

# London Borough of Barking and Dagenham

## Notice of Meeting

### THE EXECUTIVE

**Tuesday, 14 June 2005 - 7:00 pm**  
**Council Chamber, Civic Centre, Dagenham**

**Members:** Councillor C J Fairbrass (Chair); Councillor T G W Wade (Deputy Chair); Councillor J L Alexander, Councillor G J Bramley, Councillor H J Collins, Councillor C Geddes, Councillor S Kallar, Councillor M A McCarthy, Councillor M E McKenzie and Councillor L A Smith

**Declaration of Members Interest:** In accordance with Article 1, Paragraph 12 of the Constitution, Members are asked to declare any direct/indirect financial or other interest they may have in any matter which is to be considered at this meeting

03.06.05

R. A. Whiteman  
Chief Executive

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### AGENDA

1. **Apologies for Absence**
2. **Minutes - To confirm as correct the minutes of the meeting held on 31 May 2005 (circulated separately)**

#### **Business Items**

*Public Items 3 to 5 and Private Items 13 to 15 are business items. The Chair will move that these be agreed without discussion, unless any Member asks to raise a specific point.*

*Any discussion of a Private Business Item will take place after the exclusion of the public and press.*

3. **Regenerating the Local Economy Cross-Cutting Best Value Review: Quarterly Progress Report on Implementation of the Improvement Plan (Pages 1 - 14)**

4. **Performance Indicators for Development Control: Evaluation of Planning Performance by the Office of the Deputy Prime Minister 2004/05 (Pages 15 - 19)**
5. **Attendance at the Policy Network Conference 2005 (Pages 21 - 22)**

#### **Discussion Items**

6. **Barking Town Centre Housing Strategy (Pages 23 - 43)**
7. **Risk Management and Insurance (Pages 45 - 58)**
8. **Barking and Dagenham Sustainable Energy Strategy (to follow)**
9. **Any other public items which the Chair decides are urgent**
10. **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 Executive, except where business is confidential or certain other sensitive information is to be discussed. The list below shows why items are in the private part of the agenda, with reference to the relevant legislation (the relevant paragraph of Part 1 of Schedule 12A of the Local Government Act 1972).

#### **Discussion Items**

11. **Leaseholder Options (Pages 59 - 63)**

*Concerns the potential terms of property acquisitions (paragraph 9)*

12. **Dagenham Dock Interchange (Pages 65 - 68)**

Note: Appendices 1 and 2 referred to in the report will be made available under separate cover

*Concerns the potential terms of land acquisitions (paragraph 9)*

#### **Business Items**

13. **Contract For External Provider To Recruit And Train New Benefit Processing Staff On Behalf Of Revenue Services (Pages 69 - 77)**

*Concerns a contractual matter (paragraphs 7, 8 and 9)*

14. **Construction Related Framework Agreements - The Way Forward (to follow)**

*Concerns a contractual matter (paragraphs 7 and 9)*

**15. Term Contract for Work to Ensure Compliance with the Disability Discrimination Act (to follow)**

*Concerns a contractual matter (paragraphs 8 and 9)*

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

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## THE EXECUTIVE

14 JUNE 2005

## REPORT FROM THE DIRECTOR OF REGENERATION AND ENVIRONMENT

<b>REGENERATING THE LOCAL ECONOMY CROSS-CUTTING BEST VALUE REVIEW: QUARTERLY PROGRESS REPORT ON IMPLEMENTATION OF THE IMPROVEMENT PLAN</b>		<b>FOR INFORMATION</b>
<i>This report is for the Executive as it deals with issues of a strategic nature.</i>		
<b>Summary</b>		
This is the fourth progress report on the implementation of the Regeneration Best Value Review Improvement Plan.		
<b>Recommendation</b>		
The Executive is asked to note this report.		
<b>Reasons</b>		
Implementation of the Improvement Plan is critical to the Community Priority of Regenerating the Local Economy.		
<b>Contact Officer:</b> Jeremy Grint	Head of Regeneration Implementation	Tel: 020 8227 2443 e-mail: <a href="mailto:jeremy.grint@lbbd.gov.uk">jeremy.grint@lbbd.gov.uk</a>

**1. Background**

- 1.1 This quarterly progress reports provide updated information on the Best Value Review Improvement Plan, which the Executive agreed on 17<sup>th</sup> February 2004. The attached matrix (Appendix A) reports on progress towards each of the Implementation Plan's twenty targets. The Plan is monitored and kept up to date through the Regeneration Board and administered through the Regeneration Implementation Division (RID).

**2. Achieving Step Change**

- 2.1 Primavera programme management software has been purchased and will be installed in the next few months.
- 2.2 Consultants have been identified to work up a Marketing and Communications Strategy for Barking Town Centre (BTC) and arrangements are in hand to identify a suitable lobbying company for the Borough's regeneration programme.
- 2.3 Good progress has been made in marketing, publicity and consultation with the local community, including an Equal Opportunities Impact Assessments (EOIA) on Barking Town Centre which is now complete. The next EOIA will focus on the

Economic Development Strategy to consult local people on their views and to take the strategy forward.

2.4 The BTC marketing event held on 21 March proved a great success with over 100 developers attending. Speeches from Lorraine Baldry, Chair of the Urban Development Corporation, Keith Hill MP, Minister for Housing and Planning, Rob Whiteman and Margaret Hodge MP were presented to the audience.

2.5 A funding strategy to enable the Council to maximise its resources to secure external funding has now been developed and a database of funding opportunities is in the process of being set up.

2.6 The Minister for Housing and Planning also visited Barking in March to inspect Government Funded regeneration projects.

### **3. Education**

3.1 A working group is meeting on a regular basis to determine a range of information, advice and guidance services that will be available at the new Lifelong Learning Centre.

3.2 Strong regional and national lead continues in promoting learning within the workplace through its 'Growth Through Learning' and 'Get At Work' programmes. The key findings of this programme have been presented to the Princess Royal as an example of effective practice.

3.3 The initial curriculum framework has been completed for the Lifelong Learning Centre to include Skills for Life, ICT courses and progressive qualification pathways to undergraduate level in key public sector areas. Residents will be made aware of the courses and qualifications available through publicity material and leaflets currently being designed. A website is to be developed to link training to key providers in the area.

3.4 A successful Careers Fair was held in March at The Broadway, focusing on career opportunities in health and social care sectors. A further event for cultural and creative industries will be planned in the autumn.

3.5 To improve information sources to young people from the comfort of their own home and from school, a web based career education and guidance resource is being introduced. The resource, a programme known as 'Fast Tomato', contains a rich source of information on courses offered at GCSE and post-16 level and weblinks to all Further and Higher education providers both locally and nationally.

3.6 The 'Wiring up the Gascoigne' programme's initial phase has been completed and a celebration event was held in April for those residents that participated to mark their achievements.

### **4. Jobs and economy**

4.1 The Economic Development team are working towards developing Business Improvement Districts in the industrial area and the town centre.

- 4.2 A procurement event was held in February 2005 under the Building East programme. To help develop the ability of local businesses to compete for regeneration construction contracts an initial event was held at CEME in December and two further events in February of this year.
- 4.3 With the success of Office of the Deputy Prime Minister (ODPM) funding, a 3 acre Environmental Technology Resource Centre for London (ETRCL) site with an adjacent 3.44 acres of land was purchased. A new Business Plan is being commissioned and a preferred developer for the ETRCL is underway.
- 4.4 Details of the first phase of the Industrial Infrastructure project was finalised and works to site began in April, which is essential for inward investment into the borough.

## **5. Transport**

- 5.1 The Consultation Draft Local Implementation Plan (LIP) and consultation strategy have been agreed by the Executive and consultations will be underway in the summer.
- 5.2 ODPM funding has been secured to construct a new Interchange at Dagenham Dock. This will link C2C, Docklands Light Railway (DLR), ELT (East London Transit) and local bus services for the Dagenham Dock Sustainable Business Park, the new community at South Dagenham and the existing population in Dagenham.
- 5.3 Consultation on ELT is due to start late Summer 2005 led by Transport for London (TfL). To assist with the lobbying of the first phase of the ELT a Consultant is due to be appointed in May/June.

## **6. Housing**

- 6.1 The joint English Partnership/LBBD study of affordable housing provisions across the borough is now complete and the production of a housing regeneration strategy for Barking Town Centre will be submitted to the Executive in May.

## **7. Financial Implications**

- 7.1 This is a progress report on the implementation of the agreed Improvement Plan. There are no financial risks or implications for the Council. Finance Department is content with the report.

## **8. Consultation**

- 8.1 The report was compiled from contributions by officers in: Regeneration and Environment; Education, Arts and Libraries; Corporate Strategy; Social Services; and Housing and Health. It was discussed by the Regeneration Board on 24 May.

## **Background Papers**

- Regeneration Best Value Improvement Plan
- Regeneration Best Value Improvement Plan: Progress Report June 2005

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**REGENERATION BEST VALUE IMPROVEMENT PLAN: PROGRESS REPORT JANUARY-MARCH 2005**

<b>SECTION 1 – ACHIEVING STEP CHANGE IN REGENERATION</b>		<b>Update</b>
<b>Target</b>	<b>Action</b>	
1	Improving Project Delivery	Achieved.
	1.1 Restructure the internal regeneration function to give a single division responsible for regeneration implementation	Achieved.
	1.2 The establishment of the Regeneration Board to commission, monitor and evaluate all regeneration projects	Underway. Regeneration Implementation Division has prepared Primavera software and projects are now being loaded on to the software. The new systems will be rolled out during June-July 2005 for BTC projects, but will apply to all regeneration projects in due course. The Divisional Training Plan makes project management training its key priority.
	1.3 The re-organisation to include a strengthened capacity for project management in line with the Council's improved approach to asset management, including CPMO project management standards	Achieved. The Council was awarded the maximum planning delivery grant for 2005/06, in recognition to its excellent performance against planning performance indicators.
	1.4 Ensure improved planning performance and lobby for better legislation	Achieved. The new Community Strategy, "Building Communities Transforming Lives" was launched in April.
2	Creating a tighter focus on priorities	Achieved. A position paper on "Sense of Place" has been submitted to the Executive on 31 May and will supplement the Vision and Community Strategy.
3	Creating a Shared Story or Vision for Regeneration	Achieved. A European Funding Officer has been appointed and a Funding Strategy and Action Plan developed.
4	Making the Most of Funding Opportunities	Underway. "Prospectus mapping" of spatial and land use needs is underway and should be completed by October 2004. Officers are having separate discussions with English Partnerships regarding alternative ways of achieving "Section 106 type" requirements spread out over the lifetime of the development project. We will shortly submit a report to the Regeneration Board on priorities for use of S106 monies.
5	Increasing External Profile and Influence	Underway. A briefing programme for Members is being developed as part of the Balanced Scorecard 2005-06. Arrangements are already in place to provide coordinated briefing for the Lead Member for Regeneration. Members are also briefed through the Corporate Monitoring Group.
	5.1 Enable Members to engage with external partners more frequently	Underway. Officers submitted to the Regeneration Board/Executive during 2004-05 on relevant Government policy initiatives including the ODPM/HMT business incentive scheme and the Government's proposals for the London Thames Gateway UDC. There has been regular liaison with MPs and the GLA
	5.2 Understand emerging relevant Government policy initiatives and raise issues with Local MPs	

				Member over transport issues in particular. Officers will submit shortly to the Executive on the Local Enterprise Growth Initiative. Achieved. This work is coordinated through the Regeneration Board, which discusses "key messages" and shares information about contacts with key decision makers. Briefing is supplied for major meetings with key partners. Underway. Major project plans contain consultation programmes and stakeholder analyses. Golley Slater has been appointed to develop a comprehensive Marketing and Communications Plan for Barking Town Centre. A media liaison group has been established for Barking Riverside. LBBD is part of ODPM's Thames Gateway Marketing Forum. Achieved. We are developing protocols and gathering best practice examples for regeneration project managers to use in engaging the community around project delivery. A Steering Group has been established as part of the LDF process, to prepare a Statement of Community Involvement that will help coordinate the Council's consultation on planning and regeneration issues. Community consultation and capacity building is a key issue in our discussions with the incoming UDC. We have agreed a restructuring of the Barking Town Centre Partnership to broaden the representation of the community and voluntary groups and make their role more effective. The work plan of the Neighbourhood Management Coordinator for Abbey Gascoigne and Thames has been restructured to put more emphasis on community consultation and engagement.
		5.3	Require a broader range of senior officers to engage more pro-actively with external partners and others around the Regeneration Agenda	
		5.4	Create an influencing plan at the start of all major projects and monitor through the Regeneration Board	
6.	Getting closer to primary stakeholders	6.1	Improve consultation and participation for local residents	
		6.2	Establish a bi-annual Business Forum	We have judged it more useful in the short term to deal with businesses at an operational level where their practical concerns can be more easily addressed, then to attempt to establish a large forum of this kind. Our contacts with business on an issue and area basis are now improving. Meetings with employers in the Dagenham Dock area are now being supplemented with meetings covering Thames Road. Estate associations are gradually being established. The LBBD Business Partnership (dealing with regulation) is now an established fact. We believe it may be more useful to build credibility with local businesses by developing area forums than seek to establish a single Business Forum for the borough, at least in the short term.

					We are now working on the development of Business Improvement Districts in the industrial area and the town centre. These will form useful adjuncts to business consultation.
		6.3	Develop and implement a Regeneration Communications Strategy		Achieved. The Regeneration Board agreed an Influencing Strategy for regeneration activities in April 2004. Golley Slater has been appointed to develop a Marketing and Communications Strategy for Barking Town Centre.
		6.4	Organise a community regeneration convention		Achieved. We have agreed proposals to restructure the Barking Town Centre Stakeholder Partnership to enhance community engagement in regeneration. We are organising a programme of community events as part of the BURA Conference in October.
7.	Improving information and knowledge	7.1	Ensure effective access to funding, influence and information through supporting professional development and developing a best practice programme		Achieved. Training in CPO legislation and procurement processes undertaken by project officers. Group Managers have completed the Leadership Academy. Training priorities for the next financial year agreed as part of the annual Divisional Training Plan. Officers attending external events and conferences as appropriate to their area of responsibility.
		7.2	Enhance the use of e-government capacity, with an explicit objective of creating a virtual development and investment one stop shop		Underway. Researching content and structure of developers' portal as part of regeneration website. We are discussing how best to provide business referral services with the Customer First team.
8.	Balancing Social and Physical Regeneration	8.1	Further develop the strategic partnerships in place with the Primary Care Trust (PCT) and the Strategic Health Authority in relation to reducing ill health and increasing life expectancy within the borough via economic inclusion measures		Underway. A Regeneration Manager has been recruited in Social Services and is part of the Director of Regeneration and Environment's strategic programme management meeting. This group also includes the PCT. A social regeneration programme has been drafted and submitted to the Regeneration Board. The Regeneration Manager is a member of the Health Partnership Board convened by the director of Public Health that is developing a Balanced Scorecard for Health Inequalities. This will include targets related to economic inclusion.
		8.2	Ensure that social and community facilities are included in major regeneration projects as a prerequisite for them commencing		Underway. Work under the SHA to localise the outcomes from the TGLP healthcare assessment will ensure that the need for facilities is recognised and incorporated into major projects. £5million ODPM funding secured for a health facility in BTC and Barking Riverside.
<b>SECTION 2 – EDUCATION</b>					
9.	Improve the levels of qualifications of residents	9.1	Analyse patterns of recruitment and consult on participation, provision, retention and achievement. Continually benchmark data against national best practice. Identify and fill gaps in existing provision.		Underway. Work since the last report includes:  Data from the mapping research is now being integrated into the council's GIS systems. Small delays have occurred through software purchase problems.  When completed, this will allow for detailed mapping and modelling to be undertaken, and assessments of the effectiveness of current learning provision when matched against key census and other data. These include unemployment, ethnicity and qualifications by ward and super output areas. Subsequently, any gaps in provision

				will then be identified. Underway. This will allow for benchmarking these data against national best practices. These systems will integrate with the Borough's metadata list; the LSC's Strategic Area Review process, and the Thames Gateway survey of employers and residents. Work since the last report includes: A working group is meeting on a regular basis to determine the range of information, advice and guidance services available at the Lifelong Learning Centre. A lifelong learning divisional working group is collating details of all known business contacts within the borough. This will form the basis of a targeted publicity approach to highlight local employers the range of learning and training opportunities available. Underway. Work since the last report includes: The council maintains its strong regional and national lead in promoting learning within the workplace through its 'Growth Through Learning', and 'Get On At Work' programmes. The key outcomes from these projects have been made available to other key employers within the borough, and the local authority was invited to present the key findings of this programme to the Princess Royal in early May 05 as an example of effective practice. The initial curriculum framework for the Lifelong Learning Centre has been completed by the 3 key partners (LBBB; Barking College, UEL). There is comprehensive provision made for Skills for Life and ICT courses, and progressive qualification pathways are available to undergraduate level in the key public sector areas. Publicity materials are in the design stage, and will inform residents of the changes taking place at the site of the original Central Library, including outline details of the courses and qualifications available. These will be accompanied by a dedicated website with links to the key providers. Underway. A recent restructuring of the lifelong learning division has created a business and workforce development task group, supported by officers from the regeneration implementation division. A secondment within the lifelong learning division will speed the progress of this priority – effective from April 05 Underway. The restructuring of the lifelong learning division has created an officer post with responsibility for widening participation to higher education for young people and adults. A leaflet targeted at the 25 – 45 year age group has been
			Identify opportunities with residents and employers to link employees informal/recreational learning into routes leading to accredited qualifications	
	9.2		Increase access to and marketing of learning opportunities throughout the borough	
	9.3			
	9.4		Ensure employers link employees' informal/recreational learning into routes leading to accredited qualifications and encourage advanced learning opportunities in further and higher education	
	9.5		Ensure the barriers such as finance, childcare and access to HE are minimised	

				completed and distributed. This highlights key sources of information – including access and finance issues.  A careers fair focusing upon the career opportunities in the health and social care sectors was held in March at the Broadway Theatre. This was a highly successful event despite unwelcoming weather on the day. A further similar event is planned for the cultural and creative industries sector in early autumn.  Underway. The lifelong learning division's business and workforce development group is developing a range of strategies to facilitate local businesses to understand what their training needs are, and in brokering support to achieve these.  All secondary schools, Barking College and BD Training Services are participating. The resource (a program known as 'Fast Tomato') now contains details of all courses offered at GCSE and post-16 and web links to all FE and HE providers (locally and nationally). The resource will allow young people to access this information from home as well as at school.
			9.6	To improve training and guidance services
			9.7	Identifying and filling gaps in learning provision for adults
10.	Increase the average income in B&D households		10.1	Widen the scope and work of the Education Business Partnership
			10.2	Map the key features of the local workforce and businesses, and in consultation with key business support agencies
11.	Reduce the digital divide to ensure local people have access to ICT resources		11.1	To ensure training is available when ICT access projects are provided in existing and new accommodation
			11.2	Implement the home and community learning strand of the TestBed programme to access 5000+ homes in the borough and link to 'Wiring up the Gascoigne' project

				At Manor Infants - ESOL and literacy developments.  Underway. Working with Barking College content workshop to make ABSI literacy and numeracy materials interactive and available to all Test Bed schools.  The initial phase of the 'Wiring up the Gascoigne' has been completed. The successes of residents participating in this programme were acknowledged in a celebration event held in April.
<b>SECTION 3 – JOBS AND ECONOMY</b>				
12.	To implement the Economic Development Strategy	12.1	Develop and agree action plan with milestones and targets	Underway. The introduction of the Local Economic Growth Scheme in the 2005 Budget will give refinement to the action plan prior to applying for monies to enhance the implementation.
		12.2	To improve relationships with business and investors to attract and retain businesses that offer employment opportunities	Underway. Since the last report: <ul style="list-style-type: none"> <li>- The East London Small Business Centre has retained the SBS contract for start-up business and the Outer Borough project has accordingly retained its top-up contract with them</li> <li>- Under the auspices of "Building East" (two European funded programmes) a further procurement event with associated workshops was held in Feb 2005.</li> <li>- Business directory will be completed and will be circulated in June.</li> </ul>
		12.3	Increase the amount of business floor space	Underway. Active discussions with a major landholder and property developer are underway to widen the supply of small and medium sized units.
		12.4	Open up opportunities within construction industries at all levels for local people	Underway. ERDF funding was secured to help develop the ability of local businesses to compete for regeneration construction contracts. An initial event was held at CEME in December 2004 and was attended by 150 businesses. Two further events were held in Feb 2005.
		12.5	Developing new sectors e.g. environment technology, construction, etc.	Underway. March 2005 saw the purchase of the 3 acre ETRCL site together with a further adjacent 3.44 acres as a result of additional ODPM Sustainable Communities Plan funding. Land ownership is an essential stage in developing the ETRCL and provides greater certainty in taking the project forward. Detailed negotiations are underway with the preferred developer for the ETRCL and a new Business Plan is being commissioned. Details for the first phase of the Industrial Infrastructure project were finalised in this quarter enabling works to site on site in April 2005. This project is essential for inward investment and developing the ET sector.
		12.6	Develop six social enterprises	The borough's social enterprise champion has left the Council and will be replaced on an agency basis for the remainder of the contract.

			12.7	Get closer to business stakeholders	<p>Underway. A manufacturers' action day and one business breakfast has been held. A new business association has been formed in River Road and the potential for a Thames Road Forum is under exploration. The Council is about to publish a Business Support Directory and a BME business take-up survey is being carried out.</p> <p>Two sessions of an Asian Businesspersons' Forum have been held.</p> <p>Feasibility work underway to look at the possibility of a Business Improvement District.</p>
<b>SECTION 4 – TRANSPORT</b>					
13.	Improving existing transport infrastructure in the borough and region	13.1		Establish a Strategic Transport Group	Achieved. We have agreed the structure and job descriptions for a Strategic Transport Group and appointed a Group Leader.
		13.2		Develop and agree a Transport Strategy	Consultancy support in place pending Group appointments. The Consultation Draft Local Implementation Plan (LIP) and consultation strategy have been agreed by the Executive and consultation is underway- summer 2005
14.	Ensure commitment to Major Public Transport Infrastructure relating to regeneration area	14.1		Secure improvements to Barking Station by 2006	Underway. The first milestone – identification of areas for improvement – has been met. New liaison arrangements being established with TfL.
		14.2		Ensure that major regeneration areas have good public transport links	Underway. We are working with developers and Transport for London in our planning processes to ensure that regeneration areas are developed in conjunction with necessary transport links.  We secured ODPM funding in November 2004 to construct a new Interchange at Dagenham Dock, which will link C2C, DLR, ELT and local bus services for the Dagenham Dock Sustainable Business Park, the new community at South Dagenham and the existing population in Dagenham.  The Council's interests are being promoted in respect of Crossrail and Thames Gateway Bridge schemes.
		14.3		Encourage/lobby the completion of the first phase of the East London Transit by November 2006	Underway. Working with MPs and the LA Member, the Council has lobbied strongly for an early introduction of the East London Transit and to strengthen the quality of its design. Presentations were organised for officers in March 2004 and for the Assembly in May 2004.

				Requested GLA member/lobby TfL (September) and the Mayor regarding completion date of ELT. Also requested EP lobby TfL regarding ELT completion.  Consultation on ELT due to start late Summer 2005 – led by TfL  Consultant to assist lobbying due to be appointed (May/June 2005)
	14.4		Lobby and accelerate the decision for the DLR extension to Dagenham Dock by 2009	Underway - This issue has featured prominently in our dealings with TfL over the last year. Our GLA Member and MPs have participated in lobbying.
	14.5		Undertake a feasibility study and Business Plan for new station at Renwick Road to serve Barking Reach	Consultant to assist lobbying due to be appointed (May/June 2005) Underway. We have agreed with partners the brief for a feasibility study. This is about to undergo CPMO appraisal and will then be advertised. An OJEC notice will be issued in July/August.  The study will be tendered summer 2005.
	<b>SECTION 5 – HOUSING</b>			
15.	15.1	Ensure that all housing regeneration areas and larger sites have a genuine mix of housing types and tenures	Confirm with partners the tenure and type of dwellings that the Council will be seeking from Barking Reach/South Dagenham/Barking Town Centre and land disposal areas	Underway. There is ongoing dialogue with the GLA about levels of affordable housing in these areas. This will be informed by the above study, which is now complete, and the production of a housing regeneration strategy for BTC, which will go to Executive in May 2005.
	15.2		Incorporate affordable housing approach in forthcoming Local Development Framework	Underway.
	15.3		Undertake a housing needs survey	Underway. Fordham Research was appointed to conduct this survey in March 2004. Fieldwork began in June and completed July. Final report completed February 2005 and Focus Groups to take place in May 2005. Report to Executive will include holistic view of housing need with findings of BBP Regeneration Barking Housing Study.
	15.4		Monitor through the housing corporation PI compliance with the UDP/LDF and new developments compliance with the development briefs	GLA have established London-wide development monitoring system which strategic planning is feeding into.
16.	16.1	Ensure that sustainable communities are created	Define sustainable communities for LBDD in context of Egan review on the key criteria that make up sustainable communities	Underway. Reported to Regeneration Board in August. Revisions to balanced scorecard process are picking up themes. Report to Exec in March 05 for Sth. Dag. And Statement produced for Barking Reach (Mar Regen Brd) Also Sense of Place statement being developed in April 05.
	16.2		Develop and implement programme of Home Improvement Zones targeting vulnerable home owners, offering assistance to ensure decent homes in the private sector	Underway. <ul style="list-style-type: none"><li>The first HIZ (The Rylands) was completed in September 2004. We are now working in two other areas.</li></ul>



				<ul style="list-style-type: none"> <li><b>Fanshawe Avenue</b> - Consultants have been appointed and will complete their assessment by the end of April. Fanshawe Avenue is an important gateway area. The old private sector housing in Tanner Street is surrounded by new build, which is part of the Barking town centre regeneration. PSH to look at options generated and decide on course of action</li> <li><b>Broad Street, Dagenham</b> - consultants have been appointed to carry out a "health check" on the viability of the shops followed by option development and supplementary planning guidance. A lot of work has also been done on crime and ASB. Private sector housing in the surrounding area is to be targeted and improved where applicable.</li> <li><b>Warmzones</b> – Two new Warmzones have been declared in Abbey and Parsloes Ward. These areas are targeted by door-step surveyors who assess whether a property is eligible for a Warmfront grant or an equivalent grant from the council. In the previous 4 Warmzones (Village, River, Eastbrook and Gascoigne) post work surveys have shown that 70% of properties that received measures were made decent by the measures.</li> </ul>	
			16.3	Identify transport and social infrastructure and ensure it is linked to development phasing	Underway. The work is being progressed within the context of the Thames Gateway Development and Investment Framework. Education Planning Study completed and reported to Regen Brd in Jan 05. PCT publishing their "Localising the Blue Book" work in May 05. LTGDC Regen Framework and Prioritised Investment Plan being produced which will bring this together.
			16.4	Undertake 'Housing Futures Appraisal' for all existing Council owned estates	Underway. The areas of synergy with the regeneration programme have been identified as the Gascoigne, Lintons, London Rd./North St. and Thames View Estates and project plans are being drawn up within the regeneration programme. PPCR associates have been appointed as ITA; NBA appointed for stock condition survey. The Stock Option consultant Beha Williams Norman was appointed in March 2004. A Housing Futures forum is in place involving stakeholders. Housing and Regeneration officers are holding internal meetings to define links and project plans. 100% survey of all tenants with 20% return. Review of baseline position and milestone achieved. Report to Executive on 8 <sup>th</sup> March 2005 to report baseline figure and recommend mix and match options. Report to go to GOL for sign-off by July 2005.
17.	Ensure LBBB facilitates/encourages new housing development		17.1	Establish LBBB as key location for house builders in the Thames Gateway	Underway. We are continuing to promote opportunities to housebuilders. Golley Slater will be making recommendations on this objective as part of their BTC work.
18.	All new affordable		18.1	Develop appropriate policies on space for learning in new	Underway. We have explained our policy to our partner RSLs and

	homes to accommodate space for learning for provide ICT connections		affordable dwellings	the policy is set out in the Barking Town Centre Interim Planning Guidance. The Charlecote Road project, the first to reflect this policy, has been completed and won 2 major design awards. Spaces for learning to be incorporated in 36 properties in CBW redevelopment.
		18.2	Develop appropriate policies on ICT connections for new affordable dwellings	Underway. The Housing Strategy Balanced Scorecard sets a target for affordable homes to be broadband enabled whenever possible.
<b>SECTION 6 – DISTINCT ENVIRONMENT</b>				
19.	Embed a design culture in the Borough	19.1	Appoint Design Champion through recruitment programme	Achieved. An internal candidate took up post in January 2004.
		19.2	Develop a Design Programme that sets a framework for championing a design culture within the Borough	Achieved. The Regeneration Board agreed a Design Framework for the borough in March 2004, with implementation activities due to begin in the third quarter of the year. A Design Steering Group will develop the programme for 2005-06.
		19.3	Adoption of a Public Realm Strategy that sets out a long-term development framework.	Underway. £2m in ODPM sustainable Communities Fund money was secured in January 2004. The 'Barking Code' (a pallet of quality materials to be used to enhance the public realm within Barking Town Centre) and concept designs for four pilot projects agreed by the Executive in October.
				A project manager is now in place and the first pilot project outside The Broadway is nearing completion.
20.	Improve the quality and diversity of the Borough's Parks and Green Spaces	20.1	Identification of a Borough-wide development framework that supports a sustainable programme of iconic developments	Underway. The framework will form part of the Urban Design Framework Plan and Public Realm Strategies for the borough (see above). NO CHANGES.
		20.2	Appointment of a Project Manager for the delivery of the Parks and Green Spaces Strategy	Achieved. The Project Manager took up post end May 2004.
		20.3	Implement Parks and Green Spaces Strategy	Achieved. Year 2 Parks & Green Spaces Strategy Programme completed – year end performance was 86% against a target of 65%. Two park sites secured National Green Flag Accreditation (Eastbrookend CP and Newlands Park) and over £1 million external funding has been secured. Steering Group now meets as a programme panel on a quarterly basis to review performance. From 2005-06 onwards monitoring of the Parks & Green Spaces is included in the Leisure & Community Services Division Balanced Scorecard.

**Achieved targets highlighted in grey.**

## THE EXECUTIVE

14 JUNE 2005

### REPORT FROM THE DIRECTOR OF REGENERATION AND ENVIRONMENT

PERFORMANCE INDICATORS FOR DEVELOPMENT CONTROL: EVALUATION OF PLANNING PERFORMANCE BY THE OFFICE OF THE DEPUTY PRIME MINISTER 2004/05	FOR DECISION
<p><i>To report back to the Executive in accordance with an undertaking given by Officers at the Executive held on 18 November 2003.</i></p>	
<p><b>Summary</b></p>	
<p>As the Council did not achieve the required standard set by the Government with regard to time taken to deal with minor town planning applications, the Council was designated (in 2003) as a Planning Standards Authority and has been closely monitored in how it intended to both improve and its actual performance since 2003. To effect change the Council instigated an Action Plan for Development Control which was agreed by the Executive on 18 November 2003 (Minute 194).</p>	
<p>The Council has now received its assessment report from the ODPM on the 2004/05 Applications which indicates that the Council has now met the national targets and has been given a 'Green' rating, which means that the Council is no longer designated as a Planning Standards Authority.</p>	
<p>However, there are still some areas which need to be addressed as part of the ongoing process and this report expands on those issues and presents proposals for further improvement and changes to the Action Plan.</p>	
<p><b>Recommendation</b></p>	
<p>The Executive is asked to:</p>	
<ol style="list-style-type: none"> <li>1. Note the success of the Council in achieving removal from the list of 'Planning Standards Authorities'; and</li> <li>2. Agree changes to procedures (identified in paragraphs 2.1 to 2.6) for inclusion in the Development Control Action Plan.</li> </ol>	
<p><b>Reason</b></p>	
<p>To ensure compliance with the Best Value Performance Indicators and to assist with the Council's Community Priority of "Regenerating the Local Economy" and customer first initiatives.</p>	

<b>Contact</b> Tim Lewis	Group Manager Development Control	Tel: 020 – 8227 3706 Fax: 020 – 8227 3916 Minicom: 020 – 8227 3034 E-mail: <a href="mailto:tim.lewis@lbbd.gov.uk">tim.lewis@lbbd.gov.uk</a>
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## 1. Background

- 1.1 On 7 April 2005, Keith Hill MP wrote to the Leader of the Council with the assessment of the Council's Planning Performance with regard to the Government's Best Value Performance Indicators (PIs) relating to the time taken to determine Town Planning Applications. The original investigation resulted from the failure of the Council to meet the Interim Standards for 'Minor Planning Applications' in 2003/04. As a result we were designated as a Planning Standards Authority for 2004/05 and our performance was closely monitored. After analysis of the 2004/05 figures submitted by the Council we have been designated as 'Green' and Keith Hill stated that the Council is making 'excellent progress' he went on to state that *"Your Authority has already achieved not only your specific performance standards for 2004/5 but also the national performance targets"*. As a result of the report we are now no longer a Planning Standards Authority for this PI.
- 1.2 The report is based on discussions and submissions to a consortium of Consultants headed by Addison and Associates (contracted by the ODPM). This showed an improvement in 'Minor Applications' approved within the timescale set by Government from 43% in 2002/03 to 83% in 2004/05. This is both above the 52% standard set by the ODPM as the standard to be achieved by the Council (the national target is 65%). 'Other Applications' improved from 69% in 2002/03 to 94%, which is fourteen percentage points above the national target. In respect of 'Major Applications', these also improved from 42% to 60% within the same time frame, in line with national targets. It was noted however that this performance had been erratic and the reasons for this will be dealt with later in the report. As yet there are no comparative figures for the full year of 2004/05, but in September 2004 the figures were the fifth best in London for 'Minor Application' decisions, the highest for 'Other Application' decisions and the tenth highest for 'Major Applications' decisions.
- 1.3 Whilst the assessment report by ODPM was generally very good, it also picked up on a number of matters which still need to be addressed. This includes a delegation rate of 87% which is below the target of 90% set by the Government and an appeal success rate of 56% which is below the national average of 65%.
- 1.4 As a result of the original poor performance figures an Action Plan was devised by Development Control and there is no doubt that this has had a significant positive effect on performance. This included an increase in delegation and the Development Control Board being split into two to allow for bi-weekly meetings. Other internal changes were also implemented to improve performance.

## **2. Proposal**

2.1 Whilst the assessment report is complimentary regarding the increased delegation to the Development Control Board and the Regeneration Best Value Improvement Plan, it does identify gaps in processes where there is still work to be done. These are identified below together with the proposed action to remedy.

### **2.2 a) Production of guidance on the validation of applications**

2.2.1 Following the issuing of guidelines from the ODPM an Officers' working group has been set up to produce Guidance Notes for Applicants. This will inform applicants as to exactly what documentation is required to make a valid application. It is anticipated that this will encourage pre application discussion and reduce the amount of invalid applications received. It will also act as a guide for staff by informing them what is expected by reference to a checklist against types of applications. The Guidance Notes for Applicants are expected to be ready in approximately early July 2005.

### **2.3 b) Introduction of target dates for consultations**

2.3.1 Whilst the Council has target dates for most actions relating to the processing of applications, this one was missing. It is proposed to introduce a five working day target between validation and consultation. This will also give external consultees more time to respond, which was another matter identified by the consultants.

2.3.2 This matter will be covered by the formalising of planning processes during the proposed ISO9000 accreditation currently being worked on and identified in the Planning and Transportation Division's Balanced Scorecard.

### **2.4 c) Review of delegation levels**

2.4.1 It was noted that the current level of delegation for the year was 3% below the 90% recommended level. It should be noted that this is no longer a Performance Indicator. It has been noted in the past that Councillors have concerns about increasing Officers Delegated Authority in this area. At present it is not proposed to alter or increase the Delegated Authority to Officers further, but the percentage rate will be monitored for future reference.

### **2.5 d) Section 106 legal agreements and unilateral undertakings**

2.5.1 The negotiation period on Section 106 Agreement is noted as a major impediment to achieving the targets relating to Best Value Performance Indicator (BVPI) 109 (a) in respect of the determination of 'Major Applications' within the 13 week timescale allowed. The Council's performance was described as 'erratic' over the full year period, although the targets set by ODPM overall were achieved. This is due, in part, to the numbers received, which are relatively low. The Major Applications carry a higher percentage value in the calculations than Minor or Other Applications. For example, one application could be valued at between 15% and 20%. As a result the failure to achieve the 13 week target on one or two Major Applications will result in the quarter's figures dropping dramatically. Whilst it is difficult to achieve the 13 week

target on complex applications, it is virtually impossible to achieve if a legal agreement is involved. This matter has been raised on several occasions with the ODPM but as yet they have been unresponsive.

- 2.5.2 Several actions have been taken to try and remedy this situation within the agreed Action Plan. These have included the instructions to Solicitors at the beginning of the Town Planning Application process. However, current research being undertaken indicates that this has not had a significant effect on performance and 'Major Applications' that involve Section 106 Agreements are almost guaranteed to be out of time. It is anticipated that the production of the Local Development Framework (LDF) will assist as it will contain a Section 106 Agreement matrix which will inform applicants at pre-application stage what the required contributions will be. This will provide more certainty and decrease the negotiation time. Given that the Section 106 Agreement within the LDF has a solid policy base will also strengthen the Council's negotiating powers. The timescale for the LDF is lengthy and as a result will not impact on the figures within the timescale of the ODPM report for 2005/06.
- 2.5.3 This means that in the interim period other options have to be investigated. The one currently favored by the ODPM is the use of 'Unilateral Undertakings'. These are similar to Section 106 Agreements but are different in that in them the developer(s) lays out in advance what benefits they will provide, if Town Planning consent is granted. The benefit is that this can be submitted with the application as a signed document and takes much of the time consuming negotiation out of the process. It remains to be seen if this is sufficient to keep the 'Major Applications' on target.
- 2.5.4 It is also proposed to appoint a Section 106 Officer (to be funded from Section 106 Agreement receipts) whose job will be to monitor and programme manage the legal process. This will help standardise the process, in accordance with the advice received, and allow for the introduction of standard model agreements to speed up the process. (Legal justification for recovering the costs of managing and monitoring Section 106 Agreements is outlined in paragraph 36 of the revision (issued November 2004) to Department of Environment's Circular 1/97 which clearly states that the costs of monitoring officers, as well as legal fees, can be recovered through contributions.) The details associated with this proposal will be the subject of a further report in due course.

## 2.6 **e) Appeals**

- 2.6.1 The ODPM have introduced a new Performance Indicator (BVPI 204) in relation to appeals performance. This is an attempt to impose a quality control on Local Authority decisions. The ODPM has suggested that the Council reviews the reasons for a perceived poor performance for appeals against the refusal of Town Planning consent. In this respect the national average is 67% of appeals won. The Council's year end figure was 62.6%. The appeal decisions have been investigated and no underlying trend can be determined. It is not due to overturned decision by Councillors, against Officers' recommendation. Last year seven decisions were refused contrary to Officers' recommendation. None were appealed. It is not considered that the Council's decision making is flawed, but in some instances the Planning Inspectorate decisions are contradictory with, in one instance, two almost

identical appeals having different results. In general it is considered that our appeals record will meet the BVPI standard and has shown improvement since the report has been produced.

### **3. Financial Implications**

- 3.1 The funding of an officer in DRE who will monitor and programme manage the legal process of Section 106 Agreements will be met from Section 106 Agreement receipts.
- 3.2 There are no other financial implications for the Council as funding has already been set aside / agreed from existing resources to cover the procedural changes

### **4. Consultation**

The following have seen this report and are happy with the report as it stands.

#### **Lead Members**

Deputy Leader's Portfolio (Performance Management), Councillor Wade.  
Regeneration, Councillor Kallar

#### **DRE**

Peter Wright, Head of Planning and Transportation  
Nick Kingham, Head of Strategy and Support

#### **Finance**

Alex Anderson, Head of Finance (DRE)

#### **Corporate Strategy**

Muhammad Saleem, Solicitor to the Council and Monitoring Officer.  
Robin Hanton, Corporate Legal Services Manager.

### **Background Papers**

- ODPM Assessment Report - Best Value Standards Authorities 2004/5 – Evaluation of Barking and Dagenham London Borough Council 1/04/04
- Executive report and Minute 397, 18 May 2004. Re: Development Control Performance Indicators.
- Executive report and Minute 194, 18 November 2003.  
Re: Development Control Performance Indicators and Action Plan.
- Executive Minute 111; 9 September 2003 re: Restructuring Regeneration - Preparing for the Future.
- The Governments Performance Indicators for Development Control. [www.odpm.gov.uk](http://www.odpm.gov.uk).
- Department of Environment Circular 1/97 and revisions.

Planning: Delivering a Fundamental Change. [www.odpm.gov.uk](http://www.odpm.gov.uk).

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## THE EXECUTIVE

14 JUNE 2005

## REPORT FROM THE DIRECTOR OF CORPORATE STRATEGY

ATTENDANCE AT THE POLICY NETWORK CONFERENCE 2005	FOR INFORMATION	
<p><i>This report informs the Executive of action taken under the provisions of paragraph 2.2 of the Council's Conferences, Visits and Hospitality Rules (Part D of the Constitution), in respect of the approval of attendance at the Policy Network 2005 Conference.</i></p> <p><b>Summary</b></p> <p>The Policy Network Conference 2005 is to be held on 15 - 17 June in Edinburgh. This Council has established a leading reputation within the Network and will be sending three delegates to this year's event, at a total approximate cost of £1,536.</p> <p>The Council's Conferences Rules generally require attendance to be approved by the Executive where the total cost is likely to exceed £1,000. However, due to the late finalisation of the arrangements for the event it was not possible to gain the Executive's prior approval.</p> <p><b>Recommendation</b></p> <p>The Executive is asked to note that the Director of Corporate Strategy, acting under the provisions of paragraph 2.2 of the Council's Conferences, Visits and Hospitality Rules (Part D of the Constitution) and in consultation with the Deputy Leader of the Council, has approved the attendance of Councillor Geddes, the Policy and Review Manager and one Policy and Review Officer at the Policy Network annual conference 2005, to take place between 15-17 June 2005, at a total approximate cost of £1,536 which will be met from existing departmental budgets.</p> <p><b>Reason</b></p> <p>Attendance at the Policy Network conference is an opportunity to learn about current issues affecting public sector organisations with a particular emphasis on strategic policy aspects.</p>		
<p><b>Contact:</b> Naomi Goldberg</p>	<p>Head of Policy &amp; Performance</p>	<p>Tel: 020 8227 2484 Minicom: 0208 227 2685 E-mail: <a href="mailto:naomi.goldberg@lbbd.gov.uk">naomi.goldberg@lbbd.gov.uk</a></p>

## 1. Background

- 1.1 The Policy Network is the UK's leading not-for-profit organisation, formed to support policy and review practice. It is run by practitioners for practitioners, who are elected from the membership. The Policy Network holds an annual conference and summer school in different locations (Universities) every year. This year it is being held in Edinburgh from 15-17 June 2005 at the Heriot-Watt University.

- 1.2 The annual conference and summer school is regarded as the premier UK event for promoting the Policy Networks purpose to maximise the contributions that Policy Professionals can make to the public sector.
- 1.3 Attendance at the Policy Network conference is an opportunity to learn about current issues affecting public sector organisations with a particular emphasis on strategic policy aspects. Speakers are drawn from Senior Public Sector Leaders and Leaders in their fields. It is a good opportunity to hear, speak to and share practice with other policy professionals who are working on similar projects. It is also an ideal opportunity to network with senior policy staff from across the country.

## 2. Conference Detail

- 2.1 This years' conference is entitled "The long and winding roads" and will cover topics that include:
- o The Future of Local Government
  - o New Guidance on Comprehensive Performance Assessment
  - o Local Area Agreements

This year's speakers include:

- o Annie Shepard, Chief Executive of Wallsall Council
  - o Klran Dhillon, Council Relationship manager, New Local Government Network
  - o Ian Hickman, Director, Local Government Performance & Improvement, Audit Commission.
- 2.2 The conference is a popular event attracting delegates from a broad span of the public, private and voluntary sectors.
- 2.3 Barking & Dagenham has established a leading reputation with the Network; Graham Farrant spoke at last year's conference and Sandy Hamberger has been elected to the Network's Executive. Councillor Geddes has been asked to lead a workshop at this year's event on Member and Officer Roles for new policy recruits.

## 3. Cost

- 3.1 The cost per delegate is £412 (after discounts for speakers and members). This includes accommodation and food, but excludes travel costs. The estimated total cost of the three delegates' attendance is:-

Conference & accommodation	1236
Travel	<u>300</u>
	£1,536

- 3.2 These costs will be funded from within existing departmental budgets.

**Background Papers**  
Conference Brochure

## THE EXECUTIVE

14 JUNE 2005

### JOINT REPORT FROM THE DIRECTOR OF HOUSING AND HEALTH AND THE DIRECTOR OF REGENERATION AND ENVIRONMENT

BARKING TOWN CENTRE HOUSING STRATEGY	FOR DECISION
<p><i>This report concerns the principles for Housing Regeneration in Barking Town Centre; such strategic matters are reserved to the Executive.</i></p> <p><b>Summary</b></p> <p>The volume of housing development in Barking Town Centre over the next 10 years is likely to outstrip any development levels seen in the Borough for the last 30 years. For this reason it is vital that the homes built meet the needs of the existing and future communities and the wider aims of The Sustainable Communities Plan.</p> <p>This level of development must also be brought forward in phases which meet market demand and includes the correct levels of Infrastructure both social and physical.</p> <p>The Barking Town Centre Housing Strategy seeks to provide a summary of all the current issues that effect housing development in the Town Centre including the national, regional and local policy context. It builds on the Framework plan target of 4,000 new homes giving information about which sites will provide these and how tenure splits and property types will be agreed with Developers and Registered Social Landlords (RSL's).</p> <p><b>Wards Affected</b> – Abbey and Gascoigne</p> <p><b>Recommendation</b></p> <p>The Executive is requested to agree the Strategy (attached as Appendix 1) to be published and used as the guide for:</p> <ul style="list-style-type: none"> <li>• Meeting all of the current policy objectives for new housing developments and ensuring that housing regeneration fits into the wider regeneration agenda; and</li> <li>• Indicating how the target of 4,000 net new homes in Barking Town Centre can be achieved, providing more balanced tenure whilst maintaining levels of affordable rented homes.</li> </ul> <p><b>Reason</b></p> <p>To ensure that new housing development and estate regeneration contributes to the Community Priorities of “<i>Regenerating the Economy</i>” and “<i>Improving Health Housing and Social Care</i>”.</p>	
<p><b>Contact Officer</b> Jennie Coombs</p>	<p>Housing Regeneration Manager</p> <p>Tel: 020 8227 3947 Fax: 020 8227 5736 E-mail: <a href="mailto:jennie.coombs@lbbd.gov.uk">jennie.coombs@lbbd.gov.uk</a></p>

## **1. Background**

- 1.1 The Framework Plan estimates that over 4,000 new homes can be provided within the town centre, creating a balanced community and creating a distinctive character for the area. The Framework Plan has been endorsed by the Council as the means for going forward with the regeneration of the Town Centre and has been turned into an Interim Planning Guidance.
- 1.2 Current levels of social rented housing in Abbey and Gascoigne Wards are approaching 80% to meet the aims of the Sustainable Communities Plan we must strive to balance this, increase housing choice in terms of type and tenure and provide the infrastructure to support the Community.
- 1.3 When discussing proposed schemes with developers, RSL's and Master Planners it became apparent that a document was needed to act as a guide to meeting all of the current policy objectives for new housing developments and how housing regeneration fitted into the wider regeneration agenda. The document would also be able to show how the 4,000 target and the objective of mixed tenure could be achieved.
- 1.4 The Strategy covers the following areas;
- How housing in the Town Centre has developed up to present day
  - Decent Homes - the investment in our own housing stock
  - The current information about need and the housing market and the aims of the current Housing Strategy
  - The London Thames Gateway Urban Development Corporation
  - The Barking Town Centre Interim Planning Guidance
  - The required levels of affordable housing and the requirements of larger developments to achieve London Plan Targets
  - Supported Housing, BME, older people and key worker strategies
  - Physical and Social Infrastructure
  - How the regeneration of estates and redevelopment effects the existing residents
  - The Framework Plan, Urban Design and environmental sustainability
  - The Delivery of the proposed 4,000 net new homes in the Town Centre

## **2. The Aims of the Strategy**

- 2.1 The Strategy document aims to ensure that all new homes in the Town Centre including estate regeneration, redevelopment of existing and brown field sites in both the public and private Sector ownership can;
- Contribute to the aims of Decent Homes and link with work of Housing Futures.
  - Contributes to the delivery of 4,000 net new homes in Barking Town Centre
  - Achieves a sustainable balance of tenures across the Town Centre whilst retaining current levels of affordable rented property
  - Reach high environmental standards to contribute to the sustainability agenda
  - Make high impact and visible improvements across all areas and each estate
  - Accommodate the growing diversity in housing need with a greater variety of housing choice both in terms of tenure, size and type

- Introduce a greater mix of tenure, in order to achieve the balance between rented and private ownership
- Ensure that all Barking's housing, new and existing achieves a balance of meeting existing need and aspirations.
- Increase the general housing densities to maximise the Town Centre location within easy access of public transport
- Ensure that the highest quality urban design standards are incorporated into all new forms of housing
- Integrate the redevelopment with the rest of the Town Centre
- Ensure that the needs of all groups including Black and Minority Ethnic, older people, young people and key workers are considered in all new housing provision

### **3. Funding the aims of the Strategy**

- 3.1 The Strategy does not deal with the complexities of the financial details on the provision of affordable housing; In order to provide the level of affordable homes suggested could require approximately £272 million over the next 10-15 years. This will be achieved by a combination of Housing Corporation funding, section 106 contributions and cross subsidy from private developers. It is not expected to place any direct burdens on the Capital Programme. The Strategy's aim is to set our objectives rather than to be prescriptive about methods of finance.
- 3.2 The financial implications for the Council as a major land owner are dealt with in a report agreed by the Executive on 20 July 2004 (minute 53 refers) concerning Council Land and Asset Disposals - Funding New Affordable Housing and Regeneration Initiatives. The implication of this is that the capital receipts being forgone for the housing land disposals, which would otherwise be reinvested in the Council's housing stock, is approx £275 million. However, it has been agreed that this potential resource is best realised through the regeneration of the area which includes the provision of higher quality new affordable homes and meeting all the objectives of this Strategy and the Barking Town Centre Action Plan.
- 3.2 The recommendations of this report deal with, in principle, foregoing capital receipts for Council housing land / asset disposals where projects meet corporate objectives in terms of regeneration, the achievement of the decent homes target and the aim of providing sustainable communities. This would apply to Barking Town Centre where a clear case can be demonstrated to ensure value for money is achieved from the disposal of the asset. On projects of this nature the Executive will receive a detailed report on each proposal for a reduced capital receipt before commencement of that proposal.

### **4. Conclusion**

- 4.1 The Strategy when approved will be published and given to developers and RSL's to be used in conjunction with the Interim Planning Guidance to ensure that they are fully aware of the Council's objectives. It will also be used to provide to the Greater London Authority the evidence of how the London Plan targets will be met in the regeneration of Barking Town Centre as a programme thus providing the context for future discussion.

## **5. Consultation**

5.1 The following have been consulted on the contents of this report;

David Woods – Director of Housing and Health  
Niall Bolger – Director of Regeneration and Environment  
Ken Jones – Head of Housing Strategic Development  
Jeremy Grint – Head of Regeneration  
David Waller – Interim Head of Regeneration Finance  
Property Services

## **Background Documents**

- The Sustainable Communities Plan (Homes for all) – ODPM Jan 2005
- The Barking Framework Plan – Sept 2002
- Mayors London Plan – Feb 2004
- Barking Interim Planning Guidance – Dec 2004
- Barking and Dagenham Housing Strategy 2003-6

## The Barking Town Centre Housing Strategy

### Introduction

Barking Town Centre is at the centre of a new vision to create a vibrant balanced and sustainable communities in the Thames Gateway. The ideal is to refresh the image of Barking from a low level demand area into a mixed income economy with higher density housing, which in turn will create a critical mass of residents who will support quality services. Developing that level of neighbourhood renewal requires the creation of a choice of homes, reinvigorating our retail capacity and regenerating local services.

Barking has a challenging profile. It is at the heart of East London, is a major transport centre minutes from the City and is pivotal to the wider regeneration ambitions of the London Thames Gateway Urban Development Corporation. Equally it has an increasing need from a growing ethnic minority community, high levels of urban deprivation and a lack of quality affordable housing.

To attract people who want to live and work here, Barking must offer a high quality level of urban renaissance. This must encompass a renewed public realm, a quality riverside environment, improved public transport facilities which in turn will be a catalyst to diversifying the choice in housing type and tenure, retail and facilities.

Central and Regional Government strategies like the Communities Plan and the London Plan, coupled with academic reports such as the 2003 London School of Economics Thames Gateway Housing Framework and the 2004 Barker Review into Housing Supply & Demand have pointed to a common goal of mixed communities alongside quality local services in achieving community renewal.

The creation of the Barking Town Centre Strategic Partnership (including the Borough, the Greater London Authority, London Development Agency, the Housing Corporation and English Partnerships) and the East Sergison Bates Framework Plan has led to the development of a delivery action plan.

Encompassing the Town Centre and the river edge of The Roding, the Framework Plan sought to build on the aim of working from existing centres to create mixed communities, reversing the decline in social cohesion and producing higher quality homes of better design. By supporting existing street patterns and enhancing the current urban network with additional investment, we can increase current densities and reach our aim of creating a;

*'lively urban mixed use town centre, incorporating housing, leisure, employment and retail use with a quality transport hub'.*

The Framework Plan estimates that over 4,000 new homes can be provided within the town centre, creating a balanced community and creating a distinctive character for the area. The Framework Plan has been endorsed by the Council as the means for going forward with the regeneration of the Town Centre and has been turned into an Interim Planning Guidance.

### **The role of this Strategy**

This document maps out the role of housing in the regeneration of the Town Centre, ensuring that the key areas are considered in any new development or Estate renewal project and should be read in conjunction with the Barking Town Centre Interim Planning Guidance. The key areas for this strategy are;

- To ensure that all new development and estate renewal contributes to the aim of Decent Homes and links with the work of Housing Futures.
- Delivery of 4000 net new homes in Barking Town Centre
- To achieve a more sustainable balance of tenures across the Town Centre retaining current levels of affordable rented property
- To encourage new developments to reach high environmental standards to contribute to the sustainability agenda
- To make high impact and visible improvements across all areas of each estate
- To accommodate the growing diversity in housing need with a greater variety of housing choice both in terms of tenure, size and type
- Introduce a greater mix of tenure, in order to achieve the balance between rented and private ownership
- To ensure that all Barking's housing, new and existing achieves a balance of meeting existing need and aspirations.
- Increase the general housing densities maximise the Town Centre location within easy access of public transport
- To ensure that the highest quality urban design standards are incorporated into all new forms of housing
- Integrate the redevelopment with the rest of the Town Centre
- Ensuring that the needs of all groups including BME, older people, young people and key workers are considered in all new housing provision.

This Strategy will equip developers, investors and registered social landlords with an understanding of the needs and justifications behind creating a balanced sustainable community in Barking, demonstrating how our Borough's Housing Strategy and corporate plans interlink with those of our partner agencies to deliver housing regeneration in the wider neighbourhood renewal programme.

In order to give background and context to this, this Strategy will cover briefly the issues that directly affect delivery and give where possible an indication of the Council's specific requirements. Each individual scheme will be subject to negotiation and exact mixes of tenure and types of homes will depend on the



contribution made to the regeneration of Barking Town Centre. The areas covered are;

- How housing in the Town Centre has developed up to present day
- Decent Homes - the investment in our own housing stock
- The current information about need and the housing market and the aims of the current Housing Strategy
- The London Thames Gateway UDC
- The Barking Town Centre Interim Planning Guidance
- The required levels of affordable housing and the requirements of larger developments to achieve London Plan Targets
- Supported Housing, BME, older people and key worker strategies
- Physical and Social Infrastructure
- How the regeneration of estates and redevelopment effects the existing residents
- The Framework Plan, Urban Design and environmental sustainability
- The Delivery of the proposed 4000 net new homes in the Town Centre
- Levels of proposed development and how this may exceed the 4000 Framework plan figure

Appendix 1 contains information about all of the current or proposed housing projects, this information is given as a guide to highlight the scale and opportunities in the Town Centre. Appendix 2 contains a map of these sites.

### **The History**

Barking was formerly at the centre of London's fishing industry and its Victorian cottages and back-to-back Edwardian terraces were considered so poor in condition that by the 1960's vast areas of this type of housing, that lacked bathrooms and inside toilets had been demolished.

The clearance of housing on the area now known as the Gascoigne estate and the demolition of terraced industries in Harts Lane and the area around the Station made way for the construction of 6,000 dwellings including the high-rise Lintons, Cleveland's, Bloomfields and Wakerings and Gascoigne Estate. In addition many low rise flats were also completed in these areas and Harts Lane and Whiting Ave.

Forty years ago the modern construction method was large system panel blocks, the high rise blocks within the town centre built using this construction method have suffered the same physical the environmental issues as those across the whole country.

More in depth condition information about these blocks, across the whole borough, has been commissioned as part of the Housing Futures Project as their ultimate fate is directly linked to their ability to meet the requirements of the

Decent Homes Standard at a cost that represents value in terms of the life of the building and the quality of the environment for the residents. Many of the concerns that the residents of high rise homes have are not directly linked to the condition of their homes but are about the security, cleaning, lack of private space and general environment.

Barking Town Centre has over 70% housing still in Council ownership, this is predominantly in the large Estates, other private housing is mainly 2 or 3 bed roomed Edwardian terraces, 1930's built 3 bed roomed houses in the area adjacent to Barking Park and modern 1 and 2 bed roomed flats.

Barking has very few larger properties at the higher end of the market, and very few larger homes in any tenure type, this is an issue for larger families or people seeking to buy at the higher end of the market.

### **Meeting the Decent Homes Standard**

Meeting the Decent Homes Standard and the regeneration aims are clearly linked. As we explore the options available to achieve Decent Homes, all existing and new developments must incorporate the criteria of the current minimum standard for housing which requires that homes, be in a reasonable state of repair; have reasonably modern facilities and a reasonable degree of thermal comfort. Currently, the Borough has lowered the number of council homes failing to meet the decency standard to 49%. However, the previously mentioned issues for high rise homes are to be addressed.

The Housing Futures project is working in close consultation with the residents on looking at the options for all the Council owned homes, the project has already highlighted that "local solutions" in addition to those stated by Central Government will be needed in some areas. This will include several Estates in Barking Town Centre, as a direct result of this the Council will be seeking a range of Partners from the Developer, Finance and Registered Social Landlord sectors to work with the Barking Town Centre Partnership to deliver renewal and regeneration across these areas.

### **The Housing Strategy 2003/6 - Housing Need and Market**

The Borough's 2003-2006 Housing Strategy aspires to a;

*'decent home and living environment for everyone, supporting the Borough's economic and social regeneration' by developing strategic partnering to create balanced and sustainable communities whilst improving housing conditions.*

In context the Strategy identifies that more than 9,000 households in the

Borough are in need and an equivalent of more than 390 new affordable homes will have to be built each year by 2006, if Barking & Dagenham is to meet its housing need. Housing need in Barking has focused upon the shortage of 1-bed and larger sized family homes, the predicted increase in the BME population tends to reinforce this need. The two wards which constitute Barking Town Centre are within the top 10% of most deprived in England, this again demonstrates that there will be a strong need for affordable homes.

The key issue for all development projects in the Town Centre is balancing the known levels of need for all forms of affordable housing with the task of creating more balanced developments that give true housing choice. The Borough is currently guided by the following;

Borough Policy On sites with a capacity for 15 or more homes	35% affordable tenure including up to 25% being allocated to key workers and a split of 60% socially rented and 40% intermediate tenure (Shared Ownership etc)
GLA London Plan across the Borough	50% affordable tenure with 70% being for social rent and 30% intermediate tenure
All sites (from Housing Strategy 2003-6)	30% of all homes to be family sized and 50% for single persons

The Mayor's London Plan has a significant influence on development in Barking, it identifies East London as a priority area for regeneration with a specific objective in encouraging intensification and growth in areas of need and opportunity, particularly around existing transport nodes. The East London Affordable Housing Investment Framework Programme was drawn up to crystallize the Plan's objectives and estimated that East London should accommodate a minimum of 30% of total new London homes up to 2016.

The London Plan target of 50% affordable housing on all new schemes across the Borough needs to be balanced against current levels of affordable/Council owned homes in the development area. The GLA have acknowledged in their latest affordable housing SPG that the 70:30 split between social rented and intermediate affordable housing needs to be applied with flexibility in areas with higher than average existing levels of social housing.

On all schemes for affordable housing in receipt of Approved Development Programme funding via the Housing Corporation a number of these homes will be subject to the pooling arrangements for sub-regional nominations.

The Borough now has a Preferred Partners Protocol in place these RSL's responded to the Council's brief and were selected to work in partnership with the Council, other agencies and local residents in delivering affordable housing

and supporting wider regeneration initiatives. Our chosen partners are;

- Hanover Housing Association
- London & Quadrant Housing Group
- East Homes (including East Choice )
- Anglia Housing Group (including Stort Valley Housing Association, Blackwater Charitable Trust, Barking & Dagenham Housing Association)
- Presentation Housing Association
- Ujima Housing Association
- Metropolitan Housing Trust
- Look Ahead Housing & Care Limited
- Southern Housing Group

The Sustainable Communities for London Plan seeks to create a prosperous neighbourhood, with decent homes for sale or rent at a price people can afford. The document pushes for more affordable homes to cope with the capital's growing population, tackle homelessness and house workers involved in the delivery of key public services whilst the 2003 London Housing Strategy sets out similar aspirational objectives, emphasising the modernisation of the private rented sector and ensuring homes meet the Decent Homes Standard by 2010.

The Council does not want to replicate what already exists in Barking. Development needs to show innovative urban design, drawing away from a predominant base of social housing to a balanced neighbourhood of shared community and renewed housing markets.

### **The Local Housing Market**

Land Registry data shows that nationally between Q2 1999 and Q2 2004, average property prices in England and Wales rose by 92.0%. For Greater London the increase was 99.3% and 138.5% for LBBD.

<b>Land Registry average prices (2<sup>nd</sup> quarter 2004)</b>		
Area	Average price	As % of E & W
England & Wales	£176,365	100.0%
Greater London	£288,431	163.5%
Barking & Dagenham	£161,111	91.4%

General consensus amongst Estate Agents is that sale prices for housing in the Borough are beginning to stabilise after rises of recent years. One key factor mentioned in determining popularity of areas was transport links. Central Barking and Dagenham Heathway were mentioned as popular, whilst areas with poorer transport links, e.g. Thames View Estate were considered less popular. Average newbuild prices are well above the Borough's average market prices.

Estate agent survey suggested that min. prices in the Borough range from £101,000 to £208,500 depending on property size, and min. rents ranged from £495 to £875 per month depending on property size.

### **Interim Planning Guidance - Barking Town Centre**

The Council's Interim Planning Guidance (IPG) bridges changes to policy regarding Barking Town Centre since the 1995 Unitary Development Plan was written, reflecting new Borough, London sub regional and national changes.

As stated this Strategy and the IPG should be read in conjunction, the following are key areas within the IPG and assist in the delivery of the aims of both this Strategy and the full Borough Housing Strategy.

It supports the provision of family accommodation located at ground floor level with direct access to private garden space and a proportion of units with four or more bedrooms suitable for larger sized families.

The Council plans 35% 1-beds, 35% 2-beds, 20% 3-beds and 10% 4-beds, although this will not be expected to be the formula for each specific site.

All new dwellings should be designed to meet internal Lifetime Homes standards, whilst we employ an element of flexibility with regard to external criteria.

10% of new homes should be easily adaptable for wheelchair users; new residential design should assess impact on surrounding environment.

All dwellings should have access to useable space such as a conventional garden, roof top garden, courtyard or large balcony.

All developments should achieve "secured by design" standards

Developments with the capacity of 15 or more dwellings will be expected to contribute 35% of the units to affordable housing provision.

All schemes should apply the densities in the London Plan

### **The London Thames Gateway UDC**

The establishment of the London Thames Gateway Urban Development Corporation adds another pivotal structure in directing reinvestment, regeneration and densification into Barking, revolving around increasing private

housing, intermediate and low cost affordable housing.

Strategically this involves the need for upfront investment in infrastructure focusing on social provision, regeneration and job growth.

The UDC will become the local planning authority for major strategic applications. Currently they are putting together a regeneration framework and vision what will set their agenda.

### **High Quality Urban Design and Environmental Sustainability**

The wider context of regeneration was developed by the East/Sergison Bates Framework Plan creating distinctive quarters linked to activities other than sole use for residence or retail. The plan also crafts housing and retail regeneration around the Roding Valley as part of a river edge scheme that connects the River and it's edges to the activities and major new development in the town centre.

The Borough envisages new development to intensify the urban nature of the town centre with a mix of use within the High Street Network. Homes above shops are encouraged to inject residential balance to the retail sector.

The Framework Plan impresses upon the fact that development creating a 'compact city' must be achieved with higher densities around public transport nodes. High density development is supported around the Station Quarter, the High Street and the River Roding.

The substantial regeneration planned for the borough provides an excellent opportunity for improving the average energy performance of the borough's housing through building all new housing to a very high energy efficiency standard. It is also an opportunity to build best practice low carbon, and even zero carbon, homes that set the standard for the future and illustrate what sustainable homes look like. Over twenty thousand new homes will be built over the next 20 years and unless these incorporate low carbon features such as CHP and renewable energy the Borough will struggle to reach its energy targets.

### **Supported Housing**

The agenda to give greater independence to those residents who have support needs continues to be applied by the Borough and the role of housing has been underpinned in the Draft Supporting People Strategy to provide quality homes accessible to all sections of the community.

Maintaining stability in the supported housing sector is crucial. The Housing Needs Survey stated that some 18% of households contained people with a special need, equating to 13,000 residents.

The strategic aim complements the Barking Town Framework Plan in developing a supported housing sector as part of the mixed community creating suitable housing for the elderly residents, people with mental health needs, learning disabilities, vulnerable young people and victims of domestic violence.

The Council has highlighted the shortage of supported housing for all needs to the ODPM and given its concerns about a lack of new provision given the likely growth in population across the Borough. We are hopeful that this will result in more revenue funding becoming available via Supporting People and are keen to continue to plan for this provision. We will be seeking different forms of supported housing in the future on a variety of different sites.

### **BME Housing Strategy**

Barking Town Centre's wards comprise the highest BME communities in the Borough, with Abbey having 46% and Gascoigne 32%, amounting to almost 8,000 people. The population is expected to rise overall across the Borough from 19% to 25% by 2020, with higher proportions living in Barking due to its proximity to Cultural activities and places of worship.

The BME Strategy is driven by the requirements in the Race Relations (Amendment) Act 2000 to promote race equality and eliminate racial discrimination, aiming to achieve improvements to the socio-economic well-being of the BME community, particularly in establishing the level of housing need.

The Draft Supporting People Strategy and the 2002 Housing Needs Survey, suggest that the BME community are more likely than most to be living in unsuitable housing. Asian and Chinese households have been identified as being the most vulnerable with 55% being considered as special needs households. The need for larger good condition properties and for family-sized accommodation is indicative of the kind of homes we desire in Barking.

As part of the mixed communities regeneration initiative, future planning of BME housing, needs to address options to encourage the communities to participate in shared ownership and including the provision of larger family homes on appropriate schemes.

### **Key Worker Strategy**

The Borough has been actively involved in the development of the East London Sub-regional Key Worker Housing Strategy its aim is to promote ways of providing housing to recruit and retain key public sector workers and associated essential staff who live in the area, but earn too little to be able to afford a home of their own.

The retention and attraction of such staff in the area is instrumental to regeneration in Barking and in promoting mixed and balanced communities,

shoring up quality key services and amenities.

Under the Housing Corporation's guidelines the East London Sub-region tendered for a RSL Zoning Agent and Metropolitan Homes Ownership won the bid to liaise, lead and market key worker homes in the region. The primary purpose of this is to map out key worker need and work with other providers to deliver low cost home ownership products.

The Government's Keep London Working scheme with a £4.5m budget is to tackle the shortage in the capital and under this programme four products will be available within the Barking area, including Key worker Homebuy, London Challenge Teacher Key worker Homebuy, Key worker Shared Ownership and Key Worker Intermediate renting, so as to retain critical support services in the area and creating incentives for developers to build more high-density homes near public transport links.

### **Estate Renewal Projects and Decant Programme**

Most of the Town Centre homes are on Council estates. The previously mentioned local solutions to meeting the Decent Homes Standard are closely linked to the Estate Renewal projects, a comprehensive approach to regeneration and renewal is needed in these areas, our chosen method to undertake this is a partnership with a range of developers, RSL's and funders.

Estate Regeneration schemes must whilst balancing the need of the existing community, contribute to the aim of changing the balance of tenure and property types, this aim will also assist in making the developments financially viable.

Key to the success of this aim is the way that we re provide the much needed general needs socially rented property across the Town Centre, we have committed to no loss of this tenure across the Town Centre as a whole and know that it is still possible to balance tenure by bringing sustainable levels through in new developments along with the appropriate levels of intermediate tenures and the private sale homes. This does mean that we are losing socially rented on some Estate Regeneration projects and bringing forward new provision on new developments to achieve a neutral effect. However, the overall provision for affordable tenures in total will rise by some 1600 homes.

The key sites delivering housing regeneration in the Town Centre are included in Appendix 1.

To move forward with programmes to regenerate or renew the Town Centre estates a large number of tenants will have to be decanted. To ensure that those who want to return can do so and that temporary moves are kept to a minimum a development phasing plan will link with decant programmes. The overall estimate for demolitions in the Town Centre is likely to be in the region of 2000,



this number is for the life of the programme until 2016 and with the exception of early schemes at the Linton's and London Road North Street will be phased rolling programme decants. An indicative programme is shown below;

<b>Project Name</b>	<b>Decant Programme Dates</b>	<b>Numbers of units</b>	<b>Comments</b>
Clevelands Bloomfields & Wakerings	Completed	118	Completed
London Road North Street	Jan 2005 – April 2006	64	Decant of tenants commenced Jan 2005 into existing stock
Lintons	Jan 2005 – Aug 2006	256	Decant of tenants commenced Jan 2005 into existing stock
Gascoigne	2007/8 - 2016	1500	Phased Decant and rolling programme for tenants to move into new build or have choice to move into existing council stock

More detailed work is necessary to identify likely numbers of decants, a detailed strategy will be needed to ensure that this is planned and managed so as to create as little disruption as possible to the existing community.

The Members and Community have during previous consultation worked up the following development principles as a sound basis for all Estate Renewal and Regeneration projects;

- Community Involvement at all stages.
- Street patterns to be restored removing the 'the estate feel'.
- High quality urban design standards to provide high quality accommodation standards and public realm.
- The correct level of social infrastructure, particularly schools and health facilities.
- Innovative and leading sustainable development outcomes.
- Demonstration of the appropriate level of density taking into consideration policy objectives.
- Delivering sustainable communities through a housing mix of tenures.
- Continue with addressing community safety and Estate Management issues as a priority whilst regeneration plans are made.
- Introduction of some mixed use including compatible employment uses.
- Creation of smaller neighbourhoods.
- Flexible allocations policy's, local lettings and use of phasing to minimise decants and ensure those who want to remain can do so.
- True pepper potting of all tenures throughout the new development areas
- Any refurbished homes to fully meet Decent Homes Standard Plus

## **Physical and Social infrastructure**

The volume of major Town Centre regeneration and redevelopment projects needs to be linked with the provision of both physical and social infrastructure to ensure that the Town Centre does not become a group of new developments that lack the facilities and amenities required by the community. Major work is being undertaken to ensure that the correct level and timing of provision for this infrastructure is in line with development.

## **Delivery of this Strategy**

This Strategy seeks to give a vision for the Housing provision in Barking Town Centre linking with other Borough, sub regional and national strategies policies and plans. The key to its delivery is the wide range of partnerships that will be formed to respond to individual projects many of these are already in place via the Barking Town Centre Strategic Partnership and others will be secured to assist with the delivery of specific projects.

The Matrix shown in Appendix 1 forms the delivery plan for this strategy, and is again given only as a guide based on information available at the present time. In order to turn this proposed level of development into reality the Borough will be looking for partners willing to meet the requirements of this Strategy, and the aforementioned National, Regional and local policies.

The Regeneration Implementation Division and Housing Strategy welcome discussion, views and interest from all sectors on the contents of this Strategy. If you have any comments queries or questions please contact Arabi Iqbal Research and Development Assistant, London Borough of Barking and Dagenham Housing Regeneration 020 8227 5731.

Name	Existing Units	Total New Units	Split	Totals +/- social rented	Total +/- affordable	Total extra	Demolition	Delivery Date
St Anns	Nil	125	<b>65% (AF)</b> <b>35% (PR)</b>  36 SR 37 PR 52 INT	+36	+81	125	Nil	2006
Hewetts Quay	Nil	120	<b>100% (PR)</b>  120 PR	Nil	-	120	Nil	2004
Freshwharf	Nil	1200	<b>35% (AF)</b> <b>65% (PR)</b>  780 PR 126 SR 294 Int	+126	+420	1200	Nil	2007+
Abbey Road Creative Industries Quarter	Nil	240	<b>35% (AF)</b> <b>65% (PR)</b>  156 PR 25 SR 58 Int	+25	+83	240	Nil	2008+
Furlongs Site	Nil	254	<b>15% (AF)</b> <b>85% (PR)</b>  216 PR 22 SR 28 Int	+38	+40	266	Nil	2006+
Lindsell	Nil	12	+ Offsite	+12				
Gascoigne	2400 (2000 SR) (400 PR)	3500  816 exist  2684 new	<b>33% (SR)</b> <b>33% (PR)</b> <b>33% (Int)</b>  894 SR 894 PR 894 Int	-290	+604	1000	66% estimated  1584	2007+
Tanner St Gateway	118	165	<b>63% (AF)</b> <b>37% (PR)</b>  52 SR 52 Int 61 PR	-66	-12	47	118	2006+

Lintons	256	650	<b>39% (AF)</b> <b>61% (PR)</b>  179 SR 77 Int 394 PR	-77	Nil	394	256	2007
Tanner St Persimmon	Nil	50	<b>24% (AF)</b> <b>76% (PR)</b>  38 PR 12 Int	Nil	+12	50	Nil	2004
Cambridge Road	Nil	257	<b>35% (AF)</b> <b>65% (PR)</b>  56 SR 57 Int 144 PR	+56	+113	257	Nil	2006
Rest of Station Qtr	Nil	200	<b>35% (AF)</b> <b>65% (PR)</b>  21 SR 49 INT 130 PR	+21	+70	200	Nil	2008+
Town Square Phase 1 Phase 2	Nil	208	<b>30% (AF)</b> <b>70% (PR)</b>  100 Disc Sale	Nil	+100	334	Nil	2007
Phase 3	Nil	126	234 PR	Nil				2009
Axe St	Nil	136	<b>58% (AF)</b> <b>42%(PR)</b>  36 SR 44 Int 56 PR	+36	+80	136	Nil	2005+
Phase 2	Nil	TBC		TBC	TBC	TBC	Nil	TBC
Foyer	Nil	118	<b>100% (AF)</b>  118 SR	+118	+118	118	Nil	2006
Triangle	Nil	70	<b>35% (AF)</b> <b>65% (PR)</b>  10 SR 14 Int 46 PR	+20	+24	70	Nil	2008+

London Road/North Street Phase1	64	200	<b>35% (AF) 65% (PR)</b>  30 SR 40 INT 130 PR	-34	+70	132	64	2008+
Highbridge Road	Nil	52	<b>26% (AF) 74% (PR)</b>  52 PR 14 INT	Nil	+14	52	Nil	2007
Barking – Working Mens Club site	Nil	83	<b>100% (AF)</b>  83 INT	Nil	+83	83	Nil	2007/8
Vicarage Field	Nil	100	<b>35% (AF) 65% (PR)</b>  35 Int 65 PR	Nil	+35	100	Nil	2009+

### Key

	On site
	Complete
	Proposal
AF	All Affordable Tenures
Int	Intermediate Tenure
SR	Social Rent
PR	Private Sale

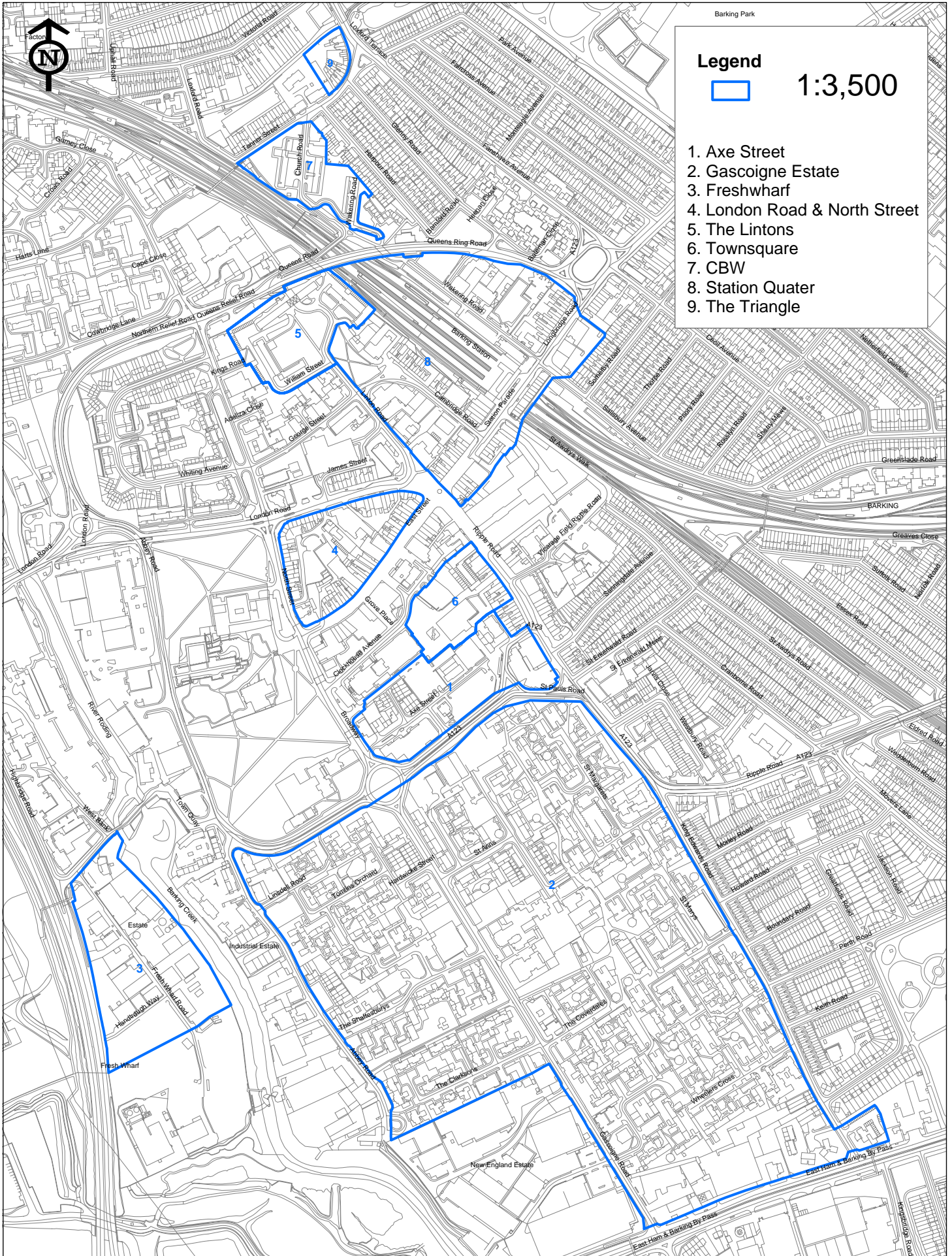
### Summary

Existing Units Demolition	Gross new homes	Net New Homes	Total Loss social rented	Total gain affordable tenures
2022	7050	4927	+21	+1935

#### Approximate breakdowns

Social rented	1605	23%	} Affordable tenures = 50% of gross development
Intermediate Tenures	1930	27%	
Private Sale	3550	50%	

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Barking Park

**Legend**

1:3,500

1. Axe Street  
 2. Gascoigne Estate  
 3. Freshwharf  
 4. London Road & North Street  
 5. The Lintons  
 6. Townsquare  
 7. CBW  
 8. Station Quater  
 9. The Triangle

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## THE EXECUTIVE

14 JUNE 2005

### REPORT FROM THE DIRECTOR OF FINANCE

RISK MANAGEMENT AND INSURANCE	FOR DECISION
<p><i>This report is presented to the Executive as it relates to the adoption of a Strategic Risk Management policy and a redrafting of the terms of reference of the Audit Committee of the Corporate Monitoring Group.(Audit Committee henceforth)</i></p> <p><b>Summary</b></p> <p>The Executive is asked to recommend the adoption of a Strategic Risk Management policy that plays an important role in the Council's Comprehensive Performance Assessment.</p> <p>To assist in the process of embedding these arrangements within the daily working of the Council the Executive is asked to approve a change to the terms of reference of the Audit Committee and to existing working arrangements for managing both insurable and none insurable risk</p> <p><b>Wards Affected</b> – No specific Wards affected</p> <p><b>Recommendation</b></p> <p>The Executive is asked to:</p> <ol style="list-style-type: none"> <li>1. Endorse the Council's draft Risk Management Policy as attached at Appendix A;</li> <li>2. Recommend the Assembly to formally adopt the Policy at its meeting on 6 July 2005;</li> <li>3. Agree the addition to the terms of reference of the Audit Committee (Corporate Monitoring Group) as detailed in paragraph 2.2 of the report;</li> <li>4. Note the establishment of a Corporate Risk Manager post within the Internal Audit section, to be funded from estimates previously committed to outsourced work undertaken in this area by Deloitte; and</li> <li>5. Agree to the transfer of the Insurance Section from the Financial Services Division to the Internal Audit Division of the Finance Department.</li> </ol> <p><b>Reasons</b></p> <p>To assist the process of embedding risk management techniques into all aspects of the working of the Council in a manner that enhances service delivery and protects the assets and resources of the Authority. In this context risk management supports all of the Council's Community Priorities.</p>	

<b>Contact:</b> Alan Russell	Head of Audit Services	Tel: 020 8227 2255 Fax: 020 8227 2123 E- mail: <a href="mailto:alan.russell@lbbd.gov.uk">alan.russell@lbbd.gov.uk</a>
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## 1 Background

- 1.1 The overall objective of risk management is to ensure that all significant risks inherent to the Council's business are identified and cost effectively controlled in an accountable manner based on the Authority's appetite for risk not that of individuals.
- 1.2 This objective was central to the Accounts and Audit Regulations of 2003. These required the Authority to develop a risk management framework to play an integral role in the governance and decision making processes of the Council.
- 1.3 In common with many authorities, this Authority operated transitional arrangements last year which recognised that more time would be needed to meet these statutory requirements. During 2004/5 Deloitte's were employed to help develop policies, train staff and develop both operational and strategic risk registers.
- 1.4 A draft policy is attached as Appendix A. This has been reviewed by the Corporate Monitoring Group and CMT.

## 2 Comprehensive Performance Assessment

- 2.1 The operation of transitional arrangements was reflected in the Council's score of 2 in the element of the Comprehensive Performance Assessment (CPA) that related to risk management.
- 2.2 The Government is in the process of finalising the detail of the new CPA regime but it is already apparent that the standards set will be much more stringent. Risk management processes will need to be "embedded" in policy making, planning and management simply to achieve the existing level 2 score. This will require more detailed on-going Member involvement. To address this point the following addition to the terms of reference of the Audit Committee is suggested;
 

"To provide independent assurance to the Executive and the Council with regard to the maintenance of an adequate system of internal control and the management of risk across the Authority"
- 2.3 In this context the Audit Committee will be asked to nominate a councillor to act as "champion" for risk management working with the Head of Audit to embed risk management throughout the Council.
- 2.4 Any improvement on the CPA score will require risk management techniques to be extended and applied in a consistent and organised manner to all aspects of policy formulation, review, change programmes and performance management.

### **3 Resource Implications**

- 3.1 Deloitte were awarded a contract to provide an essential catalyst to establish risk management frameworks. The primary objective must now be to embed these arrangements in the working practices of the Council in the manner required by the CPA. This will require a permanent presence at a relatively senior level to coordinate the application of risk management policies and provide ongoing support to management.
- 3.2 While risk management is concerned with all forms of risk it clearly needs to be coordinated closely with the development of policies concerning the Council's insurable risks. To ensure consistency it is proposed that the new post of Corporate Risk Manager will be responsible for the work of the Council's Insurance Section. That section is currently located within the Council's Financial Services division. Since risk assessments also underpin the work of the Internal Audit section it is proposed to change the Insurance Section's reporting lines, through the Corporate Risk Manager to the Head of Audit Services.

### **4 Financial Implications**

- 4.1 The Corporate Risk Manager post will be graded at LSMR (Spinal Point 58) at a gross cost (i.e. with on-costs) of £57,339 per annum. This can be funded from within existing estimates. In the future however, the Risk Management function will need to be further developed to meet the emerging requirements of the CPA and the authority's statutory requirements. A separate report will be submitted if any potential resource implications arise that cannot be met from existing estimates.

### **5 Risks**

- 5.1 The key risk associated with this proposal is that the Council will not be able to recruit a suitably qualified and experienced Risk Manager at a time when many other local authorities will be competing in the market place for similar staff. This risk can be mitigated by retaining the option of extending the scope of the Deloitte contract until an appointment can be made.

### **6 Alternative Options**

- 6.1 Doing nothing would place the Council in breach of its statutory obligations.
- 6.2 The contract with Deloitte could be extended as an alternative to recruitment. In the short term this will almost certainly be required. In the longer term, the Council needs a permanent presence to embed risk management in the working practices and change programmes of the whole Council.
- 6.3 The current contract with Deloitte was intended to provide a catalyst by delivering a series of key tasks. It does not provide for a permanent presence. Funding such an arrangement through Deloitte could not be contained within existing estimates.

6.4 Sharing risk management resources with a neighbouring authority has been explored without success. The market demand for risk management skills has clearly been increased by the prominence given to the issue within the CPA.

## **7 Consultation**

7.1 The following were consulted in the production of this report:

Deputy Leader and Lead Member - Councillor Wade  
Director of Finance  
Head of Financial Services  
Insurance Section  
Trade Unions

### **Background Papers**

Strategic Risk Register  
Accounts and Audit Regulations 2003  
CPA Auditor's Key Lines of Enquiry

### London Borough of Barking & Dagenham

#### Draft Risk Management Policy

##### Purpose of this Document

The London Borough of Barking & Dagenham (LBBD) has a moral and statutory duty of care to its citizens, employees, partners and assets. The Authority will meet this duty by assuring that risk management plays an integral role in the sound governance of the Council through its processes for policy and decision-making, operational management and overall performance monitoring and review.

This duty is now underpinned by a statutory requirement. The Accounts and Audit Regulations 2003 require the Authority to produce an annual Statement of Internal Control, which enforces the need for a risk management framework to be in place.

The publications 'Corporate Governance in Local Government' (CIPFA/SOLACE 2001) and 'Worth the Risk – Improving Risk Management in Local Government' (Audit Commission 2001) have highlighted the importance of Councils introducing robust arrangements for effective risk management. This has grown in importance due to the changing pressures that local authorities face (which potentially give rise to a range of new and complex risks) and an increase in the number of high profile incidents (e.g. child abuse, failing schools) which have increased demands for better risk management processes, as well as changes in the way that Council's deliver services e.g. the introduction of partnership arrangements.

This Risk Management Policy (the Policy) forms part of the Council's corporate governance arrangements and:

- Explains the Authority's underlying approach to risk management;
- Outlines key aspects of the risk management process;
- Identifies the main reporting procedures; and
- Documents the roles and responsibilities of all parties involved in the process.

As in other fields, the Authority aspires to best practice in the identification, evaluation and cost-effective control of risks to ensure that they are eliminated or reduced to an acceptable level; hence all members and employees are expected to read and adhere to this Policy.

##### Underlying Approach to Risk Management

Risk is defined as being the threat that an event or action will adversely affect an organisation's ability to achieve its objectives and to successfully execute its strategies. Risk management is defined as being the process by which risks are identified, evaluated and controlled. (Audit Commission 2001)

The following key principles underline the Authority's approach to risk management:

- The Chief Executive is ultimately accountable for the system of internal control and the management of risk across the whole of the Authority. The Corporate

Management Team (CMT) provides advice and challenge to assist the Chief Executive in discharging this accountability;

- There is an open and receptive approach by CMT to discussing and addressing risks within the Authority;
- A Corporate Risk Management Group (CRMG) is tasked with overseeing the implementation of the Council's Risk Management Policy and the operation of the risk management process, though in practice it delegates day to day responsibility to the Departmental Risk Management Groups (DRMGs). Chief Officers will have discretion to organise the working processes and structure of the DRMG to suit the particular needs of their department;
- Departmental Managers are responsible for risk management within their area of the business and are also responsible for notifying their DRMG, CRMG and CMT where exposure to risks is of a material nature;
- Risk management is everyone's responsibility. All risks will be formally allocated to owners;
- Regular monitoring of key risk indicators will take place by CRMG, CMT and the Corporate Monitoring Group, with oversight by the Council; and
- The role of the Corporate Monitoring Group is to provide independent assurance to the Executive and the Council with regard to the maintenance of an adequate system of internal control and the management of risk across the Authority.

## **Framework**

Our vision is that all significant risks inherent to the Authority's business are identified, evaluated and cost effectively controlled within acceptable levels of exposure as part of the business management process.

The key objectives of the framework and policy are to ensure a consistent basis for the measurement, control, monitoring, follow-up and reporting of risk that is based on the Authority's appetite for risk, not those of individuals.

There are many ways of categorising risk and Authorities will vary in their approaches to fit their own aims and objectives. However, risk management should be integrated into all relevant management processes and LBBB has chosen to adopt the categories of risk as set out in Appendix 1.

## **Measurement of Risk**

Top Risks and Sub Risks for all areas will be identified through risk workshops with CMT members. The impact and likelihood for each risk, before and after controls, have been considered and a 1 to 9 scoring mechanism used to give a position on a 9 X 9 matrix with scores ranging from 1 to 81, with 81 being the highest score. In order to ensure consistent application across the Authority, only the criteria for the impact and likelihood scores given in Appendices 2 and 3 should be used.

## **Risk Before and After Controls**

In order to assess the effectiveness of controls (also known as risk management or mitigation strategies), risk is first scored before considering the operation of the Authority's controls, this is termed the 'Inherent Risk Score'. For each risk, the controls in place are then identified and assessed and the risk score is generally reduced to arrive at the 'Residual Risk Score'.

The control should either reduce the likelihood that a risk will occur or the impact were it to occur. Residual risk is what is left after considering controls. Where the score after controls is still at an unacceptably high level, additional actions may be required in order to reduce the risk level further.

The Authority's objective is to optimise its controls, i.e. the most cost-effective controls are in place for each risk and the cost versus the benefit of the control is considered. This may mean that certain risks have a high residual score because the cost of reducing the risk still further may be higher than the potential cost if the risk actually happens - the level of residual risk will however need to be considered for compliance with this policy.

## **Monitoring of Risks**

Risk registers will be kept up to date on a 'real-time' basis via a regular review by Departmental Managers and DRMGs to indicate they have considered changes in the risk profile of their own departments.

The CRMG will review the risk registers on a three monthly basis, and CMT and the Corporate Monitoring Group will review the risk registers on a six monthly basis. The update may take the form of new risks, changes to or additional controls, and changes to risk scores. Key triggers for significant changes to risk registers will be new regulations, implementation of new projects, high staff turnover, changes in the external environment, risk events, and Internal Audit reviews. Roles and responsibilities are summarised below.

Using the framework above, a consistent methodology for measuring and scoring risks is applied throughout the Authority. The 'risk appetite' – what is an acceptable level of risk for LBBD – can be read against the following scores shown on the table below:

- A residual risk score of 12 or less is considered acceptable to the Authority and will require no further action other than to ensure the relevant controls are operating effectively. Departmental Managers should however review the controls for low risk areas carefully to ensure there is not over control.
- A residual risk score of 13 to 30 will require the implementation of additional controls unless subject to CRMG agreement and acceptance.
- A residual risk score of 31 or more will require the implementation of additional controls unless subject to CMT and Corporate Monitoring Group agreement and acceptance.
- Where the impact of risk is considered major (impact score of 8) and/or the likelihood is considered frequent (likelihood score of 9), these will be submitted to CRMG for review and acceptance.

- Where the impact of risk is considered catastrophic (impact score of 9), these will be submitted to CMT and the Corporate Monitoring Group for review and acceptance.

<b>Impact</b>	9	9	18	27	36	45	54	63	72	81
	8	8	16	24	32	40	48	56	64	72
	7	7	14	21	28	35	42	49	56	63
	6	6	12	18	24	30	36	42	48	54
	5	5	10	15	20	25	30	35	40	45
	4	4	8	12	16	20	24	28	32	36
	3	3	6	9	12	15	18	21	24	27
	2	2	4	6	8	10	12	14	16	18
	1	1	2	3	4	5	6	7	8	9
	1	2	3	4	5	6	7	8	9	
	<b>Likelihood</b>									

	<b>Red</b>
	<b>Amber</b>
	<b>Green</b>

### Reporting of Risks

CMT will each year approve the top risks, risk appetite and reporting protocols as part of the annual planning process in January. This will entail confirmation of the size of risk – impact and likelihood guides (Appendices 2 and 3) together with the risk appetite detailed above.

CMT will also be required to review and sign off the residual risk scores appearing in the red area on the risk matrix above in May, together with the draft statement on internal control, and in November each year. The Corporate Monitoring Group will report bi-annually to the Executive on its assessment of the adequacy of the policies and actions in place to manage those top risks residually shown as red.

In order to provide CMT and the Corporate Monitoring Group with the necessary assurance, the CRMG will review and sign off the residual risk scores appearing in the red and amber areas on the risk matrix above in January, April, July and October each year. These reviews will also form the basis of the annual assurance statements required in support the annual statement on internal control.

### Project Management

An integral part of the Authority’s project methodology is that all new projects require a risk register to be prepared at the outset of the project. At the beginning of the project, the focus is on identifying the key risks and what controls should be put in place to mitigate these risks. As the controls have not yet been implemented, it is the ‘Inherent Risk Score’ that is the



primary focus as this is effectively the residual risk to LBBB. As the project progresses and controls are implemented, the residual risk score falls.

New projects change the Authority's risk profile and it is important that the CRMG is able to approve and accept these projects before implementation or any significant investment/outlay has been made. The criteria that has been established is as follows:

- An inherent risk score of 50 or more will require CMT and Corporate Monitoring Group agreement and acceptance.

The use of an inherent risk score of 50 rather than 31 (the Authority's policy as set out in the Framework above) reflects the fact that risks are being looked at before controls. Any residual risk scores that are scored at 31 or greater at the time the project is implemented would require CMT and Corporate Monitoring Group approval through the normal process of referring all risks with a residual score of 31 or more to the CMT and the Corporate Monitoring Group.

## **Roles and Responsibilities Summary**

### **The Chief Executive**

The Chief Executive is ultimately responsible for the management of risks and the system of internal control across the Authority's business. In discharging this responsibility, he is advised by the Corporate Monitoring Group and CMT (which is in turn advised by the CRMG). To enable the Chief Executive to sign off the annual statement on internal control, the Chief Executive receives statements of assurance from Chief Officers, in relation to key risks and internal control within their sphere of responsibility, and from the Head of Internal Audit in relation to the whole system of internal controls within the Authority's business.

Day-to-day management responsibility for the implementation of the Authority's risk management strategy has in the short term been delegated to the Head of Audit who reports to the Chief Executive on progress.

### **Role of the Executive**

The role of the Executive is to give a steer to the Chief Executive on the adequacy of the risk management framework within the Authority and provide a robust independent challenge where appropriate. The Executive reviews the adequacy of overall risk management policy via review of reports from CMT and the Corporate Monitoring Group; and oversees the application of the Policy within the Authority.

Executive members assist CMT by bringing an independent perspective to the identification and management of risk to strategy and the delivery of objectives, and by ensuring good governance practice.

### **Role of the Corporate Monitoring Group**

The Corporate Monitoring Group is responsible for reporting to the Executive on its assessment of the internal control system. The Corporate Monitoring Group will receive reports from CMT and the Head of Audit on the management of key risks and the application of the risk management process throughout the Authority, and will report to the Executive on its assessment of the adequacy of the policies and actions in place to manage those top risks residually shown as Red.

## **Role of CMT**

CMT is responsible for developing and overseeing the Authority's risk management policy, for identifying and evaluating strategic risks and designing, operating and monitoring a suitable system of internal control. In this role, CMT is supported by the CRMG.

## **Role of the Corporate Risk Management Group**

The CRMG carries out a variety of functions:

- Act as a steering group to oversee the introduction of risk management into Council and Departmental policies and to be 'drivers' of the initiative;
- Provide an ongoing review of the risk management policy and strategy for the Council;
- Take proactive measures to oversee the inclusion of risk management in the Council's Balanced Score Card and Departmental Management Teams agenda;
- Identify and profile the Councils' key strategic and generic risks and be responsible for setting up and maintaining the Council's Risk Register;
- Formulate action plans to deal with cross-departmental strategic and operational risks;
- Set up and provide training, advice and support to the DRMGs; and
- Prepare quarterly progress reports to CMT.

## **Role of the Departmental Risk Management Groups**

The DRMGs will be responsible for implementing risk management techniques to embed risk management into their services.

## **Role of the Head of Audit**

The Head of Audit has delegated responsibility for the development of the risk management framework, including the risk management policy within the Authority and reports to the Chief Executive and CMT on progress. Detailed implementation is led by the CRMG, which is supported by specialist advice from within Internal Audit.

Specifically:

- Internal Audit within the Authority will carry out independent reviews on the effectiveness of risk management and internal control and report the detailed results of these reviews to the appropriate Departmental Managers, CRMG and CMT;
- The reviews will be based on an annual plan agreed with CMT and approved by the Corporate Monitoring Group. A summary of results will be reported to the Corporate Monitoring Group and CMT; and
- Internal Audit will also provide advice to the CRMG, Chief Officers, Departmental Managers and other business managers on the assessment of risk and design of controls to mitigate them.

## **Role of Chief Officers and Departmental Managers**

Chief Officers are responsible for ensuring the proper management of risks within their departments and, when requested, giving assurance to the Chief Executive. Annual assurance

statements are required to support the annual statement on internal control. Chief Officers are also responsible for cascading the implementation of the risk management policy and strategy within their departments.

Departmental Managers are responsible for implementation of bottom up self-assessment processes as an embedded feature of day-to-day business processes. They are required to provide assurances to their Chief Officers in order to allow them to provide the appropriate assurances to the Chief Executive.

The following categories of risk are neither prescriptive nor exhaustive, but provide a framework for identifying and categorising a broad range of risks facing each service. For this reason it is recognised that the Authority will consider the risks associated with each of the sub-categories and their interrelationships when performing its full risk assessment.

You should also consider the following risk categories and examples:

- **Political risks** e.g. failure to deliver local or central government policy.
- **Operational risks** related to physical assets, human resources, IT, service delivery and clients.
- **Legal and regulatory risks** related to compliance with legislation and regulations, EC directives, statutory duties and potential litigation.
- **Developmental risks** e.g. strategic planning, outsourcing, capital projects, re-organisation and the management of change.
- **Financial risks** related to income and expenditure e.g. major financial loss, fraud, breakdowns in financial control, financial viability of projects.
- **Reputational risks** e.g. corporate image, media coverage, and unauthorised disclosure of confidential/sensitive information.

## Size of Risk – Impact

## Appendix A2

<b>Descriptor</b>	<b>Impact Guide</b>
1 None	No impact
2 Insignificant	No regulatory consequence No impact outside single objective / local system No reputational damage or adverse publicity Immaterial Financial Loss
3 Minor	No regulatory consequence No impact outside single objective / local system No reputational damage or adverse publicity Financial loss that cannot be absorbed in current year budget
4 Moderate	Minor regulatory consequence Some impact on other objectives, processes or systems No reputational damage or adverse publicity Financial loss that requires budget virement in current year
5 Significant	Limited regulatory consequence Impact on other objectives, processes or systems Limited reputational damage or internal adverse publicity Financial loss that requires a supplementary estimate
6 Significant	Significant regulatory consequence Impact on many other objectives, processes or systems Significant reputational damage or local adverse publicity Financial loss that requires a significant call on the Council's reserves
7 Substantial	Substantial regulatory consequence Impact on strategic level objectives Substantial/widespread reputational damage or national adverse publicity Financial loss reducing contingency balances below best practice levels
8 Major	Major regulatory consequence Impact on strategic level objectives Major/severe reputational damage or national adverse publicity Central Government interest/administration Financial loss that stops the Council's funding an essential service priority
9 Catastrophic	Catastrophic regulatory consequence Impact at strategic level Catastrophic reputational damage or national adverse publicity Central Government interest/administration Financial loss that has the capacity to undermine the financial solvency of the Council Closure/transfer of business

## Size of Risk – Likelihood

## Appendix A3

<b>Descriptor</b>	<b>Likelihood Guide</b>
1 Incredible	<1% likely to occur in next 12 months / Is not judged as credible
2 Improbable	1% - 5% likely to occur in next 12 months
3 Remote	5% - 10% likely to occur in next 12 months
4 Remote	10% - 20% likely to occur in next 12 months
5 Occasional	20% - 30% likely to occur in next 12 months
6 Occasional	30% - 40% likely to occur in next 12 months
7 Probable	40% - 60% likely to occur in next 12 months
8 Likely	60% - 80% likely to occur in next 12 months / More likely than not
9 Frequent	>80% likely to occur in next 12 months / Almost certainly

By virtue of paragraph(s) 9 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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