corporate Plan describes the Council's overall approach to working across the Borough, and it therefore applies to the whole Borough.</p>

2. Consultation.

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

If you have already undertaken some consultation, please include:

- Any potential problems or issues raised by the consultation
- What actions will be taken to mitigate these concerns

The Council's approach to public service reform, captured in this Corporate Plan, is fuelled by and dependent upon ongoing participation and engagement of a variety of forms. This includes large-scale engagement exercises, such as that which co-produced the Borough Manifesto or, more recently, shaped the 'Borough and Me' programme and wider inclusive growth agenda. It also includes in-built mechanisms for resident and service user co-production, participation and engagement within frontline public services such as in Care and Support and Community Solutions. And it includes ongoing mechanisms and avenues for resident participation such as through the operation of the Neighbourhood Fund, or workshops and collaboration with the local social sector.

Within the workforce, a range of activity over the past year has sought to build on the programme of engagement which previously shaped Ambition 2020. This has included focus groups, consultations and workshops. And more recently, the 'join the conversation' programme of activity has commenced to improve the collective understanding of what the workforce believe enables the form of public service described in the Corporate Plan, how we could work more widely according to the principles of this document, and what gets in the way.

3. Monitoring and Review

How will you review community and equality impact once the service or policy has been implemented? <i>These actions should be developed using the information gathered in Section 1 and 2 and should be picked up in your departmental/service business plans.</i>		
Action	By when?	By who?
The Corporate Plan and the approach to reform it describes is dependent upon ongoing engagement and an ever-improving approach to data, insight and intelligence. Constant iteration of our understanding of the root causes of poverty and inequality will be crucial to honing the Council's approach, and this is dependent upon a range of parts of the Council and forms of activity.		

4. Sign off

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

Name	Role (e.g. project sponsor, head of service)	Date
Mark Tyson	Director of Policy and Participation	01/04/2020

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CABINET

21 April 2020

Title: Future Location of Multi Agency Safeguarding Hub (MASH)	
Report of the Cabinet Member for Social Care and Health Integration	
Open Report	For Information
Wards Affected: All	Key Decision: No
Report Author: Heather Storey, Head of Commissioning, Children's Care and Support	Contact Details: Heather.Storey@LBBD.gov.uk
Accountable Director: Chris Bush, Director of Commissioning, Care and Support and Mark Fowler, Director of Community Solutions	
Accountable Strategic Leadership Director: Elaine Allegretti, Director of People and Resilience	
<p>Summary</p> <p>A number of reports on the performance of the MASH have been presented for scrutiny in the last 18 months, and the MASH has been subject a focused visit from Ofsted in 2018 and formed part of the full ILACS Ofsted inspection in 2019. These reports have confirmed the safe practice, procedures and running of the MASH.</p> <p>Over the last year Children's Social Care has undergone significant change and improvement in line with the improvement programme initiated after the Ofsted inspection and in order to establish its new Target Operating Model. This has included significant joint working with the MASH to embed a new social work practice model and to improve partnership working to further develop the MASH to be good and ultimately outstanding.</p> <p>It is now felt that, in order to be fully aligned with this improvement journey, the MASH would best sit in Children's Social Care, where it can be fully integrated with the (also dramatically improved) Assessment Service and Safeguarding teams. Therefore, the decision has been taken by senior leaders in consultation with the Cabinet Member for Social Care and Integration to move the MASH from its current location in Community Solutions, where it is aligned with other front door and triage services, to Children's Social Care, where it will be more closely aligned with safeguarding, the new target operating model and social work practice model.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to note the decision to relocate the MASH under new oversight in Children's Social Care, whilst maintaining strong links with other front door services in Community Solutions, and to recommend that Overview and Scrutiny Committee receives a report on the progress of the MASH in its new home in April 2021.</p>	

Reason(s)

This recommendation is in line with the Council's priority to Empower People and the MASH enables us to protect and empower some of the most vulnerable children in our borough.

1. Introduction and Background

- 1.1 The Multi-Agency Safeguarding Hub (MASH) was developed by the police, Local Authorities and other agencies to co-locate safeguarding agencies and their data into a secure, research and decision-making unit. This was in response to the inability of agencies, on occasions to effectively share information which has been the comment of numerous Serious Case Reviews and public enquiries.
- 1.2 The MASH in Barking and Dagenham is the single point of entry for all referrals regarding safeguarding concerns for a child or young person (unborn-18 years). Referrals will cover all thresholds of need from child protection to early help. Core agencies include the police, children's social care, health and education. MASH is a screening, information and co-ordinating process only. It is not a case holding team but the hub of the front door for children where there are potential safeguarding concerns.
- 1.3 LBBD launched its MASH in 2010. This built on existing positive working relationships with the Met Police and their Public Protection Desk. Additional core partners from across the borough were either co-located or linked into the MASH that sat within Children's Services as the Front Door to Children's Social Care. At the time, not all cases being referred into Triage as the Front Door of Children's Social Care required a MASH investigation but this was an additional process. Initially, 'to MASH' or 'not to MASH' depended on the quality of information being referred in and the Social Workers' ability to make an informed decision about risk as well as suitable pathways to reducing or addressing the risk.
- 1.4 The options available to social workers included:
 - No Further Action – no recognised need to be addressed.
 - Refer to another Agency (potentially as an out of borough case)
 - Step Across for Early Help
 - MASH Investigation
 - Progress to Referral and S47 investigation
 - Transfer to existing team (case already known and allocated within Social Care)
- 1.5 In all instances, the primary focus on the decision making was the impact on the children or young people within the households. For those cases not progressing into the statutory arena and stepping across for early help, the services picking up these cases would typically be those able to work with children and families around health, parenting, behaviour or substance misuse.
- 1.6 Implementing the MASH model required Local Authorities to co-locate professionals from core agencies to support the research, interpretation and determination of proportionate risk assessments for those cases being investigated through the MASH. Those agencies included Social Workers, Police, Health, Probation, Education (liaison), Youth Offending (virtual/duty) and Substance Misuse

representation. It also required cases going through MASH to be assessed in particular timeframes dependent on the level of risk and associated RAG rating of Red, Amber or Green.

- 1.7 As part of the wider Council transformation programme and Community Solutions design, the decision was taken to move all staff and services providing early support to residents into Community Solutions. MASH and the wider Triage front door function for children and young people where we have a safeguarding concern, was moved from children's social care to Community Solutions in Autumn 2017. At the same time, the team that supported those with No Recourse to Public Funds Team also moved in the same direction. This brought those together with the front door and triage teams for both adults and those seeking housing advice, to create a single, integrated front door.
- 1.8 The management of cases being reviewed in MASH and the wider triaging of cases being referred into the Front Door for Children's Social Care has not fundamentally changed since it's move to Community Solutions as the restructure was largely a 'lift and shift' operation. The benefit of moving MASH into Community Solutions has been to bring those services who previously sat across different parts of the Council, closer in both physical proximity under a shared set of objectives, including to foster resilience, intervene early, and reduce demand. Where cases may previously have been closed at the initial point, a greater number are now signposted and 30% of the cases receive targeted assistance from the intervention or support lifecycles in Community Solutions.
- 1.9 There have been a series of recent evaluations of our MASH system, with the most significant of these being the ILACS OFSTED inspection conducted in February 2019. These exercises have clearly laid out the challenges faced and improvements that are required to be 'good'.
- 1.10 In response to the full range of required improvement across Children's Care and Support, the Children's Improvement Programme has been developed and implemented. An essential component of this concerns the improvements required to improve the MASH as well, which are well under way.
- 1.11 A full Ofsted Improvement Plan was developed after the Inspection, reflecting work being undertaken to meet Ofsted's recommendations and work against this action plan has been progressing at pace.
- 1.12 In addition, a much broader improvement plan for Children's Care and Support has been developed, which better reflects the full depth and breadth of our ambitions for improving the range of services impacting on children and young people. This has included the development of the new Target Operating Model for Children's Social Care, a revised quality assurance and audit framework and the development of the partnership neglect strategy.
- 1.13 We have an established MASH with good partnership representation. This year, we have also successfully recruited permanent social workers and managers in the MASH with 95% of all staff now being permanent employees.
- 1.14 The number of contacts has reduced and referrals at the end of December have remained broadly the same with 2,583 18/19 and 2,594 for 19/20 . Despite this, decisions continue to be made in a timely way and has improved consistently since

2017/18. Our repeat referral rate is stable. However, too many contacts made using the Multi-Agency Referral Form (MARF) are variable in quality and around 23% of social care contacts into the front door result in no further action. Addressing this is a key priority of the Safeguarding Partnership.

- 1.15 The relationship between the MASH and the Assessment Service has improved, and real time consultations are undertaken. Monthly interface meetings are chaired by the Head of Service and improvement actions jointly owned and tracked through monthly dip sampling activities. We have also strengthened ongoing scrutiny and consistent application of thresholds, consultation pathways between the MASH and specialist teams such as Exploitation, Life Planning and No Recourse to Public Funds to ensure that the right families are supported at the right time and by the right service.
- 1.16 Routine audit and quality assurance activity is continuing to find the MASH to be safe, although work continues on ensuring the continued application of thresholds. A recent dip sample audit of neglect referrals into the 'front door' found that threshold decisions were largely appropriate and MASH assessments were detailed and analytical with clear rationale for decision making. Evidence of management oversight and supervision was found on most cases although quality remains variable. The Improvement Board has recently looked at multiple contacts into MASH and conversations in the partnership board will continue around Police Merlins.
- 1.17 However, routine scrutiny during the summer of 2019 raised some concerns for the DCS as to the correct application of thresholds in the MASH particularly relating to adolescents and often hidden issues such as exploitation, neglect and domestic abuse. An audit on MASH referrals related to adolescents was undertaken to ensure that any risk of exploitation was being appropriately identified. Whilst findings were positive in many cases, the audit revealed practice the MASH to lack professional curiosity with too many risk assessments completed with only police and children's social care information. It identified a need for stronger engagement with partner agencies and knowledge of the Early Help offer, as well as engagement and consultation with young people themselves. Further work under the MASE is being undertaken to ensure join-up and learning across adolescents, missing, criminal exploitation and interface with the YOS.
- 1.18 Although assurance has now been provided on these events there remains improvement work to be undertaken across our system around the efficacy of direct work with children and families on these emerging and increasingly prevalent issues in our communities.
- 1.19 In order to provide further assurance to the DCS and the system more broadly, we are now working on plans to return the MASH to Children's Social Care, improving alignment with improvements in safeguarding and other support services and increasing oversight through the ultimately responsible Director, the DCS.

2. Proposal and Issues

- 2.1 The MASH and the Pre-Birth Teams will be managed by the Service Manager in Assessment & Intervention (which was kept vacant during 2019/20). The Service Manager post will report into the HoS for Assessment & Intervention, which reports to the Operational Director of Children's Social Care. Early Help services will remain

in Community Solutions and are undergoing their own transformation process in line with a new Target Operating Model and the revised Neglect Strategy.

- 2.2 Two teams will be created within the MASH, each with a MASH Team Manager, helping to strengthen management oversight in accordance with the rest of the Children's Target Operating Model (TOM) and responding to recommendations from Ofsted.
- 2.4 Each MASH Team Manager would have 7 direct reports (made up of 4 Social Workers and 3 Referral Officers). Again, this is in line with the Children's TOM workforce strategy of 1 manager to 7 direct reports.
- 2.5 The establishment will consist of 8 Social Workers and 6 Referral Officers (as it does now), however the 8 Social Worker posts will now be a mixture of newly qualified, social worker and senior social worker levels (currently all 8 Social Worker posts are at the Senior Social Worker level). This new arrangement of mixed levels of experience is in line with the Children's TOM workforce strategy of career progression and growing our own to enable greater workforce security.
- 2.6 We are minded that MASH is a specialist area of social work that will not provide a Newly Qualified Social Worker (NQSW) with all the learning opportunities that they require in order to pass their first year in employment successfully. Therefore, the NQSW worker will spend time in both the Assessment Service and the MASH, holding a variety of cases as well as getting experience of the front door to social care. This approach will go some way to help us achieve our ambition of developing well rounded social workers who understand all parts of the system.
- 2.7 The MASH will follow the same practice standards and social work practice model as the rest of Children's Social Care, focused on relational work and developing a strong understanding of the whole family.
- 2.8 The MASH will be audited and quality assured by the Safeguarding and Quality Assurance Team in Commissioning and will be subject to the same performance monitoring as the rest of Children's Social Care.
- 2.9 The MASH Team and its manager will receive supervision from qualified social workers who are also their managers, as is recommended and in line with the rest of Children's Social Care.

3. Options Appraisal

- 3.1 Option 1: Retain the MASH in Community Solutions.
Whilst this option would be easier and maintain alignment with other front-door and triage services such as the Adult Intake Team, we have plans to retain these links with its placement in Children's Social Care and deem the links with safeguarding to be more crucial at this stage.
- 3.2 Option 2: Move the MASH to Children's Social Care (recommended).
Moving the MASH to Children's Social Care will help to embed and accelerate the improvements associated with the post-Ofsted Children's Improvement Programme, ahead of the next Ofsted Inspection.

4. Consultation

- 4.1 Consultation on this issue has been ongoing between the Chief Executive, the Director of Community Solutions and the Director of People and Resilience, in consultation with the Cabinet Member for Social Care and Health Integration.
- 4.2 Any changes to the structure of the MASH as it moves into Children's Social Care will be subject to staff consultation.

5. Financial Implications

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

- 5.1 This report seeks Council's approval for MASH to be relocated within Children's Care and Support (Operations). The service was previously part of CC&S before the transfer in October 2017.
- 5.2 The budget transferred to Community Solutions in November 2017 was £763,710 to fund 15.9FTE. This will be transferred back to Childrens plus a 1% uplift (part of the 2020/21 MTFS.) The redesigned MASH team of 16FTE will require a budget of £807,600 creating an initial pressure of around £36,000. This gap is in line with the general level of funding gap in all Council pay budgets of around 5%. The proposal is to restructure the MASH team in order to integrate into the new Children's Target operating model. The gap may be reduced by reviewing the staff structure. Childrens Services will need to manage any residual pressure within the overall budget including the growth funding in the MTFS.

6. Legal Implications

Implications completed by: Lindsey Marks Deputy Head of Law

- 6.1 There are no legal implications directly arising from this report.

7. Other Implications

- 7.1 **Staffing Issues** – We plan to make some changes in order to secure and develop the social care workforce, many of which are ongoing and proving successful. These would apply to the MASH as well. Any changes to the structure of the MASH as it moves into Children's Social Care will be subject to staff consultation.
- 7.2 **Safeguarding Adults and Children** – The MASH is fundamental to children's safeguarding and by aligning it with the rest of the children's safeguarding system we plan to shore than up further.

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

List of appendices: None

CABINET**21 April 2020**

Title: Contracts for Provision of Bespoke Packages for Children's Care Services	
Report of the Cabinet Member for Social Care and Health Integration	
Open Report	For Decision
Wards Affected: None	Key Decision: No
Report Author: Valerie Tomlinson-Palmer, Senior Commissioner– Children's Care and Support	Contact Details: Tel: 020 8227 3549 E-mail: valerie.tomlinson-palmer@lbbd.gov.uk
Accountable Director: April Bald, Operational Director Children's Care and Support	
Accountable Strategic Leadership Director: Elaine Allegretti, Director of People and Resilience	
<p>Summary</p> <p>This report is an update on approval to tender for Bespoke Packages of Care Service for Children in Need, Children in Care and Children subject to a Child Protection Plan given by Cabinet on 13 November 2018 (Minute 53).</p> <p>From April 2020, a new target operating model within Children Care and Support comes into effect, which includes a new Specialist Intervention Service (SIS). Under this new model, the Access to Resource Team (ART), established in 2012, will be replaced.</p> <p>The new Family Support team under the SIS will have a similar remit to provide bespoke intervention for children and young people, to prevent the breakdown of fragile placements, stop children from entering care and actively support families that need help to keep children at home.</p> <p>Development and implementation of the new target operating model (TOM) impacted upon the timeline and ability to tender for an external provider which aligned with the TOM and Council procurement requirements.</p> <p>Pending the ability to tender, extension waivers to the original contracts were approved to ensure continuity of service. The final waiver expires on 30 June 2020.</p> <p>In line with governance requirements of the Procurement Board to ensure current Cabinet agreement to tender, an updated agreement from Cabinet is requested to proceed with the tender of bespoke packages for children in need.</p>	
Recommendation(s)	
The Cabinet is recommended to:	
(i) Agree the updated arrangements for the procurement of a two-year framework	

contract for the provision of a Bespoke Packages of Care Service for Children in Need, Children in Care and Children subject to a Child Protection Plan, in accordance with the Council's Contract Rules and the strategy set out in the report; and

- (ii) Delegate authority to the Director of People and Resilience, in consultation with the Cabinet Member for Social Care and Health Integration, the Chief Operating Officer and the Director of Law and Governance, to award and enter into the framework agreements and all other necessary or ancillary agreements with the successful bidders.

Reason(s)

- To enable the Council to fulfil its statutory duties as prescribed in accordance with the Council's Contract Rules for 'light touch regime' contracts.
- To support the Council's vision to "protect the most vulnerable, keeping adults and children healthy and safe".
- To provide an appropriate, best-value service that delivers excellent outcomes for children and young people.

1. Introduction and Background

- 1.1. A full tender of this service took place in 2015. Following discussions between commissioners and the Care Management team it was agreed that the best way forward was to put in place a Framework Agreement.
- 1.2. A Framework Agreement enabled the council to have an agreement with several providers to ensure that demand is managed appropriately and to avoid situations where a single provider is unable to meet demand.
- 1.3. To establish the new Framework; the Council invited responses from suitably qualified and experienced private and voluntary providers interested in joining a Framework Agreement to deliver bespoke early intervention support of Care Services.
- 1.4. A number of providers expressed an interest in delivering this type of service. But due to the high intensity of the work involved and the need to deliver good outcomes for the family, some providers struggled to demonstrate their ability to deliver what is required for this client group.
- 1.5. Only three providers were eventually awarded contracts using a framework agreement. But, two of the original companies no longer provide this service. The remaining provider, Kelwel Care Ltd is a company run and managed by previous employees of Potten Kare Services.
- 1.6. Currently, all the current matches from the agreed framework is delivered by Kelwel Care Limited. However, Commissioners are concerned that alternative providers need to be available if Kelwel do not have the resources to take on additional cases and to counter an over-reliance on one single provider.
- 1.7. Cabinet approved the tender of an external family support function by Minute 53, 13 November 2018.

- 1.8. Enactment of the tender was delayed and an extension of the waiver agreed by the Procurement Board in May 2019, to ensure that enough time had been allocated to stimulate the market and increase the number of providers applying to work within a Framework agreement for family support.
- 1.9. A market engagement event was held on 28th June 2019 to stimulate the market and increase the number of bids submitted. In addition, the Framework Agreement was advertised through the Council's procurement portal.
- 1.10. Unfortunately, insufficient number of suppliers came forward to apply to be on the framework. Therefore, an interim contract was then awarded until 31 March 2020 to Kelwel Care Limited.
- 1.11. In Children's Care and Support (CCS) a new Target Operating Model was rolled out in 2019 to deliver service improvement
- 1.12. The revised TOM signified the start of a new Specialist Intervention Service (SIS) from April 2020, which required a Family Support team and service specification.
- 1.13. The Family Support specification will enable the delivery of bespoke care packages, aims to provide care and support for children who are:
 - on child protection plans,
 - on the edge of becoming a looked after child or
 - require support to stabilise the child remaining within the family home, using a range of interventions and preventative.
- 1.14. Pending a new tender specification that aligns the Family Support provision with the new Specialist Intervention Service, a further waiver was requested and approved expiring on 30 June 2020.

2. Proposed Procurement Strategy

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

2.1.1 The previous contract utilised a framework which allowed the council to deliver bespoke early intervention support of Care Service for Children in Need, Children in Care and Children subject to a Child Protection Plan.

2.1.2 The intervention will be targeted and will cover:

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

- c) Fragile Placement/Outreach Packages: intervention is targeted at children and/or young people who are already in the care system with a placement that is on the verge of breakdown. Bespoke packages will be specifically focused on preventing placement breakdown.

2.1.3 The type of support required varies from case to case. Under the framework, support packages could be put in place for hours, days, weeks or months. Support packages are tailored specifically to meet the needs of the child/young person and/or their families and is delivered by a range of specialist external providers, under the co-ordination of the Family Support Team.

2.1.4 There are a number of accepted advantages to agreeing a contractual framework over spot-purchasing:

- Quality assurance monitoring can take place across the service both regarding statistical returns, as well as regular meetings with providers
- Good practice and training opportunities can be shared amongst providers through forums and bulletins
- Good quality services lead to more consistent, needs-focused intervention

2.1.5 Having used a framework agreement, the procurement options consider the advantages and benefits of a Dynamic Purchasing System over a contractual framework. These include:

- Suppliers can join at any time and therefore avoids supplier lock out caused by the limited application window of a framework
- No direct award of contracts, allowing for flexibility if provider(s) are found to be unsuitable for the nature of the work
- Pricing is determined at the contract award stage, in support of budgeting
- Unlimited suppliers may join, avoiding limitation of suppliers and as a consequence less competition among suppliers in support of competitive pricing.

2.1.6 The advantages of a Framework Agreement are listed below:

- Immediate delivery. A 'simple' requirement via the DPS can be quoted in 10 days which would not meet service need for urgent referrals
- Pricing fixed at the point of tender, in support of budget management
- Post-tender award, there is a one-step process to allocate the service requirement to an identified supplier. The DPS is a two-stage process, where step one allows supplies can be rejected with feedback. Step two would require team managers to meet and review bids made by potential providers, which could delay packages from being put into place.
- A Framework Agreement is more suitable for bespoke packages because heavily bespoke and/or highly complex requirements are unlikely to be suitable using the DPS.
- A Framework Agreement is the more appropriate option when the local authority needs to develop a strategic relationship with suppliers over a long period, such as bespoke packages for children identified as at risk of entering care or on child protection plans.
- A practical effect of a framework agreement is the freedom to award contracts

without the need to re-advertise and re-apply the selection and award criteria. This will lead to all parties saving the substantial time and cost of repeat bidding.

- Quality assurance monitoring can take place across the service both with regards to statistical returns, as well as regular meetings with providers.
- A pre-agreed pricing structure that commits the providers to maintain their prices across the term of the contract.
- Guaranteed pricing structure to enable LBB in our financial planning and forecasting for budget setting and monitoring purposes.

2.1.7 The contractual method recommended to the Procurement Board is a Framework Agreement, because it has additional advantages, would not oblige the local authority to purchase any volume from any provider and there is immediate delivery where needed.

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

2.2.1 The new Framework Contract will have no minimum value, nor will any commitment to expenditure by the Council be stipulated within the contract itself. Expenditure will only be incurred when referrals are made. The current expenditure for LB Barking and Dagenham is circa. £390,000.00 per annum. The total value of the Framework Contract would, therefore, be circa. £780,000.00 for a two-year period to enable evaluation of service need and spend in relation to the new specialist intervention service configuration.

2.2.2 The framework contracts will have no minimum value as services will only be sought when required. The final value of the contracts will depend on the number of referrals made to the providers, if any. However, it is estimated that the value of this contract will be no more than £500k per annum.

2.2.3 It is envisaged that the tender process be completed by June 2020 as tender documents have already been drawn up and engagement with key stakeholders has taken place.

2.3 **Procurement Timetable**

2.3.1 Kelwel will continue to provide bespoke packages of care services for in Children in need, in care or subject to a Child Protection Plan. The intervention is targeted and covers:

- Edge of care: intervention
- Rehabilitation
- Fragile Placement/Outreach Packages

2.4 The full tender of this service is planned to start immediately following the Cabinet approval and contracts entered into in late June / early July 2020.

2.5 **Duration of the contract, including any options for extension**

2.5.1 The framework contract will be for 2 years with a three-month no-fault termination clause to allow the Council to exit the framework for any reason.

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

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

2.7 **Recommended procurement procedure and reasons for the recommendation**

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

2.7.2 Approval has been previously given to establish another four (4) year Framework Contract. The updated request is to establish a two (2) year and commence a procurement exercise to ensure a new framework of providers is in place to commence delivery on 1st July 2020. This report is seeking approval to commence the tender exercise to enable a framework of providers to be established by 1 July 2020.

2.7.3 This will be a single stage tender using the Open Process. The tendering of this service will be advertised on the Council's website and on Contract Finder Contracts as well as in the Official Journal of the European Union.

2.8 **The contract delivery methodology and documentation to be adopted**

2.9 The Service will be provided by external providers.

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

Outcomes

2.10.1 Reduced levels of placement disruption for those children already in care.

2.10.2 A reduction in the number of children going into care.

2.10.3 An increase in children, who are in care being reunified with their families/carers.

Savings

2.10.4 Since ART began in 2012, when a case closes and has been successful, the ART Team continue to track the family for a year on the finance spreadsheet, so future potential costs had the service not supported the family, are measured.

2.10.5 Cost savings for the period 2018/2019 were circa £1.656 million.

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

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

2.11.1 The price/quality ratio upon which contracts will be awarded will be 35% price, 65% quality. Providers will be ranked per lot based on their tender submission.

2.11.2 The Council will select suppliers to provide services via a "direct call-off". If a direct "call off" is not feasible then a mini competition will be held with the providers within the specific category to ensure that the most suitable provider is selected, the selection will be based on price, quality, and the needs of service users.

2.11.3 For each individual Package purchased, the Council shall issue to the selected Provider an Individual Service User Agreement letter This Agreement together with the previously executed Contract shall form the Call-Off Contract

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

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

3 Options Appraisal

3.1 Option 1: Do nothing - The council may choose to 'do nothing'. This is not the recommended option because this would result in the Council not having any formal contracts in place for this service. Furthermore, not having contracts in place impacts on the council's ability to effectively monitor the quality of the service.

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

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

4 Equalities and other Customer Impact

- 4.1 The service will impact on Children in Need, Children in Care and Children subject to a Child Protection Plan. The service will ensure reduced levels of placement disruption for those children already in care, a reduction in the number of children going into care and an increase in children, who are in care being reunified with their families/carers.
- 4.2 The background and life experiences of children and young people in need and on child protection plans, will shape the nature and level of care package provided.

5 Other Considerations and Implications

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

6 Consultation

- 6.1 The Provision of Bespoke Packages of Care Service for Children in Need, Children in Care and Children subject to a Child Protection Plan Procurement Strategy was approved by the Cabinet in November 2018. This is an update to enact the previously agreement to tender. Furthermore, consultation has also taken place with key stakeholders and has formed part of the commissioning process.
- 6.2 The proposals in this report were considered and endorsed by the Procurement Board on 16 March 2020.

7 Corporate Procurement

Implications completed by: Euan Beales Head of Procurement

- 7.1 The Councils Contract Rules require all spend over £50,000 to be formally tendered. The route to market set out in the paper is to set up a two-year framework which is compliant with the Council's requirements and will be compliant under light touch thresholds.
- 7.2 The weighting is 35% price and 65% quality which, in my view, should give the end product of a pool of good quality providers, but the cost element may not be beneficial once awards have been granted.
- 7.3 Based on the detail contained within the paper I cannot see any reason not to approve the recommendations as set out.

8 Financial Implications

Implications completed by: Murad Khan, Group Accountant

- 8.1 This report seeks authorisation for the Council to go out to tender for a 2- year contract for a provider(s) to deliver bespoke targeted and time limited intervention packages to Children in Need, Children in Care and Children subject to a Child Protection Plan.
- 8.2 There is historic evidence to suggest that this type of intervention work achieves tangible cost savings due to their effectiveness which would have a long-term benefit against the Children's placement budgets.
- 8.3 The annual contract value is expected to be £390,000 with no minimum value and the overall value over the 2 years would be £780,000. Due to the nature of the contract, costs would only be incurred when cases are referred. There is an existing budget within the Children's care & support placements budget available to fund the contract. The service would need to ensure that cases referred are contained within the funding available.

9 Legal Implications

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

- 9.1 This report is seeking Cabinet's approval to establish another two (2) year Framework Contract and commence a procurement exercise to ensure a new framework of providers is in place to commence delivery on 1st July 2020
- 9.2 It is noted that Paragraph 2.2 suggests that the total value of the Framework Contract is likely to be £780,000.00 over the contract period. As this is above the EU threshold of the Light Touch Regime, there is a legal requirement to competitively tender the contract via the Official Journal of the European Union (OJEU). The Council must also publish a contract award notice and comply with the relevant provisions of the Council's Contract Rules and with the EU Treaty principles of equal treatment of bidders, non-discrimination and transparency in conducting the procurement exercise.
- 9.3 It is noted from paragraph 2.1.2 that the Council will invite responses from suitably qualified and experienced private and voluntary providers interested in joining a Framework Agreement. This must be in compliance with the Council's Contract Rule 28.5 which states that contracts with a value above £50,000 must be competitively tendered.
- 9.4 The report author and responsible directorate are advised to keep the Law and Governance team fully informed who will be on hand and available to assist and advise.

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

List of appendices: None

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CABINET**21 April 2020**

Title: Oracle Enterprise Resource Planning [ERP] System – Procurement of Replacement Solution	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision: Yes
Wards Affected: None	Key Decision: Yes
Report Author: Richard Blundell, ERP Review & Replacement Project Manager	Contact Details: Tel: 07947-254835 E-mail: Richard.blundell@lbbd.gov.uk
Accountable Director: Claire Symonds, Chief Operating Officer	
<p>Summary:</p> <p>The Council's Oracle ERP solution manages and reports upon HR, Payroll, Finance, Purchasing, Expenses and Debtors activities across the organisation as well as some schools & external organisations for whom the Council provides services.</p> <p>The current release - Oracle 12.1.3 - will not be supported after December 2021 and costs will increase when our hosting partner, London Borough of Brent, moves off this release on or before that date.</p> <p>The Oracle system was procured 20 years ago and ERP market offerings and prices, as well as the Council's requirements and ambitions, have changed significantly during that period. This report seeks Cabinet approval to undertake a formal procurement exercise to ensure that the Council's replacement ERP solution is both fit for purpose and competitively priced.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Agree that the Council proceeds with the procurement of a contract for a replacement ERP system in accordance with the strategy set out in this report; and (ii) Delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Performance and Core Services, the Finance Director and the Director of Law and Governance, to conduct the procurement and enter into the contract and all other necessary or ancillary agreements with the successful bidder(s) [and/or other related parties] in accordance with the strategy set out in the report. 	
<p>Reason(s)</p> <p>The replacement ERP solution is required due to the current software release being unsupported after December 2021. It will also be a key enabler for delivering the</p>	

benefits of the Core Transformation Programme and A New Kind of Council and supports and enables the 'well run organisation'.

1. Introduction and Background

1.1 The Council procured its current ERP solution [Oracle e-Business Suite] in 2000 to bring the processing, management and reporting of HR, Payroll, Finance, Purchase to Pay and Sundry Debtors activities within a single system. The ERP system was initially hosted by the Council before being moved onto a shared platform (alongside 6 other London Boroughs) as part of the OneOracle project with CapGemini. The system was last upgraded in 2014 to Release 12. In May 2018, the London Boroughs of Brent and Barking & Dagenham exited the collaborative OneOracle platform and Brent co-hosted the system for both Councils at their own datacentre. As of April 2020, both Councils are on Oracle e-Business Suite Release 12.1.3.

1.2 The key drivers for this project are:

- The current release [12.1.3] goes out of Oracle Support at the end of December 2021 and would require a significant upgrade to the next supported release 12.2.8 in advance of that date. Remaining on Release 12.1.3 means that the Council would not receive any software updates & patches – including Year End Payroll updates – from January 2022 onwards. This issue alone necessitates the move to an alternative solution.
- London Borough of Brent intend to move to Oracle Cloud during 2021 and will no longer require the Oracle e-Business Suite platform after December 2021. This will mean that Barking & Dagenham will no longer be able to share the cost of this platform with Brent and there will be an increase of approximately £100k per year in the associated hosting & support costs.
- Feedback on the User Experience (UX) from staff who use Oracle is that it is not intuitive and it has been difficult to build/extract and report on information.
- Changes / enhancements to Oracle are slow, expensive and are often outside of the remit of the Council to undertake themselves. This makes it extremely difficult to respond to new demands (e.g. setting up new companies) and to deliver on simple improvements requested by users (e.g. new performance management fields). This was due to the London Borough of Brent being the managing partner and the host for the infrastructure.

2. Proposed Procurement Strategy

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

The specification for procurement of the ERP solution will cover the following:

Requirement Category	Explanation
1. Functional & Cross-Functional Requirements	The functional scope of the solution, as well as requirements that apply across all functional areas. For example: <ul style="list-style-type: none"> • Functional: General Ledger, Budget Setting & Monitoring, HR, Payroll, Purchase to Pay, Debtors etc • Cross-Functional: Configurable Reports & Enquiries, Workflow Tools, Tasks & Notifications to Users etc
2. Non-Functional Requirements	Technical components that do not relate to functional requirements. For example: <ul style="list-style-type: none"> • Enhanced Employee, Line Manager and Budget Manager User Experience (UX) Back-up & Restore SLA, Disaster Recovery, System Availability, Accessibility Standards, Mobile Device, Browser & Operating System Compatibility etc
3. Project Implementation Requirements	Requirements for successful delivery of an implementation project with the Council. For example: <ul style="list-style-type: none"> • Required Internal Resource Profile, Proposed External Resource Profile, Data Migration Approach, Integrations / Interfaces Approach, Testing Approach, End User Training Approach etc
4. Post Go-Live Support & Development Requirements	Requirements for ongoing support and development of the solution post go-live. For example: <ul style="list-style-type: none"> • Internal Resource Profile, Support SLAs, Application Roadmap and Enhancement Schedule etc

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

2.2.1 It is estimated that the value for the full 10-year contractual term – including extension – would be £6.5m. This estimate comprises:

- Annual Software as a Service [SaaS] costs which cover the provision of software licenses, hosting and support services
- External services for delivery of the ERP implementation project
- External services for delivery of post-live support & development services
- Contingency

2.3 Duration of the contract, including any options for extension.

2.3.1 It is recommended that the contract duration be an initial 5 years followed by a further optional extension up to a maximum of 5 years (in 1 year increments).

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

(a) - Yes

(b) - No

2.5 Recommended procurement procedure and reasons for the recommendation.

2.5.1 The following routes to market were considered for this procurement:

1. OJEU Open Tender
2. OJEU Competitive Dialogue [CD]
3. OJEU Competitive Procedure with Negotiation [CPN]
4. Crown Commercial Services Framework – Data & Application Solutions [CCS-DAS-RM3821]

2.5.2 It is recommended that this procurement follows the OJEU Competitive Procedure with Negotiation [CPN], supported by Preliminary Market Engagement [PME] in advance of commencing the procurement procedures.

2.5.3 CPN is well aligned with ERP procurement because it is designed for complex projects where Customers already have a relatively firm grasp on their objectives and requirements. The negotiation element can include any aspect of the agreement including contractual clauses, costs or ways in which the solution will be implemented. Given that the Council last procured an ERP solution 20 years ago, the ability to negotiate in relation to any aspect of the proposed solution should enable greater certainty that the chosen supplier can meet the Council's ERP requirements at the lowest possible cost.

2.6 The contract delivery methodology and documentation to be adopted.

2.6.1 The Council will procure a Cloud Software as a Service (Cloud SaaS) solution, meaning that the contracted organisation will host the ERP solution for LBBD. The Annual Cloud SaaS charge encompasses the software licence, support & maintenance and hosting costs.

2.6.2 Implementation of the ERP solution will be delivered via a combination of external System Integrator (SI) and Internal resource which will be either backfilled or contracted in. Cost estimates for all project implementation resources are included within the overall project costs. The implementation project will be managed by the LBBD ERP Project Manager.

2.6.3 Subject to Cabinet approval, the table below outlines the expected procurement and implementation timescales:

Cabinet Meeting	21 st April 2020
Issue Invitation To Tender	w/c 4 th May 2020
Complete supplier evaluation	w/c 31 st August 2020
Approval and award of contract	w/c 7 th September 2020
Start of Project Implementation	w/c 5 th October 2020
Target Go-Live Date	1 st October 2021

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

2.7.1 Award of the contract is expected to deliver the following outcomes:

- Cost avoidance of approx. £5.6m over 10 years (estimated cost of implementing and operating a replacement system compared to the cost of upgrading, operating and replacing Oracle Release 12)
- Significantly improved user experience for Employees, Line Managers and Budget Managers, enabling more efficient workflows and easier access to information that is critical for rapid decision making
- Simplification and automation of key Finance, Procurement, Expenses, Debtors, Budgeting, HR and Payroll processes which will also enable improved compliance checks/monitoring against policies and regulations

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

2.8.1 It is recommended that the evaluation criteria for award of this contract be set at:

Quality 70%

Price 30%

It is essential that the ERP solution fully meets the requirements of the Council given the length of the contract period.

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

This procurement is not expected to address or impact the Council's Social Value policies.

3. Options Appraisal

3.1 There are essentially two options open to the Council:

- **Option 1** – “Do Minimum” and remain on Oracle E-Business Suite Release 12 until support is withdrawn in 2030:

Option 1 – “Do Minimum” – remain on Oracle	
Advantages	Disadvantages
<ul style="list-style-type: none"> • Does not require significant investment during the next 2 years (although 1 technical upgrade estimated at £1m will be required) • Does not require a Procurement exercise 	<ul style="list-style-type: none"> • Will need to re-host Release 12 from LB Brent when they move to Oracle Cloud <u>or</u> pay the additional hosting costs of approx. £100k per year • Two mandatory Technical upgrades – estimated to cost £1.75m - will be needed within the next 6 years to keep the system in support & operational • Will need to change ERP systems before 2030 because Oracle will not maintain nor develop Release 12 beyond 2030 • Does not deliver any functional improvements or benefits to Employees, Line Managers, Budget Managers and Core

- **Option 2** – Procure an alternative ERP or Best-of-Breed solution (Recommended)

Option 2 – Procure alternative ERP or Best of Breed solution	
Advantages	Disadvantages
<ul style="list-style-type: none"> • Provides platform to deliver Core Transformation benefits as well as improve the User Experience for Employees, Line Managers and Budget Managers • Estimated to cost £5.6m less across 10 years than “Do Minimum” option 	<ul style="list-style-type: none"> • Will require significant investment in 2020/21 and 2021/22 to implement a new solution • Challenging timescales to deliver both a procurement exercise and go-live before December 2021 when Oracle cease support for Release 12.1.3

Although Option 2 does require additional investment over the next 2 financial years, it is estimated to cost less than remaining on Oracle Release 12 for the next 10 years. It will also provide the platform and tools for LBBD to deliver benefits from the Core Transformation programme and significantly improve the user experience for all employees, line managers and budget holders. Option 2 is recommended.

4. Waiver

4.1 Not applicable.

5 Equalities and other Customer Impact

5.1 This procurement is not expected to impact the Council’s legal and other customer impact and policy obligations.

6. Other Considerations and Implications

6.1 Risk and Risk Management

Risk & Issues - Title	Description	Priority (H/M/L)	Mitigations
Go-Live Date Slippage	Slippage of the project go-live date beyond 3 months would result in the Council using an unsupported system from 2022	H	Milestone reporting at Project Board Develop contingency plan options in the event of missing key milestones
Inadequate or Incomplete Requirements	Failure to fully engage or free up sufficient time from Core and End Users could result in insufficient or incomplete requirements within the tender documents, impacting the quality of the chosen solution	H	Workshop schedule in progress and target review/completion dates Preliminary Market Engagement should help clarify Supplier expectations CPN procurement procedure provides more scope to discuss requirements
Pressures/Capacity – BAU vs Project work	ERP Project activities require time & input from business resources – especially in the Core – and these are already competing with significant BAU pressures / demands and Service Transformation demands. If we do not manage this effectively then there is a risk that BAU, Project or both sets of activities will be negatively impacted	H	Regular discussions needed with Core Heads of Service on project demands. Consider backfilling key roles now to free up time for input to requirements and evaluation
Project Resourcing - Internal	If we do not prepare role profiles and start to backfill / mobilise our project team resource in advance of contract signature there will be increased risk of not delivering by the target go-live date	M	Set target date for all role profiles to be drafted and approved Validate roles with suppliers during CPN procedure
Project Resourcing - External	It may be challenging / time consuming to secure external expert ERP resource (throughout the project) if sourcing via existing channels and subject to procurement regulations	M	Examine whether a framework or tender should be put in place to enable rapid and cost-effective sourcing of specialist ERP resources

6.2 TUPE, other staffing and trade union implications

6.2.1 This procurement is not expected to have any TUPE, staffing or trade union implications.

7. Consultation

- 7.1 The proposals in this report were considered and endorsed by the Procurement Board on 16 March 2020 and the Corporate Strategy Group on 19 March 2020.

8. Corporate Procurement

Implications completed by: Euan Beales, Head of Procurement and Accounts Payable

- 8.1 The Councils Contract Rules require all spend over £50,000 is to be tendered, the recommendations support this requirement, but at this stage the final procurement route is to be defined once the full specification of requirements has been fully developed and agreed, this will then guide the required process.
- 8.2 At the point of this paper being written the full detail is not known, but due to the timescales involved to award and implement a new system, the decision to procure should be granted with the final decision being delegated as stated, this will mitigate the risk of slippage in the process.

9. Financial Implications

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

- 9.1 The current annual cost of the Oracle ERP system and associated systems in HR, procurement and finance (Talentlink/IGrasp, Learning Pool, Bravo etc) is £1.15m. This is largely funded within the overall IT target costs budget but as the Council has not made full provision for price increases in previous years there is already some underfunding that will need to be rightsized.
- 9.2 All the options outlined in this paper will require some additional funding to be found. Even the “Do Minimum” option will incur unfunded costs for a mandatory upgrade (approx. £1m over two years in 2021 and a similar amount after a further three years) and additional hosting costs once Brent move to their new arrangement (approximately an additional £100k a year.)
- 9.3 There are two significant funding elements for the ERP replacement project; implementation costs and the ongoing costs of the ERP system(s) for the duration of the contract. The costs of replacing the current system is estimated to be in the region of £6.7m.
- 9.4 Implementation costs will be a combination of revenue and capital costs. The revenue costs could be funded through the flexible use of capital receipts utilising the flexibility offered by MHCLG. Should there be a shortfall in capital receipts to fund these costs or if the flexible use dispensation is withdrawn there will be a call on reserves. Capital costs will be funded through the capital programme and financed through capital receipts and/or borrowing.
- 9.5 There is an existing budget for the annual cost of the Oracle 12.1.3 system. It is anticipated that the cost of the replacement ERP system(s) will be contained within this budget and no budget growth will be required. There may instead be some

level of revenue savings (potentially up to around £0.38m annually) which could be used to fund the financing costs of any borrowing.

- 9.6 The replacement of the ERP system should also bring other advantages through providing a more user-friendly system and improved business processes. This will support the Council's core transformation programme but is unlikely to result in further cashable savings.

10. Legal Implications

Implications completed by: Graham Marlow, Contracts and Procurement Solicitor

- 10.1 This report seeks Cabinet's approval to engage in an OJEU-compliant Competitive Procedure with Negotiation for the procurement of an Oracle Enterprise Resource Planning [ERP] System – Procurement of Replacement Solution
- 10.2 A procurement of this nature and value must be carried out by means of a competitive tender, in accordance with LBBB's constitution and contract rule and the Public Contracts Regulations 2015 ("the Regulations").
- 10.3 In addition to the above, a procurement of this value requires that the procurement strategy report must be approved by Cabinet, in accordance with contract rule 28.8.
- 10.4 The proposed procurement route set out in this report complies with the requirements for competitive tendering set out in LBBB's constitution and contract rules and the Regulations.
- 10.5 An OJEU Competitive Procedure with Negotiation is permissible for a procurement of this nature as there are significant bespoke elements required, as set out in this report, and in accordance with contract rule 32.1 (c).
- 10.6 Cabinet may authorise the officers set out in part (ii) of the Recommendations section of this report to conduct the procurement and enter into the contract at award stage of the process.

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

List of appendices: None

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CABINET**21 April 2020**

Title: Procurement of a Replacement Customer Relationship Management and IT Service Management System	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: None	Key Decision: No
Report Author: Paul Ingram Chief Information Officer	Contact Details: Tel: 07455 168555 E-mail: paul.ingram@lbbd.gov.uk
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	
<p>Summary:</p> <p>This report requests authorisation for the Council to conduct a joint procurement exercise to secure a replacement Customer Relationship Management System and IT Service Management System and sets out the case for doing so using the Crown Commercial Services G-Cloud 11 Framework (RM1557.11).</p> <p>Customer Relationship Management (CRM)</p> <p>Agilisys, the provider of the current CRM solution and online MyAccount functionality announced in 2018 that they will no longer be continuing with or supporting their Agilisys Digital and MyAccount product. The current contract with Agilisys is formally due to expire in March 2021 and LBBD must have a replacement system in place in order to keep the services running. It is vital that LBBD should have a solution that offers flexibility, adaptability and futureproofing. A system that has been developed using modern cloud technology with a clear long-term future is likely to offer this.</p> <p>IT Service Management (ITSM)</p> <p>The joint venture partnership between LBBD and Agilisys will end in December 2020, and the services currently run under Elevate will return to LBBD throughout the year. When the joint venture is closed, existing contracts with Agilisys will also come to an end, including the use of the current ITSM system, Hornbill Supportworks. In order to continue providing on-going IT support to the Council, a new ITSM solution is required that will be able to offer the functionality and flexibility needed by LBBD to meet this demand.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <p>(i) Agree that the Council proceeds with the procurement of a new Customer Relationship Management System and IT Service Management System in accordance with the strategy set out in the report; and</p>	

- (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 contract(s) / agreement(s) and any periods of extension with the chosen supplier as outlined in the report.

Reason(s)

1. To provide a fit for purpose Customer Relationship Management System, and ensure staff have the right tools to facilitate excellent customer services to the public and enable continuous improvement. To gain better customer insight and information for future analysis and reporting on trends.
2. To provide a sustainable Customer Relationship Management System with robust technical resilience, which will allow LBBDD to be self-sufficient in order to meet the demands of future service improvements, redesign and future integrations to Council systems in-house.
3. To provide a fit for purpose IT Service Management System to support agents in providing an efficient and effective IT support service to all Council staff. To provide an IT Service Management System that delivers a user friendly and functional IT support system for all Council staff to use. To provide an IT Service Management System that can keep up with the ever-evolving environment of ICT.

1 Introduction and Background

- 1.1 The London Borough of Barking and Dagenham (LBBDD) currently use the Agilisys Digital Customer Relationship Management (CRM) System as the core system for managing and storing customers records and service requests. In addition, for the past 7 years LBBDD have been using the Agilisys Digital 'MyAccount' customer self-service platform allowing customers to make service requests, bookings and payments or receive status updates for a considerable number of services.
- 1.2 Agilisys, the provider of the current Customer Relationship Management solution and online account functionality announced in 2018 that they will no longer be continuing with or supporting Agilisys Digital or their MyAccount product. The contract and support for Agilisys Digital will formally expire in March 2021.
- 1.3 A series of workshops and meetings were held by the Council to ascertain the current issues faced. During these sessions, members of staff stated that the current system lacks some essential features, such as a robust search mechanism and a chronology of the user's journey from initial contact/request through to resolution. A further list of the issues identified can be found in Appendix 1.
- 1.4 Hornbill has been in use as the IT Service Management (ITSM) System for 9 years with IT providing a dedicated helpdesk of up to 7 frontline staff, which support over 3000 users. Currently, calls and tickets relating to IT support are logged through Hornbill either using the self-service portal or by agents themselves when receiving telephone calls or emails, which are sent directly to the IT helpdesk mailbox.
- 1.5 Through initial market research it was apparent that the 'out of the box' features most suppliers provided would allow LBBDD to meet the high-level requirements criteria for a CRM and ITSM system. It would also allow LBBDD to gain additional

capabilities which will enhance the services being delivered to users. For example, built-in system workflows that could automate complicated and tedious processes such as the onboarding and offboarding of accounts for new starters.

1.6 In order to save time and costs on carrying out two separate procurements, LBBB have opted to conduct a joint procurement for a replacement CRM and ITSM system as per option 2 in section 3.2 of this report.

1.7 **Current system overview**

1.7.1 LBBB's contract for Agilisys Digital covers:

- MyAccount – online self-service portal for customers
- MyAccount Back-Office (MABO) – back-end CRM-lite system used by agents
- Agilisys Single Sign-On (SSO)
- Zipporah Booking System
- GOSS Online Forms

1.7.2 Elevate's contract with Agilisys for the ITSM covers:

- Hornbill Supportworks Application
- Hornbill Supportworks Self-Service Portal

1.8 **Customer access strategy**

1.8.1 LBBB's Customer Access Strategy sets out their plan for providing enhanced levels of customer service for all individuals and households, primarily through digital and voice channels, with appropriate face-to-face support for those with specific needs.

1.8.2 LBBB's longer term vision is to give customers fast, easy access to council services, provide efficient and cost-effective service delivery, and in doing so achieve and maintain customer satisfaction expectations.

1.8.3 LBBB is committed to delivering excellent customer service. The customer promise was developed as part of the Council's drive to put the customer first and deliver services accessible to all, with the aim to:

- Reduce waiting times through effective online facilities
- Understand customers' needs
- Be clear and straightforward in our communications
- Keep information about services up to date, easy to understand and accurate
- Protect customers personal information and confidentiality

1.9 **IT strategy**

1.9.1 LBBB has a dynamic and cloud-based strategy with most of its applications and services being hosted by suppliers directly or through its Infrastructure as a Service (IaaS) contract with Agilisys.

1.9.2 Very little is hosted on-premise and this will further reduce as the Council looks to move into Microsoft's Azure platform during 2020. Any future CRM and ITSM

system must therefore be compatible with this strategy.

- 1.9.3 The Council is also implementing a wider transformation whereby a number of its services are breaking off to wholly independent arms-length companies (Entities) which will still require IT support and services from LBBD.

2 Proposed Procurement Strategy

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

2.1.1 The recommended procurement approach is to use the Crown Commercial Services (CCS) G-Cloud 11 Framework (RM1557.11) for the joint procurement of a CRM and ITSM system to replace Agilisys Digital and Hornbill SupportWorks, respectively.

2.1.2 There is a business need to ensure the system required to support Customer Services and IT Service Desk is fit-for-purpose and capable of handling volumes and a variety of service requests, as well integrations to third party systems (internal and external).

2.1.3 Therefore, this procurement is focusing on the replacement of the core components as outlined in section 1.2 of this report. With the exception of GOSS Forms, Agilisys SSO and Zipporah Booking System – these components are not core and will therefore be procured and replaced separately.

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

2.2.1 The table below illustrates the estimate contract value for a combined CRM and ITSM system during Implementation (year 1), as well as the estimate ongoing costs (year 2). The costs are based on the average market cost for a joint system procurement that can cover both CRM and ITSM functionality (as per option 2 in section 3.2 of this report):

Item	Implementation Year 1 (20/21)	BAU / Ongoing Year 2 (21/22)	Total Costs*
CRM Costs	£141,340	£93,840	£235,180
ITSM Costs	£111,325	£59,700	£171,025
Total Cost of Contract Over 2 Years			£406,205
Total Cost of Contract Over 2 Years + 1 Year			£559,745
Total Cost of Contract Over 2 Years + 1 Year + 1 Year			£713,285

*excludes internal Elevate and LBBD resource costs during implementation and ongoing.

2.3 Duration of the contract, including any options for extension

2.3.1 The contract will be for 24-months, with the option to extend twice for 12-months each time.

2.3.2 The Council may choose to award two separate contracts to the chosen supplier depending on the cost, the implementation timelines and the service level agreements for each system.

2.3.3 If there is a need to re-procure one of the systems and extend the other, then having

two separate contracts for each system will allow the Council to do so with ease.

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

2.4.1 Yes, this is subject to the thresholds for goods and services which are currently £184k contract value, however, not to the light touch regime. The use of the CCS G-Cloud 11 framework satisfies this requirement as it has been compliantly pre-procured.

2.5 Recommended procurement procedure and reasons for the recommendation

2.5.1 Conduct the procurement of a replacement CRM and ITSM system in advance of the upcoming termination of the Agilisys Digital and Hornbill SupportWorks contracts.

2.5.2 This can be achieved more quickly by the use of an appropriate Framework arrangement. It is proposed that the most cost-effective and efficient approach is to procure a new system via the G-Cloud 11 CCS Framework, with a view to awarding a contract by June 2020.

2.5.3 The recommendation is to undertake a joint procurement exercise via the CCS G-Cloud 11 Framework (RM1557.11) for the advantages outlined in section 3.2.1 of this report, and with the intention of going to market for two systems in one procurement. The suppliers identified will be shortlisted and evaluated based on the services they can offer, and the pricing they've advertised on G-Cloud.

2.5.4 The table below summarises the expected procurement timescales:

Procurement Board Sub-Group Meeting	Mon 2 nd March 2020
Procurement Board Meeting	Mon 16 th March 2020
Portfolio Holder Meeting	Tue 17 th March 2020
Corporate Strategy Group Meeting	Thu 19 th March 2020
Cabinet Meeting	Tues 21 st April 2020
Approach and evaluate shortlisted suppliers	Fri 24 th April 2020
Complete supplier evaluation	Fri 22 nd May 2020
Approval and award of contract	Fri 29 th May 2020
Start of project implementation	June 2020

2.5.5 If during the procurement it is discovered that a joint procurement is not to the Council's advantage, then LBBDD will be required to undertake individual procurements for a CRM system and an ITSM system (see section 3.3).

2.6 The contract delivery methodology and documentation to be adopted

2.6.1 CRM system to be developed by a combination of the supplier's implementation consultants and in-house resources via LBBDD's Continuous Improvement Team. ITSM is considered to be a more out of the box solution, therefore it will be

developed predominantly by the supplier's implementation consultants. The entirety of the project will be managed by Elevate / IT with input from IT SME's as and when required.

2.6.2 The internal development, project management and IT resource costs have not been factored into this paper. Nor have the ongoing internal resource support costs.

2.6.3 The project plan and the implementation model will be developed with the chosen supplier prior to contract signoff. As there is greater need to replace the current CRM system the project may be delivered incrementally (i.e. CRM first followed by ITSM).

2.6.4 At the end of the 2-year contract period, LBBB will be required to make provisions to continue with the contracted supplier for another 12-months, or undergo a re-procurement exercise within the 2-year period to ensure a new system is in place before the contract terminates.

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

2.7.1 The current software does not facilitate certain functions and there are more capable solutions available that will add value such as:

- Automated workflow processes built directly into the system that reduces the need for manual agent intervention.
- Simple Open Application Programming Interface (API) to integrate with other Council systems.
- Configuration of the replacement system without the need for coding or specialised knowledge, meaning that the system can be more readily kept in an up-to-date state and managed easier to improve the quality of daily use for both the end user (staff and customers) and agents.

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

2.8.1 The G-Cloud 11 CCS framework; Lot 2 covers the provision of Software as a Service (SaaS) applications hosted in the cloud.

2.8.2 The framework does not have a price/quality criterion split. However, the buying process comprises of the following six steps to ensure that a compliant process is adhered to:

- Prepare – establish high-level requirements/service outputs and timescales
- Search and longlist – identify and search for potential suppliers using keywords
- Longlist to shortlist – apply filters to refine the list of suppliers to evaluate
- Evaluation and selection – based on terms and conditions, pricing documents and per the requirements outlined in Appendix 1
- Award contract – based on whole life cost, technical merit, functional fit, after-sales service management and non-functional characteristics
- Benefits – complete a customer benefit record as per G-Cloud Framework guidelines

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

2.9.1 Not applicable.

3 Options Appraisal

3.1 Option 1 – Do nothing (Rejected)

3.1.1 This is not a feasible option as it means that LBBD accepts that there will be no CRM system in place post March 2021, or IT Service Management system in place post December 2020. Furthermore, Agilisys are no longer developing their Agilisys Digital and MyAccount product and are also looking to move off their Hornbill SupportWorks system. Therefore, there is a risk that Agilisys may not grant any contract extensions past the current termination dates, or they will charge a substantial fee to provide on-going support for legacy systems. This however goes against the Councils Contract Rules.

3.1.2 Additional disadvantages are as follows:

- The current issues, user dissatisfaction, value for money and technical issues with the system will continue.
- There will be no change or improvement to the existing systems, or the way users are working.
- Systems integration will be difficult to achieve in the future, specifically if the system is not fit-for-purpose.

3.2 Option 2 – Joint procurement (Recommended)

3.2.1 Purchase a CRM and ITSM system under the same contract with the same supplier.

Joint Procurement	
Advantages	Disadvantages
<ul style="list-style-type: none">• Potentially a reduced implementation and on-going support cost.• A single procurement for 2 systems will mean a reduction in overall procurement time and costs, which will result in increased efficiencies and better contract value.• Sharing of skills and knowledge in supporting and developing both systems in-house.	<ul style="list-style-type: none">• We could be at risk of having a supplier that does not fully meet all of the individual CRM or ITSM requirements.• There is an overall reduced market selection available due to limited suppliers being able to deliver both a CRM and ITSM solution.• The supplier may not have the capacity to deliver the CRM and ITSM in our timeframe.

3.3 Option 3 – Individual procurements (Viable but Less-Preferred)

3.3.1 Purchase a CRM and ITSM system under two different contracts with different suppliers.

Individual Procurements	
Advantages	Disadvantages
<ul style="list-style-type: none"> Suppliers will be evaluated purely on the basis of whether or not they meet the individual CRM and ITSM requirements. Individual procurement of CRM and ITSM means that both projects can be delivered in parallel. 	<ul style="list-style-type: none"> Two separate procurements will need to be undertaken, which means that a solution may not be delivered within the required time. A costly option, in that suppliers will need to be approached and evaluated separately therefore effort may be duplicated.

3.3.2 The tables below highlight the estimate system costs for individual procurements:

Individual costs for CRM

Contract Length	Supplier 1	Supplier 2	Supplier 3	Supplier 4
2 Years	£167,600	£160,880	£424,460	£302,760
2 Years + 1 Year	£233,900	£226,820	£486,690	£424,140
2 Years + 1 Year + 1 Year	£300,200	£292,760	£548,920	£545,520

Individual costs for ITSM

Contract Length	Supplier 1	Supplier 2	Supplier 3	Supplier 4
2 Years	£120,380	£168,729	£147,800	£275,252
2 Years + 1 Year	£170,570	£233,100	£204,200	£382,878
2 Years + 1 Year + 1 Year	£220,760	£294,300	£260,600	£490,504

4 Waiver

4.1 Not applicable.

5 Consultation

5.1 Consultation for this tender exercise has taken place through circulation of this Cabinet Report to all required consultees as listed. The team also consulted with Customer Services, the Liquidlogic Systems Team, Elevate IT, the Information Governance Manager and the Council's Client Team.

5.2 It was then put forward and approved by the Corporate Procurement Board on 16 March 2020.

6 Corporate Procurement

Implications completed by: Euan Beales, Head of Procurement

6.1 The Councils Contract rules require all contract spend over £50k to be tendered, however this requirement can be fulfilled by the use of a pre-procured open framework.

6.2 The route to market being proposed is the Crown Commercial Services G-Cloud 11

framework, this would comply with the Councils Contract Rules and current legislation. Due to the timescales this route offers speed and flexibility to achieve the required outcomes.

- 6.3 The aggregation of the services should yield some economies of scale and reduce the cost to procure if the services were procured independently.

7 Financial Implications

Implications completed by: Sandra Pillinger, Group Accountant

- 7.1 The proposal is to undertake a joint procurement for a replacement CRM and ITSM system at a cost of £713,285 over a 2-year +1 year +1 year contract term. The estimated contract costs are £153,540 in revenue for each of the 4 years plus £99,125k capital implementation costs. These costs do not include internal development, project management and IT resource costs or ongoing costs.
- 7.2 The procurement will be funded from the core infrastructure fund, the funding for which was agreed by Cabinet in February 2018.

8 Legal Implications

Implications completed by: Graham Marlow, Contracts and Procurement Solicitor.

- 8.1 This report seeks approval to proceed with the procurement of a replacement Customer Relationship Management and IT Service Management System for 2 years by Direct award via the G-Cloud framework, with the option to extend the contract for up to two further periods of 1 year each.
- 8.2 A procurement of this nature and value is subject to the requirements for a full competitive tender exercise in accordance with the Public Contracts Regulations 2015 (“the Regulations”) and LBBDD’s contract rules, as contained within its constitution.
- 8.3 Procuring the services via an established, compliant framework agreement meets the requirements of the Regulations and LBBDD’s contract rules, provided that the proposed framework agreement permits LBBDD to procure via that framework agreement.
- 8.4 The framework proposed in this report does permit LBBDD to procure via it, as it specifically permits all UK public sector bodies to procure services using the framework.
- 8.5 Therefore, if Cabinet agrees with the recommendations set out in this report, then the proposed procurement route is legally compliant.

9 Other Implications

9.1 Risk and Risk Management

Risk Description	Mitigating Actions	RAG Status
Any costs included in this report are estimate only and are likely to increase.	Costs will need to be finalised with the supplier upon contract award, and resource costs will need to be ratified.	A
A joint procurement may not be feasible as the new system may not meet all of the Business' requirements for either CRM or ITSM.	LBBD may be required to fallback to an individual procurement for CRM and ITSM.	A
Not meeting approval deadlines.	LBBD and Elevate will chase the relevant individuals to ensure they have been briefed and are aware of the procurement timelines.	A
Supplier is not able to deliver on the joint procurement and implementation.	LBBD will need to make a decision on whether to opt for an alternative supplier or whether to conduct individual procurements.	A

9.2 **TUPE, other staffing and trade union implications:** Not applicable – there is a parallel transformational programme which includes the Elevate PMO and IT moving back to the Council in July 2020. Therefore, the Elevate staff will sit under the Council once the project begins.

9.3 **Corporate Policy and Equality Impact -** The new system will enable LBBD to achieve and see a more holistic view of the customer and any interactions made with them by retrieving information from various systems using Open API (integrations).

This will then prompt better interaction with the customer as the services they've requested in the past, the resolutions and correspondence will be visible to the agent.

9.4 **Safeguarding Adults and Children:** Any procured system will be fully GDPR compliant. Calls are received from Social Care Services with many having sensitive information within their email or needing to be accessed on their devices by IT Support. Ensuring this data is protected and not exposed in any way is critical. IT agents will not be able to view these calls apart from those agents with privileged access in the ITSM system.

The Contact Centre receive calls or emails from the public containing sensitive information. Ensuring this data is protected in the CRM system and not exposed in any way is critical.

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

List of appendices:

Appendix 1 – “Current System Issues”

Current System Issues (CRM and ITSM)

1.1.1 The main driver for the replacement of Agilisys Digital and MyAccount is the upcoming termination of the existing contract in March 2021. In addition, there are several system-related reasons the Council have opted to replace the system, including:

- Lack of development on the system as configuration changes can only be made by Agilisys which comes at a cost. The Council's preference is to be in a position whereby changes can be made in-house.
- The system does not have a robust search mechanism and there is no audit on a customer's account showing what services they have requested and any correspondence they received regarding it.
- The integrations with some of the external applications and line of business systems are not seamless and require numerous manual steps to be completed throughout.

1.1.2 Like the CRM drivers, the need for a new ITSM is primarily due to the end of the existing contract arriving and as such needing to procure a new system to ensure business continuity. There are a further number of key issues with the current system which would be remedied through implementation of a newer, modern ITSM:

- A lack of automations and built-in workflows within the current system which often requires the manual intervention of a support agent to help process.
- The current system has been noted to be very slow to use and will often freeze while typing in the fields, especially when calling different pages in the system.
- There is a distinct need for coding and SupportWorks knowledge in order to perform any maintenance and housekeeping on the system meaning that any changes require expertise that currently do not exist in-house.
- Reporting is very poor and adding in more options and configuring existing ones is very difficult as knowledge of both SQL and Hornbill databases is required to be able to pull together the correct information legibly.
- Hornbill SupportWorks also has very limited links and integrations to other applications or services which are used on the LBBB estate, this has resulted in many tasks which could be autonomous, requiring agent involvement to complete or action.

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