

Notice of Meeting



THE CABINET

Tuesday, 10 May 2011 - 5:00 pm
Council Chamber, Civic Centre, Dagenham

Members: Councillor L A Smith (Chair); Councillor R Gill (Deputy Chair); Councillor J L Alexander, Councillor H J Collins, Councillor C Geddes, Councillor M A McCarthy, Councillor L A Reason, Councillor G M Vincent, Councillor P T Waker and Councillor J R White

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AGENDA

1. **Apologies for Absence**
2. **Declaration of Members' Interests**

In accordance with the Council's Constitution, Members are asked to declare any personal or prejudicial interest they may have in any matter which is to be considered at this meeting.
3. **Minutes - To confirm as correct the minutes of the meeting held on 15 March 2011 (Pages 1 - 9)**
4. **Revenue and Capital Provisional Outturn 2010/11 (to follow)**
5. **Context and Programme for Investment in Schools (Pages 11 - 21)**
6. **Housing Resident Involvement and Empowerment (Pages 23 - 30)**
7. **King William Street Quarter and Eastern End Thames View Disposal and Delivery Options (Pages 31 - 56)**
8. **Draft Barking Station Masterplan Supplementary Planning Document (Pages 57 - 165)**
9. **Granting Statutory Status to Council Allotments (Pages 167 - 171)**

10. **Re-tendering of Contracts for the Provision of Day Nurseries at Becontree, William Bellamy, Gascoigne and Sydney Russell Children's Centres (Pages 173 - 180)**
11. **People Strategy 2011-13 (Pages 181 - 208)**
12. **Grievance Resolution Procedure (Pages 209 - 227)**
13. **Home Working Policy (Pages 229 - 237)**
14. **Council Debt Write-Offs 2010/11 - 1 January to 31 March 2011 (Quarter 4) (Pages 239 - 249)**
15. **Any other public items which the Chair decides are urgent**
16. **To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

Private Business

The public and press have a legal right to attend Council meetings such as the Cabinet, except where business is confidential or certain other sensitive information is to be discussed. The 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 as amended). ***There are no such items at the time of preparing this agenda.***

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

THE CABINET

Tuesday, 15 March 2011
(5:00 - 6:50 pm)

Present: Councillor R Gill (Deputy Chair in the Chair), Councillor C Geddes, Councillor M A McCarthy, Councillor L A Reason, Councillor G M Vincent, Councillor P T Waker and Councillor J R White

Also Present: Councillor N S S Gill, Councillor J E McDermott, Councillor L Rice, Councillor D Rodwell and Councillor D Twomey

Apologies: Councillor L A Smith, Councillor J L Alexander and Councillor H J Collins

117. Declaration of Members' Interests

There were no declarations of interest.

118. Minutes (15 February 2011)

Agreed.

119. Smoking Cessation Scrutiny Review

The Lead Member of the Health and Adult Services Select Committee, Councillor Twomey, presented the Select Committee's final report of its in-depth review of the impact of smoking within the Borough.

The Lead Member stated that smoking as a childhood addiction which carries on into adulthood and, with that in mind, many of the Select Committee's 16 recommendations are aimed at discouraging smoking amongst youngsters, and particularly young girls. He referred to the need for a change in the general perception that smoking is the socially norm and commented on the good progress being made by the Barking and Dagenham Partnership which has developed and implemented a Tobacco Strategy and other local and national initiatives, such as the FRESH project in the North-east of England, which are establishing best practice. The Lead Member added that although the issue of smoking cannot be solved purely by money it is important that the Barking and Dagenham Tobacco Alliance, which is currently funded by Government grant that supports the employment of a Tobacco Enforcement Officer and via NHS Barking and Dagenham which supports the employment of a Tobacco Control Co-ordinator, is able to maintain the excellent work that it is doing in the local community.

In respect of the report's recommendations the following issues were also raised:

- **Recommendation 16 relating to the Council's pension fund investment strategy** - The Cabinet Member for Finance, Revenues and Benefits acknowledged that the Council should lead by example and advised that the Pensions Panel has asked for a report on the issue of ethical investments

which will include companies that have an association with tobacco, but he also stressed that the underlying objective of the fund is to operate in the best interests of its members.

- **Recommendations 6 and 7 relating to schools and governing bodies** - The Chair particularly welcomed the proposals for greater peer-led interventions in schools and stressed the importance of the role of Councillors who are members of school governing bodies in this respect, and suggested that future Member Development sessions should address these issues.
- **Recommendation 10 relating to adult proxy purchasing** - The Cabinet Member for Customer Services and Human Resources highlighted the need for shopkeepers to be reminded of their obligations regarding the sale of tobacco products to children and educated on adult proxy purchasing and ways to prevent it.
- **Recommendation 9 regarding tobacco vending machines in licensed premises** - In response to an issue raised by the Cabinet Member for Environment, the Lead Member referred to research by the British Heart Foundation's which indicates that the majority of retailers would be prepared to remove tobacco vending machines from their premises.
- **Recommendation 8 relating to the Youth Stop Smoking Service** - The Cabinet Member for Regeneration suggested that the dangers of smoking should be conveyed by Youth Workers as strongly as the messages regarding drink and drugs and commented on the links between bullying for money and smoking.

The Chair placed on record the Cabinet's appreciation to the Select Committee for the very interesting and detailed work that it has undertaken and it was noted that the Cabinet's comments will be considered alongside the Select Committee's report at the meeting of the Assembly on 30 March 2011.

The Lead Member thanked the Cabinet for its support and also expressed the Select Committee's appreciation for the support and guidance given by the Corporate Director of Adult and Community Services and the Overview and Scrutiny Officer in the Committee's first year.

120. Community Cohesion Scrutiny Review

The Lead Member of the Safer and Stronger Community Select Committee, Councillor Rodwell, presented the Select Committee's final report of its review of community cohesion issues in the Borough and, in particular, how the Council can support the voluntary and community sector in building community cohesion.

The Lead Member conveyed his appreciation for the excellent support that the Select Committee received from officers and the voluntary / community groups throughout the review. He stated that the report's 21 recommendations build upon the positive work already underway in the Borough and that he sees the report as just the first stage of an on-going process of review.

In respect of the report's recommendations the following issues were raised:

- **Recommendation 2 relating to funding issues** - The Cabinet Member for Housing stated that he could not support the use of Housing Revenue Account (HRA) funding in the manner proposed for community cohesion initiatives as the HRA is intended directly for housing-related matters. He added that focussing HRA funds on improvements to the housing stock and estate areas will, in turn, improve people's perception of their local area and help to build a greater sense of community cohesion as a result. The Lead Member clarified that the intention is to use the current services that are directly funded by the HRA, such as Tenant Participation, in a more joined up way and not to seek new funding.
- **Recommendation 9 relating to parking issues for Faith Ministers** - The Cabinet Member for Regeneration suggested that in the current financial climate the Council should not provide free parking permits but that permits should be purchased from congregation funds where necessary. The Lead Member clarified that the proposal is only for Faith Ministers that are registered with the Borough's Faith Forum to be eligible for a parking permit, which currently represents only approximately 25% of the known number of ministries. He added that the intention is to enable those who require the services and comfort of a minister, often in urgent circumstances, to be able to do so without the burden of having to make special arrangements for the visit, as well as supporting the work of the Faith Forum.

The Lead Member commented that Barking and Dagenham has a high number of religious meeting places but is also recognised as having the lowest community cohesion rating nationally. The Cabinet Member for Customer Services and Human Resources suggested that the national questionnaire used to derive that assessment may have been too direct and should have included more generic questions about people's friendships, the facilities they use etc.. He also asked whether the pace of demographic change in more recent years and the fact that many residents are new to the Borough are key factors in the poor rating. The Lead Member acknowledged the points but added that he believed that it is a fair reflection of how people feel at present and the Select Committee's proposals on behalf of the Council, which has a civic duty to promote cohesion within its community, and the work being undertaken by all agencies, including the voluntary and community sector, are directed at achieving this aim.

The Chair thanked the Lead Member on behalf of the Cabinet for the work of the Select Committee and it was noted that the Cabinet's comments will be considered alongside the Select Committee's report at the meeting of the Assembly on 30 March 2011.

(The Cabinet Member for Housing, Councillor Waker, left the meeting at 5.50pm during consideration of this item).

121. Child Protection Practices and Policies in Schools Scrutiny Review

The Lead Member of the Children's Services Select Committee, Councillor L Rice, presented the Select Committee's final report following its review of child protection practices and policies within the Borough's schools.

The Select Committee has made a total of 30 recommendations which are

intended to build on the recent improvements that it recognises have been made in the area of children's services across the Borough. The Lead Member added that a key aim which underlies many of the recommendations is to encourage better working and understanding between all of the agencies involved, such as the Council, Police, Governing Bodies and school staff.

In respect of the report's recommendations the following issues were raised:

- **Recommendations 26 and 27 relating to the risk of knife crime** - The Select Committee proposes the random use of knife arches within schools to act as a deterrent to pupils who may think of carrying knives or other metal weapons. The Cabinet Member for Regeneration, Councillor McCarthy, suggested that the installation of knife arches would portray an inaccurate message that the carrying of knives is prevalent within the Borough's schools and he sought clarification of the evidence on which this recommendation had been based. The Lead Member confirmed that information provided to her by the Police indicated that there were 15 weapon incidents recorded for the 12 month period to January 2011, although not all necessarily involving knives. In addition, she had personally visited five of the Borough's nine secondary schools where she had spoken to teaching staff, Child Protection Co-ordinators and Police Officers based on-site. The Cabinet Member for Regeneration also sought clarification of the statement in the report that the Lead Member had been "informed by some school staff that not all incidents are reported to the police, so the true figure may be higher" and asked what steps the Lead Member had taken in this regard. The Lead Member stated that she had been shocked by the allegations but believed them to be true as those that she had spoken to had been very open and honest, and the Select Committee had responded by making the recommendation as a means of promoting a zero tolerance policy.

The Cabinet Member for Finance, Revenues and Benefits expressed the view that the proposal regarding knife arches should not be adopted until consultation had been undertaken with all secondary school governing bodies, in order that consideration can be given to the full and wider implications.

- **Recommendation 8 relating to the investigation of possible cases of child abuse** - In response to an enquiry regarding the process that should be followed by school staff including Child Protection Co-ordinators, the Lead Member referred to the Level 2 and Level 3 referral routes and stated that as school staff are not professionally trained in the field of social work, all cases should be directed to the Children's Safeguarding and Rights division within the Children's Services department.
- **Recommendation 11 relating to penalty notices** - The Chair sought clarification of the effectiveness of issuing penalty notices to parents / carers for failing to ensure children's attendance at school, particularly in view of the current economic situation and the number that have remained unpaid. The Lead Member stressed that parents / carers have a statutory duty to ensure their children's attendance and penalty notices are issued as a last resort and only after considerable contact by the school and, where attendance has not improved, the issuing of warnings to parents / carers of the possible issuing of a penalty notice. The Lead Member added that she felt it was important for there to be such a deterrent in view of the legal obligation and that similarly it

was important for the Council to pursue payment where possible.

- **Recommendation 30 relating to the sharing of good practice** - The Cabinet Member for Regeneration stated that he particularly welcomed the Select Committee's recommendations regarding the sharing of best practice with, and amongst, schools. The Lead Member gave as an example the need for greater awareness of cultural issues such as female genital mutilation.
- **Recommendations 13 to 17** - The Lead Member stated that she was concerned that school staff have stated that they experience difficulties in their liaison with Children's Services social work staff.

The Council's Head of Integrated Family Services thanked the Select Committee for its report and advised that Project SAFE, which was initiated in response to recommendations arising from an Ofsted inspection carried out in November 2009, has already resulted in a number of improvements to procedures and practices within the service. With particular reference to several of the points referred to during this meeting, she confirmed that there is a comprehensive package of training available to all school staff, including Child Protection Co-ordinators, and the Multi-Agency Locality Teams that are now located at school sites across the Borough are proving to be a very effective means of liaison for all those involved in children's safeguarding.

The Chair placed on record the Cabinet's appreciation to the Lead Member for her presentation and to the Select Committee for its report and asked that the Director of Children's Services should produce a response to the Select Committee's recommendations, to be circulated to the Assembly, and also that officers compile the Cabinet's response to the recommendations, which will be considered alongside the Select Committee's report at the meeting of the Assembly on 30 March 2011.

122. Corporate Grants Programme 2011/12 and Commissioning Programme 2011-14

Further to Minute 32 (28 September 2010), received a report from the Cabinet Member for Crime, Justice and Communities on the corporate grants programme for 2011/12 and the commissioning programme for the three year period 2011-14.

The programmes reflect a revised approach to corporate grants and commissioning agreed by Cabinet last year, the importance placed by the Council on the work of the voluntary sector, full consideration of equalities impacts, the impact of known and projected reductions in funding as well as the changes to the London Councils grants programme.

Agreed, in order to support the Community Priorities "Fair and Respectful" and "Prosperous", to:

- (i) The award of commissions to provide capacity building services for 2011/12 - June 2014 to a total value of £425,000, as outlined in Appendix 2 to the report;
- (ii) The award of commissions to provide strengthening community services for 2011/12 - June 2014 to a total value of £156,000 as outlined in Appendix 2 to

- the report;
- (iii) Delegate authority to the Corporate Director for Adult and Community Services, in consultation with the Cabinet Member for Crime, Justice and Communities, to award the contract for Strengthening Communities at a total value in 2011/12 of £52,000, as detailed in paragraphs 2.2 and 3.11 of the report;
 - (iv) The award of grants from the Innovation Fund for 2011/12 to a total value of £60,000 as outlined in Appendix 3 to the report;
 - (v) Delegate authority to the Corporate Director for Adult and Community Services, in consultation with the Cabinet Member, to allocate the small grants from the Pump Priming budget of £5,000 in 2011/12;
 - (vi) The virement of £10,000 from the Community Cohesion divisional budget to the Leisure and Arts divisional budget to provide grants for talented and gifted young people;
 - (vii) The allocation of an additional £170,000 to support the appropriate recommissioning of services previously commissioned by London Councils Grants, and delegate authority to the Corporate Director for Adult and Community Services, in consultation with the Cabinet Member and relevant Directors, to allocate that funding as appropriate in full or part funding of such recommissioning;
 - (viii) Delegate authority to the Corporate Director Adult and Community Services, in consultation with the Portfolio Holder, to undertake an annual review of the corporate grants and commissioning programme contract values and grant awards, in light of the current level of uncertainty in this area and to enable adjustment to contract values where required; and
 - (ix) Delegate authority to the Corporate Director Adult and Community Services, in consultation with the Cabinet Member, to award the re-advertised contracts for the LGBT Forum and the Disability Forum, and for the Volunteering Support commission, as detailed in paragraphs 3.9 and 3.10 of the report.

123. Towards a Fairer Contributions Policy for Adult Social Care

The Cabinet Member for Health and Adult Services presented a report on proposals for an extensive consultation on proposals to revise the current charging arrangements for adult social care services.

The Cabinet Member advised that the Council has a proud history of heavily subsidising social care services but new Government guidance requiring substantial changes to existing charging and contributions policies for non-residential care, as well as demographic pressures and the financial challenges for public sector services, has led to the need to develop a new approach in order for the Council to continue to provide quality social care services that meet the needs of its residents.

The 'Fairer Contributions Policy for Adult Social Care' has been designed to offer fair and equitable services that take account of the level of income in Barking and

Dagenham. The Cabinet Member outlined the key aspects of the policy and explained that financial modelling shows that over half of users would continue to receive free services, pay less or pay the same as at present.

The Cabinet Member explained that the intention is for the local community, key organisations and other stakeholders to be consulted over the coming months, with a further report presented to the Cabinet in the summer and the new arrangements coming into effect from 1 October 2011.

Agreed, in order to accord with Department of Health guidance and support the Community Priorities “Safe”, “Healthy” and “Fair and Respectful”, to:

- (i) Endorse the proposals for a fair and equitable adult social care charging policy as detailed in section 2 of the report;
- (ii) Approve the “Fairer Contributions Policy” consultation document at Appendix 5 to the report;
- (iii) Receive a further report in the summer on the outcome of the consultation and final proposals.

124. Adoption of Borough-wide Development Policies Development Plan Document

Further to Minute 5 (20 May 2008), the Cabinet Member for Regeneration presented a report on the outcome of the consultation on the Borough-wide Development Policies Development Plan Document (DPD) which is focused on the delivery of the Core Strategy adopted by the Assembly on 21 July 2010.

The DPD sets out the criteria against which future planning applications for the development and use of land and buildings would be considered and includes policies which, for example, set internal space standards for new homes, resist the loss of family houses, protect the borough’s heritage and ensure the right balance of retail and non retail uses in the borough’s town centres.

The Cabinet Member advised that the proposals have been subject to three statutory stages of consultation followed by a hearing by an independent Planning Inspector. The Inspector has confirmed that the policies are sound and legally compliant and has recommended a number of changes which do not raise any issues of principle for the Council and are considered to strengthen the document.

Agreed, in order to support the delivery of all of the Community Priorities, to:

- (i) Support the material changes to the draft Borough-wide Development Policies DPD proposed by the independent Planning Inspector, as outlined in paragraph 1.2 of the report; and
- (ii) **Recommend the Assembly** to adopt the Borough-wide Development Policies DPD as appended to the report.

125. Withdrawal of Permitted Development Rights for Houses in Multiple Occupation

The Cabinet Member for Regeneration presented a report on the proposal to withdraw permitted development rights for the change of use of dwelling houses (Class C3) to houses in multiple occupation (Class C4).

The Cabinet Member advised that using powers available under the Town and Country Planning (General Permitted Development) Order 1995, the Secretary of State issued directions that with effect from 1 October 2010 planning permission is no longer required to convert a dwelling house into a small home in multiple occupation (HMO). This Council's Unitary Development Plan, adopted in 1995, includes policies to control HMOs in view of the particular concerns regarding the number of family homes being lost to conversions and the new Borough-wide Development Policies DPD contains similar provisions to address this on-going concern.

Article 4 of the Order enables local authorities to issue a direction withdrawing permitted development rights where they would undermine local objectives to create or maintain mixed communities, thereby requiring appropriate planning consent to be obtained from the local authority for any such developments. The Cabinet Member also drew attention to the arrangements for issuing either an immediate or non-immediate direction.

Agreed, in order to support the Community Priority "Prosperous", to **recommend to the Assembly** the making of a non-immediate Article 4 Direction, covering the whole borough, withdrawing permitted development rights for changes of use from use class C3 (dwelling house) to use class C4 (house in multiple occupation).

126. Calendar of Meetings 2011/12

Received a report from the Leader of the Council on the proposed principles for the Calendar of Meetings for the forthcoming municipal year 2011/12.

The report proposed no changes to the arrangements that were in place for the 2010/11 municipal year. The Cabinet Member for Regeneration advised that he had held discussions with officers from Planning and Democratic Services and he proposed a move to a monthly cycle of meetings for the Development Control Board.

Agreed, in accordance with the requirements of the Council Constitution, that the principal meeting arrangements for the 2011/12 municipal year remain unchanged, subject to officers considering the proposal for the Development Control Board to move to a monthly cycle of meetings.

127. Urgent Action - Future Management of Thames View Community Centre

Further to Minute 76 (21 December 2010), received and noted a report from the Chief Executive on the action taken under the urgency procedures contained within paragraph 17 of Article 1, Part B of the Council's Constitution in approving the inclusion of the Thames View Community Centre in the list of Centres to be transferred under lease and management agreements to the respective Community Associations, and the related delegations to officers.

The Head of Community Cohesion and Equalities also gave an update on the progress of the transfers to the Community Associations.

128. 2010/11 Budget Monitoring - April 2010 to January 2011

Received a report from the Cabinet Member for Finance, Revenues and Benefits on the Council's revenue and capital position for 2010/11 as at the end of January 2011.

The projected service overspends, taking account of in-year savings, have decreased from £2.2m to £1.7m since the last report as a result of continued reductions across departments and particularly within the Children's Services department. As a result, the General Fund balance is now projected to be £9.3m at the year end, compared to a planned level of £10m, and the Contingency Fund balance is currently at £6.6m, although it was stressed that this should be considered in relation to the projected departmental overspends and the assumption that all the in-year savings are delivered. The Cabinet Member also gave a verbal update on the overspend position which indicated further improvement towards a year end balanced budget position.

The Housing Revenue Account (HRA) has maintained its position with a projected underspend of £1m, which would result in a final balance of £4.4m. In respect of the Capital Programme the Cabinet Member reported on the proposed re-profiling of a number of further schemes, with current projections suggesting a £9.248m slippage against the overall revised budget of £116m.

Agreed, as a matter of good financial practice, to:-

- (i) Note the current projected outturn position for 2010/11 of the Council's revenue and capital budgets as detailed in paragraphs 3 and 5 and Appendices A and C to the report,
- (ii) Note the position of the HRA as detailed in paragraph 4 and Appendix B to the report;
- (iii) Note the position of the Contingency Fund as detailed in paragraph 3.1.5 of the report; and
- (iv) The re-profiling of schemes within the Capital Programme as detailed in Appendix D to the report.

129. Grievance Resolution Procedure and Home-Working Policy

The Cabinet Member for Customer Services and Human Resources advised that this report has been deferred to the next meeting.

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CABINET

10 MAY 2011

REPORT OF THE CABINET MEMBER FOR CHILDREN AND EDUCATION

Title: Context and Programme for Investment in Schools	For Decision
<p>Summary:</p> <p>The Council faces a strongly growing demand for school places (Basic Need (including SEN)) that exceeds its current capacity over the coming decade. It also has an estate which has a significant backlog of repairs, and condition problems. The school sites it has are, on the whole over developed with little space for new buildings. There are few new sites to cope with this level of prospective demand.</p> <p>It is forecast that by 2016/17 the demand for school places will exceed supply: in primary schools by approximately 680 reception places or 23 Forms of Entry (FE) and in secondary schools (ages 11-16) by approximately 550 year 7 places or 18FE. Demand for post 16 places is set to grow by approximately 170 places. In the period from 2016/17 to 2020/21 further growth in demand for places is forecast to occur mainly in the secondary schools - a further 600 Year 7 (or 20FE) places could be needed. It is also a factor, as the population increases, that provision for under 5s needs to be increased not just by the Council but by encouraging the private sector to develop further opportunities. Some opportunities for Education nurseries are being provided as new school buildings come on board.</p> <p>Costs of providing accommodation are approximately as follows: 1 FE of new build primary school accommodation may cost approximately £2m - £3m and temporary accommodation about £1.5m - £1.8m. In terms of cost per classroom space the lowest cost is about £15k per space for permanent accommodation. Costs for secondary schools range between £3m - £4m for 1 FE of permanent accommodation and £2m - £3m for temporary accommodation, and in terms of cost per space about £17k per classroom space for permanent accommodation.</p> <p>The Council's Basic Need allocation from Central Government for 2011/12 is c£14.2m. Estimated number of additional new places required is 322 places or c.11 FE at primary schools, in September 2012. It appears prudent to plan for between 9FE to 12FE new places. This would cost between £14m and £22m, using temporary accommodation; or c£34m for permanent accommodation. This report is designed to secure agreement from Cabinet to progress investment to address immediate need as set out in Appendix A to this report.</p> <p>Demand for Special Needs places is expected to grow by 160 places in the next 5 years. The cost of providing places for Special Needs students is up to ten times greater than for mainstream places.</p> <p>About £3.8m (2011/12) School Modernisation funding has been provided to the Council by Central Government for improving and modernising the Council's school estate and the wider Children's Services property portfolio as a whole. The value of the improvements and modernisation required is however currently estimated at</p>	

c£51m backlog across the estate as a whole. This would mean that the estate is highly likely to deteriorate further over this coming decade.

Wards Affected: All

Recommendations:

The Cabinet is recommended to:

- 1 Approve the capital programme at (Appendix A) designed to spend the existing allocation, whilst acknowledging the inherent limitations of the present allocation.
- 2 Approve the allocated grant of £14,236,941 being included in the capital programme for 2011-2012. The intended projects are being identified subject to agreement with schools and technical work to identify solutions and costs.
- 3 Approve the procurement route suggested using the Council's Framework Contractors and indicate whether any Member would like to be involved in the procurement process for any of the projects. The exception being the project at VA schools which would be through the Diocese.
- 4 In accordance with Contract Rule 3.6.4, confirm whether it wishes to be further informed or consulted on the progress of the mini-competitions to be held with the contractors on the Council's Construction Framework Agreement (or contractors on an Approved List) in relation to the respective proposed projects, or if it is content for the Corporate Director of Children's Services in consultation with the Director of Finance and Resources to monitor progress of the mini-competitions, and to award the respective project contracts based on the outcome of the mini-competitions..
- 5 Approve the continuation of the lobbying of Central Government for more funds on the Basic Need (including SEN) case. This is a strong position in view of statutory responsibilities locally and at Central Government level. Barking Riverside is a key element of the Basic Need (including SEN) case going forward.
- 6 Approve the use of the School Improvement grant from the DfE in sum of £3,845,253 to support the improvement of condition and modernisation of the Borough's Schools and the wider Children's Services property portfolio. This is to be reflected in the capital programme for 2011-12.
- 7 Approve the continuation of the lobbying of Central Government also for more funds to prevent deterioration of the school estate. In the context of the Council's Capital Strategy to consider favourably the position of the School estate.

Reason:

This decision will assist the Council in fulfilling its statutory obligations to provide a school place for every child and achieving its core values of: 'Achieving Excellence' 'Treating each other fairly and respectfully' through making school places available in appropriate settings

Comments of the Chief Financial Officer:

Partnership for Schools has confirmed Capital funding has been confirmed at £14.2m for Basic Need (including SEN) and £3.8m. Although the amount approved for Basic Need (including SEN) is the highest allocation in London, the total amount of funding is still short by up to £8m for temporary accommodation and £20m for permanent accommodation. Nationally, following the Comprehensive Spending Review, the DfE has announced cuts to their capital scheme of around 60%.

The proposal to contribute £1m towards an existing secondary school to create 10 classrooms or 2 forms of entry is extremely good value for money. 2 FE for secondary schools can cost around £5/6m and the cost to the Council for 2 forms of entry will be £1m as the School will be contributing £1.4m of the build costs directly.

In terms of the revenue implications of the additional places required for 2016/17, 680 places in primary will equate to in year costs of c£1.05m and the secondary places will equate to c£950k. This will be need to met within the existing resources of the DSG however we will not receive grant funding for 7/12th of the year, due the DSG being calculated on the January census date. Sufficient provision will be required within the DSG to absorb these additional costs. The impact of the national funding is yet to be announced which may also impact on the overall funding available in 2016/17

Comments of the Solicitor to the Council

The Council has a statutory duty under the Education Act 1996 (as amended) to secure efficient primary and secondary education to meet the needs of the population of its area.

To facilitate the carrying out of this statutory duty, Central Government has provided the Council with a Basic Need allocation in the sum of £14,236,941 to assist the Council with meeting the rapidly growing demand for school places; and School Modernisation Funding in the sum of £3,845,253 towards improvement and modernisation of the Council's school estate and wider Children's Services property portfolio.

This report is seeking Cabinet's approval of the inclusion of the said Central Government Basic Need allocation (£14,236,941) and School Modernisation Fund (£3,845,253) in the Council's capital programme for 2011 -2012; and Cabinet's approval of the use of the Basic Need allocation for the proposed projects (set out Appendix 1 to this report), and use of the School Modernisation Fund for the improvement and modernisation of the schools and wider Children's services property portfolio within the Borough.

The report is also recommending that the construction contractors to undertake the proposed projects set out in Appendix 1 to this report, and the proposed schools modernisation and improvement works be procured via the Council's Construction Framework Agreement, and that the IT and furniture suppliers be procured via approved lists.

The Public Contracts Regulations 2006, (the "EU Regulations") empower local authorities to select contractors to undertake specific projects from amongst those

contractors with which it has concluded a framework agreement, provided the framework agreement itself was established in compliance with the provisions of the EU Regulations.

The Council's Construction Framework Agreement was established in accordance with the Council's Constitution and the EU Regulations.

Under the EU Regulations, selection of a contractor from a framework agreement may be undertaken either by way of "call off" or by mini-competition.

The report in Paragraph 4.4 anticipates that a mini-competition involving the invitation of tenders from contractors on the Council's Construction Framework Agreement or on Approved Lists will be undertaken in relation to the respective projects to be let.

In relation to the proposal to use Approved Lists for the procurement of IT and furniture supplies, it should be noted that this will only be appropriate where the value of the respective contracts is below the applicable EU threshold as contracts above EU thresholds need to be procured in the EU , or via a Framework Agreement tendered in the EU. Approved Lists are typically not tendered in the EU.

The report, pursuant to Contract Rule 3.6.4, is furthermore requesting Cabinet to confirm whether it wishes to be further informed or consulted on the progress of the procurement and/or award of the respective proposed project contracts, or if it is content for the Corporate Director of Children's services in consultation with the Corporate Director of Finance and Resources to award the respective project contracts based on the outcome of the mini-competitions held with the Council's Construction Framework contractors, or contractors from an Approved List (where appropriate).

Contract Rule 13.3 provides delegated authority to the commissioning Chief Officer, in consultation with the Section 151 Officer), currently the Corporate Director of Finance and Resources, to award contracts upon conclusion of a procurement process.

Finally, the report highlights that the allocation/ funding received from Central Government is insufficient to meet the growing demand for school places within the borough, and the Council's school improvement requirements.

The report is therefore seeking Cabinet approval to continue lobbying Central Government for an additional Basic Need allocation in order to realistically assist the Council to meet its statutory obligation to provide school places for its rapidly growing population of school children, and for additional School Modernisation Funding to prevent further deterioration of the Council's school estate and wider Children's Services property portfolio.

There are no legal reasons preventing Cabinet from approving the recommendations of this report. The Legal Practice should however be consulted in relation to the contractual aspects of the respective project contracts proposed in this report.

Cabinet Member: Cllr Rocky Gill	Portfolio: Children and Education	Contact Details: Tel: 020 8724 2892 E-mail: rocky.gill@lbbd.gov.uk
Head of Service: Jane Hargreaves	Title: Head of Quality and Improvement	Contact Details: Tel: 020 8227 2686 E-mail: jane.hargreaves@lbbd.gov.uk

1 Background

- 1.1 The Council faces a strongly growing demand for school places (Basic Need (including SEN)) that exceeds its current capacity over the coming decade. It also has an estate which has a significant backlog of repairs, and condition problems. The school sites it has are, on the whole over – developed with little space for new buildings. There are few new sites to cope with this level of prospective demand.
- 1.2 In the period up to 2016/17 the demand for school places is forecast to exceed supply: in primary schools by approximately 680 reception places or 23 Forms of Entry (FE) and in secondary schools (ages 11-16) by approximately 550 year 7 places or 18FE. Demand for post 16 places is set to grow by approximately 170 places. In the period from 2016/17 to 2020/21 further growth in demand for places is likely to occur mainly in the secondary schools, where forecasts indicate a further 600 Year 7 (or 20FE) places will be needed.
- 1.3 It has been reported previously that the Borough has experienced significant change since 2000 in the number of births, with around a 50% increase. The most recent statistics from the GLA show that since 2000 when births were 2321, the birth numbers increased to 3682 in 2010, which represents an increase in the birth rate by comparison of 58%. It is also worth noting that the position regarding out-Borough pupil applications is now around 20% seek an alternative school place outside the Borough but we have 10% mostly from neighbouring Boroughs applying for school places inside the Borough. We are a net loser of around 10% of pupils at secondary age.
- 1.4 The costs of providing accommodation are not simple to compute with great confidence – due to site constraints and the type of building solution sought. New build costs seem reasonable at around £2,000 per sq metre, inclusive of fees, furniture and fixtures, for permanent buildings. Temporary buildings cost approximately 50% of that figure. 1 FE of primary school accommodation would cost approximately £2m - £3m and temporary accommodation about £1.5m (recent figures for one primary school suggests £1.8m). In terms of cost per classroom space the lowest cost is about £15k per space for permanent accommodation. Site specific issues – can drive these figures higher. Costs for secondary schools range between £3m - £4m for 1 FE of permanent accommodation and £2m – £3m for temporary accommodation, and in terms of cost per space about £17k per classroom space for permanent accommodation.
- 1.5 The allocation for 2011/12 is £14,236,941 for Basic Need (including SEN). Estimated number of additional new places required is 322 places or c11 FE at primary schools, in September 2012. It appears prudent to plan for between 9FE to 12FE new places. This would cost between £14m and £22m, using temporary

accommodation or c£34m for permanent accommodation. It would be prudent also to plan for additional places in secondary schools.

- 1.6 Demand for Special Needs places is expected to grow by 160 places in the next 5 years. The cost of providing places for Special Needs students is up to ten times greater than for mainstream places. The proposals for Barking Riverside School incorporate meeting this need.
- 1.7 A sum of £3,845,253 (2011/12) has been allocated to deal with condition which is currently estimated at c£51m backlog across the school estate and the wider Children's Services property portfolio, as a whole. This would mean that the school estate is highly likely to deteriorate further over this coming decade.

2 Proposal

2.1 To accept the current Central Government funding allocation. For primary schools the consequences would be that sites would be developed piecemeal to cope with demand. Site re-configuration to improve schools would be unaffordable. There are few new sites available to be redeveloped, and the nature of the new developments would be restricted to temporary accommodation. New school facilities on the Barking Riverside would be unaffordable except as temporary buildings. Special needs places planned for the Barking Riverside could not realistically be provided in temporary accommodation. Out of borough placements of Special Needs students would increase. Repairs to the estate as a whole would be limited to those that are most urgent and pressing. The prospect thereafter would be one of a high risk of continuing deterioration of the estate. From 2012 for the secondary sector would face a shortage of places which would coincide with continuing excess demand for primary school places. This would exacerbate the current situation. In order to manage the potential risks of non-delivery against a statutory obligation to provide school places, Members are asked to agree the programme given at Appendix A.

2.1.1 This programme has been compiled in the light of the very limited finance and space available and the priority that must be given to statutory obligations, covering both the primary and secondary sectors. In this context, it should be noted that additional funding has been included for The Sydney Russell School to extend by 2 FE at Appendix A – the rationale being that the scheme helps the Council to respond to the growth in Basic Need (including SEN), the scheme cost offers good value for money at c£2.5m for 2 FE. Moreover, Cabinet has agreed that the Governing body could borrow and repay £0.8m of this sum, which ameliorates the financial impact. Secondary Heads were asked at a recent meeting whether they wished to expand their schools. The Head of Sydney Russell School was the only Head to respond positively.

2.1.2 Consideration will be given in forthcoming reports to other options which will support the Council: a report on Free Schools; Expansions to the Secondary School Estate; Shift Working and Use of Alternate premises for School facilities; possible plans for expanding Jo Richardson Community School; for Dagenham Park CofE School – retention of existing buildings and the possible development of a campus with the Diocese of Chelmsford; for Eastbrook Comprehensive School – increasing use of existing site for Primary and Special Needs students. Reviews of the positioning of the Pupil Referral Unit (PRU), together with any potential consequences for the Cambell school

site and the positioning of the Adult College and the consequences for the Fanshawe site will also be undertaken. We will review further all education/children's services' sites with a view to possible future use.

- 2.2 To use the current allocation and to endeavour to reach a new more realistic allocation with Central Government. There are three components to this: agree more realistic forecasts of demand for places ie higher than those underpinning the current allocation; to improve the cost allocation in view of sites over-crowding, and the need to build new, durable accommodation that provides a good environment for teaching and learning; and to lobby for the new school on Barking Riverside which unlocks site potential for secondary, special needs and primary schools as well as creating a new community. This option is being pursued currently. Members are asked to continue to support this option. It should be noted that if Barking Riverside School is not funded, then early expansion of existing secondary schools will become necessary.
- 2.3 To augment the funding allocation made available by Council borrowing. In principle, borrowing by a school from the Council with a back to back agreement with the Governing Body has been agreed (The Sydney Russell School). Extension of this principle should be subject to Members' consideration of the forthcoming Capital Strategy.
- 2.4 In view of the pressing nature of the condition of many school buildings, consideration must be given to seeking and obtaining other sources of investment and funding, as far as practicable. The Asset Management Plan (AMP) for schools, instigated by Government, indicates a potential spend of £51m which has never been achieved. In practice, building systems eg boilers, lifts, electrical systems as well as building fabric are presenting significant annual problems which require urgent remedial work. In addition, Members have indicated schools and other Children's Services' buildings where they would wish to bring about improvements. Some of these are listed at Appendix A.

3 Financial Issues

- 3.1 Inadequacy of central government funding for the provision of school places poses a question over whether meeting the Council's statutory obligations can be financially neutral going forward, for the Council.
- 3.2 The demand for investment which the Council has to satisfy is quite significant and the Corporate Director of Finance and Resources is currently preparing a Council Capital Strategy for consideration by Cabinet. Amongst a range of issues this report will cover the longer term issues of the School Estate and pupil place provision.

4 Procurement

- 4.1 In order to secure projects identified in the programme, colleagues in Asset Management and Capital Delivery have been asked to map out a programme for delivery. It is intended to utilise the Council's construction framework contractor to benefit from the partnership relationship this will give.

- 4.2 It may be that there will need to be different types of contracts with the framework contractors and advice will be sought from Corporate Procurement and the Legal Partnership about the most appropriate contract arrangement for each scheme.
- 4.3 Approved contracted suppliers are to be used for Information and Communications Technology (ICT) and furnishings and fittings.
- 4.4 The decision about the most beneficial tender will be determined on price and quality.

5 Legal Issues

- 5.1 There is a statutory duty on the Council to provide school places. The investment proposed in this report will help the Council to fulfil that statutory duty.

6 Other Implications

6.1 Risk Management

- 6.1.1 Risk that funding levels will not be sufficient to create new school places needed. This risk is high impact (4) and medium (3) probability = 12 red. This risk is being managed by purchasing the most affordable accommodation which is temporary. Post control the risk is high impact (4) and low (2) probability = 8 amber.
- 6.1.2 Risk that funding levels will not be sufficient to create suitable new school places. This risk is high impact (4) and high (4) probability = 16 red. This risk is being managed by purchasing the most affordable accommodation which is temporary, and blending it with site specific proposals. Post control the risk is high impact (4) and medium (3) probability = 12 red.
- 6.1.3 Primary schools: risk that site availability would prevent delivery of school places in the areas where demand is highest. This risk is high impact (4) and medium (3) probability = 12 red. This risk is being mitigated, as far as practicable, by expanding all available sites in high demand areas, and reviewing other buildings for potential school use. Post control the risk is still high impact (4) and medium (3) probability = 12 red.
- 6.1.4 Secondary schools: risk that Barking Riverside site and funding is not available for development on a timescale compatible with demand for places. This risk is high impact (4) and medium (3) probability = 12 red. This risk is being mitigated as far as practicable by lobbying DfE and other central government departments and the Mayor for London. Post control the risk is still high impact (4) and medium (3) probability = 12 red.
- 6.1.5 Secondary schools: risk that school expansions will be confined to existing sites, low quality and insufficient. This risk is high impact (4) and high (4) probability = 16 red. This risk is being mitigated as far as practicable by lobbying DfE for improvements in funding, and reviewing existing sites and opportunities. Post control the risk is high impact (4) and medium (3) probability = 12 red.

6.1.6 Risk that the cost of the rate of deterioration of school estate will outrun the funding available to maintain it. This risk is high impact (4) and high (4) probability = 16 red. This risk is being mitigated as far as practicable by lobbying DfE for improvements in funding. Post control the risk is high impact (4) and medium (3) probability = 12 red.

6.2 Customer Impact

6.2.1 The short term impact of the recommendations for the coming year would be positive for customers on all counts of: race, equality, gender, disability, sexuality, faith, age and community cohesion.

6.2.2 The longer term outlook is unlikely to be positive on the proposed funding levels.

6.3 Safeguarding Children

6.3.1 Adoption of the recommendations in the short term would contribute to the Council's objectives to improve the wellbeing of children in the borough, reduce inequalities and ensure children's facilities are provided in an integrated manner, having regard to guidance issued under the Children Act 2006 in relation to the provision of services to children, parents, prospective parents and young people.

6.3.2 The longer term outlook is unlikely to be positive on the proposed funding levels.

6.4 Health Issues

6.4.1 In the short term there are no specific implications, but in the longer term the outlook is unlikely to be positive on the proposed funding levels.

6.5 Crime and Disorder Issues

6.5.1 In the short term there are no specific implications, but in the longer term the outlook is unlikely to be positive on the proposed funding levels.

6.6 Property / Asset Issues

6.6.1 This proposed decision would facilitate the improvement and renewal of Council assets.

7 Options appraisal

7.1 See risk management section at 5.1 above. The main option outside of the report's immediate proposals is to do nothing more than accept the current and proposed levels of funding which then exposes the Council to risks of poor accommodation and a challenge to its ability to fulfil its statutory obligations.

7.2 In addition to the risk management details given above, we are also collating information about sites and possible expansion or additional provision opportunities. Site analysis is attached at Appendix C.

8 Background Papers Used in the Preparation of the Report:

None.

9 List of Appendices

Appendix A Utilisation of School Basic Need (including SEN) Funding 2011-12

Utilisation of School Basic Need (including SEN) Funding 2011 - 2012

School	Project Outline Description	Budget Cost
St. Joseph's RC Primary Barking	Provision of 6 classroom block extension	1,400,000
Monteagle Primary	Quadrangle infill 6 classrooms plus external works	1,300,000
Eastbury Primary	Expand by 1FE including developing early years	1,200,000
Gascoigne Primary	Provide 2 new Junior Classrooms	200,000
Parsloes Primary	Expansion by 1 (2) form of entry	1,800,000
Godwin Primary	Expansion by 1 form of entry	1,800,000
William Bellamy Infants/ Junior	Expansion by 1 form of entry	1,800,000
Dagenham Village Rectory Road Library	Expansion by 1 form of entry	600,000
Southwood Primary	Expansion by 1 form of entry	1,500,000
Possible Contribution to Secondary Places Provision (The Sydney Russell School, Jo Richardson Community School etc)		1,000,000
Contingency (possible Five Elms Primary, John Perry Primary)		1,636,941
Total		£ 14,236,941

Other Investments to be investigated:

- 1 Ensure that in the absence of a funded planned maintenance programme, that we utilise the available Government Grant to ensure schools remain open.
- 2 Support for Secondary Schools now that the BSF programme has been cancelled.
- 3 Further investment in providing Children's Centre opportunities across the Borough.

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CABINET

10 MAY 2011

REPORT OF THE CABINET MEMBER FOR HOUSING

Title: Housing Resident Involvement and Empowerment	For Decision
<p>Summary: The Tenant Services Authority (TSA) introduced a new regulatory framework which came into effect on 1 April 2010. The framework includes six separate standards of which local authorities must comply with five in order to remain a registered provider of Social Housing. The Tenant Involvement & Empowerment Standard is one of these.¹ Current arrangements fall short of meeting this requirement primarily because there is no borough mechanism in place for tenants to exercise influence over their landlord's strategic priorities.</p> <p>The standards also specify that registered providers must establish locally consulted standards in those service areas. Following consultation we committed to our intention to offer a new local standard for tenant and resident involvement. This was reported to the TSA and also published in our Annual Report to Tenants 2010.</p> <p>The proposed involvement framework represents the delivery of this new local standard and meets the TSA overall requirements. It has been widely consulted on and agreed with tenants.</p> <p>There are two key aspects of the proposed new approach:</p> <ol style="list-style-type: none"> 1. Localised activity which is led by the community but supported by Council officers (meeting TSA requirement 2.1a). These activities would follow natural neighbourhoods focussing on the needs of the area. This approach is being refined and tested via the Housing and Neighbourhood Locality pilots the outcomes of which will be reported to Cabinet in summer 2011. 2. Two Housing Forums one focussing on the Barking area and the other on Dagenham will be established. These forums would focus on the Housing Revenue Account (HRA) Business Plan and Housing Asset Management strategy. They would also offer the opportunity for residents to discuss the housing related issues that matter most to them in their part of the borough, such as anti-social behaviour, and will include a surgery with relevant officer attendance for dealing with casework issues. The Forums will provide a link to the work of other local initiatives such as Streetbase, Family First and Safer Neighbourhood Panels. Nominated members of the two Forums would come together periodically to discuss Borough-wide policies. They would also initiate specific 'working parties' on identified service themes that have been highlighted as in need of improvement. <p>The comments and views from the forums will feed . via the Cabinet Member for Housing to Cabinet. in the form of an annual report</p>	

¹ Regulatory framework for Social Housing in England from April 2010- Tenant Involvement & Empowerment Standard - Specific Requirements – 2.1

It is now widely recognised that strong communities with active participants demonstrate lower levels of crime through informal social monitoring and control². The new housing involvement framework works closely with Safer Neighbourhood teams at a local level. The new framework is designed to promote new and improved opportunities for our housing residents to participate in activities that generate pride and ownership for the area where they live.

It is intended that the proposed arrangements will enhance real localism and should contribute to the development of community capacity and empowerment at a time when, for Housing, a new era is about to unfold in terms of Council housing self financing and potential emergence of vehicles for the local ownership of new social, affordable and other housing tenures.

Wards Affected: All

Recommendation(s)

The Cabinet is recommended to:

- (i) Agree to the implementation of the new Housing Resident Involvement and Empowerment model as detailed in this report;
- (ii) Note that the Assembly will be asked to approve the appropriate changes to the Council Constitution.

Reason(s)

To assist the Council in achieving its Community Priority "Fair and Respectful" and enhance community involvement in the way that the Council delivers its housing services. Supporting the corporate themes of 'Better Together': 'people who get involved - and feel included - in the decisions that affect them and 'Better Home': 'Improved estates and homes that people choose to live in'.

Comments of the Chief Financial Officer

The savings identified in the report below include the deletion of a vacant CHP Support Officer post. This saving has already been taken account of in the HRA 2011/12 budget setting report agreed by Cabinet on 15 February 2011.

If the CHP Support Officer post is therefore excluded from the figures below there will actually be an incremental cost to the HRA of £1,440 to implement this proposal.

Comments of the Solicitor to the Council

The report sets out improved arrangements for community consultation and involvement of the community in the light of the localism agenda and Housing and Regeneration Act 2008 (Registration of Local Authorities) Order 2010 for the reasons given in the report. The council's constitution will need amending to reflect the new arrangements.

² The benefits of community engagement, The Home Office

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Head of Service: Ken Jones	Title: Divisional Director of Housing Strategy	Contact Details: Tel: 020 8227 E-mail: ken.jones@lbbd.gov.uk

1. Background

- 1.1 New regulations came into force in April 2010³ putting increased emphasis on providing all tenants with the opportunity to influence the way in which their homes are managed. All registered social housing providers must have a borough-wide arrangement that facilitates tenants influence over strategic priorities. These new regulations also require landlords to work with tenants to develop a set of locally agreed standards, called 'local offers'. Tenants have agreed that one of the 'local offers' in this borough would be the revision of tenant involvement mechanisms and this intention has been reported to the TSA and published in our 2010 Annual Report.
- 1.2 The 2009 Status Survey carried out by the Council showed that the majority of tenants thought we were doing a good job of keeping them informed (73%). However, tenants were less satisfied that we take their views into account (62%).
- 1.3 The current involvement framework centres around the Community Housing Partnerships (CHPs). Analysis of recent attendance shows that the majority of attendees (72%) are from the over 60 age group. It also shows that Councillors and officers generally out number residents attending. As a consequence the majority of our involvement resources are directed at activity which does not appear to be relevant to a large proportion of the housing resident community nor provide a method of influence over the strategic issues. The proposals in this report seek to address this by putting in place structures that residents can choose to engage in at different levels and in different ways.

2. Review of Current Arrangements

- 2.1 The tenants and residents who are currently working with the Council under the existing framework, either as part of CHPs, Tenant and Resident Associations or in focus groups, were invited to attend workshops in the summer of 2010. At these workshops groups discussed the positives and negatives of the current activities and put forward priorities for future arrangements.
- 2.2 The key themes emerging from these workshops were:
- A more centralised approach to resident/tenant groups is needed, to make it easier to monitor the flow of issues.
 - Some of the current groups no longer have a clear role

³ Statutory Instrument 2010 No 844 - Housing and Regeneration Act 2008 (Registration of Local Authorities) Order 2010

- There needs to be a way of combining local issues with the wider issues affecting the whole of the borough
- Many would like to be involved in more specific working groups on issues such as the selection of contractors, antisocial behaviour, repairs and rent setting
- The idea of estate based groups was popular with many expressing a wish to get more involved in issues such as local estate inspections
- It was agreed that there needed to be a more consistent two way flow of information between resident groups and the council.
- Feedback and communication in general needs improving
- Front line officers needed to be involved in the meetings and activities as they were best placed to provide feedback on customer issues and concerns.
- There should be other ways to be involved – not just meetings, especially for young people
- More support needed for growth of local Tenant and Resident Associations
- Any changes need to be cost effective, achieve specific outcomes and be well publicised.

3. Proposal for New Framework

- 3.1 The proposed framework has been considered alongside the development of the new corporate Community Engagement and Empowerment Strategy for 2011-13. It is designed to deepen our relationship with the public and empower our local communities.
- 3.2 Housing is a key local priority and the new structure seeks to ensure that tenants are given the opportunity to not only shape and influence their services, but to be involved at a local level. The framework offers a range of activities from researching people's views to encouraging and supporting active participation in decision making. Connections between housing services and other related services will be facilitated, helping to deliver a joined-up approach for residents.

4. Housing Forums - Terms of Reference

- 4.1 It is proposed that the six CHPs are replaced with two Housing Forums. These would influence:-
- Development of the Council's Housing Strategy,
 - Housing Allocations Policy review,
 - Housing policies and service levels
 - Development and monitoring of the HRA Business Plan
 - Housing Asset Management Strategy (HAMS)
- 4.2 The recommendations of the Forums will be considered as part of the delivery of the HRA Business Plan and Housing Strategy.
- 4.3 The proposal is that the Forums would be formally constituted and be shaped to mirror the boards of independent housing organisations and thus provide a community vehicle to progress the housing agenda.
- 4.4 Best practice dictates that the forums should have a tenant majority, each comprising the following core members:

- 2 Tenant representatives via the Tenants Federation
 - 1 Leaseholder via the Leasehold Forum
 - 7 Active tenant representatives of local organisations not necessarily members of the Tenant Federation
- plus one Councillor from each Ward within the Forum area (these appointments will be determined by Assembly)

- 4.5 Each of the two Housing Forums would meet three times a year and the meetings would be open to members of the public, offering the opportunity for all residents and all Councillors to discuss the housing related issues that matter most to them in their part of the Borough.
- 4.6 The Forums would include a one hour surgery with relevant officer attendance for dealing with casework issues and the agendas would be informed by the local activity in the corresponding areas. The Forums would also provide a link to the work of other local initiatives such as Streetbase, Family First and Safer Neighbourhood Panels.
- 4.7 The core members of the two forums would also come together annually to consider borough-wide housing policies / strategies. The comments and views from the forums will feed via the Cabinet Member for Housing to Cabinet in the form of an annual report.
- 4.8 The new framework also supports the implementation of a number of specific focussed task and finish groups to work on identified service themes in line with the areas that our housing residents decide need improvement. For example these could be Housing repairs, anti-social behaviour or other issues of concern to residents. The findings of these service improvement groups would be reported to the Housing Forums. These time limited groups would provide an opportunity to work with interested residents identified in the other localised activity. Meetings to take place over agreed short periods as required for the complexity of the task.

5. Local level Activity

- 5.1 Localised activity will be led by the community but supported by Council officers (meeting TSA requirement 2.1a). Learning has told us that meetings focussing on a particular focussed area or issue achieve a better level of involvement that a one size fits all approach. These activities would follow natural neighbourhoods and focus on the needs of the area. This approach is being refined and tested via the Housing and Neighbourhood Locality pilots and the outcomes will be reported to Cabinet in summer 2011.
- 5.2 There would be a two way reporting process to the Housing Forums taking the form of updates to and from Tenant and Resident Associations, estate inspections and other local organised activities.
- 5.3 Overall it is intended that these proposed arrangements will help deliver real localism and should expand the capacity of local people to take on a more active role in housing related issues. This is of particular importance as we achieve more certainty over the longer term future of council housing in the Borough as a result of

the self financing arrangements being introduced in April 2012 (on passage of the Localism Bill).

6. Financial Issues

- 6.1 The financial implications associated with the proposals in this report will result in an incremental cost to the Housing Revenue Account of £1440. A CHP support officer post (S01) held vacant has been deleted and implications have been included in the Housing Revenue Account estimates agreed by Cabinet on 15 February 2011.
- 6.2 Members are also asked to note that the current rules for reimbursement for resident board member attendance at CHP meetings will not apply to the new framework. However reimbursement of actual expenses related to attending the new Housing Forums will be made to core resident members in attendance.

7. Legal Issues

- 7.1 The Council Constitution includes reference to the current CHP status, role, structure and meeting arrangements.
- 7.2 The proposals within this report will necessitate a change to the Constitution to reflect the arrangements that will apply for the new Housing Forums.

8. Other Implications

8.1 Risk Management

A review of the new framework will take place between 6 – 12 months from implementation. The new arrangements will be monitored with regard to attendance numbers, profile, cost and impact to ensure that the expected outcomes are achieved. The monitoring will be reviewed and published in Tenants and Leaseholders Annual Report. In any areas where the expected impact is not achieved then solutions would be developed with a resident panel.

8.2 Contractual Issues

Partners would be required to report on their service delivery to the Housing Forums and local activity groups.

8.3 Staffing Issues

A long standing vacancy for a CHP officer post has been deleted (see para 6.1). Other vacant posts in the team have been filled to fully support for the new framework.

8.4 Customer Impact

The current arrangements are not attracting the anticipated tenant involvement. The TSA framework introduced last year moves us towards self regulation increasing accountability to tenants and residents in terms of the management of their homes and plans for new homes in the future. It is intended that the proposed arrangements will enhance real localism and should contribute to the development

of community capacity at a time when, for Housing, a new era is about to unfold in terms of Council housing self financing.

To work effectively together with residents for the long term benefit of current and future tenants, we must ensure we are involving those with the right skills, diversity and experience. The new framework and the support behind it provide the vehicle for this and will provide the opportunities for influence on more local issues as well as the borough wide strategic and policy decisions.

Tenants expressed a strong desire for increased opportunities for involvement at a local level and the proposed new framework addresses this via estate based activity groups working closely with local TRAs and building on the strength of these existing tenant led organisations. This approach is being refined as part of the housing and neighbourhood locality pilots and the outcomes will be reported to Cabinet late summer 2011.

Local opportunities will also be reinforced by targeted activity to empower residents to come forward and enhance their local areas. This will include activity in locations where no formal groups currently exist and will support the work on local initiatives for example the Family First community outreach programme to tackle worklessness, Parents Forums, and Safer Neighbourhood Panels.

Best practice in tenant involvement recognises that not everyone wants to be involved in meetings and maintaining the participation of younger housing residents presents a particular challenge. Representatives from borough equalities forums were involved in the consultation process and links will be maintained with the equality forums, including the Youth forum, to ensure there are no barriers to the involvement groups in the new framework and the overall housing agenda.

An impact assessment has been carried out on the new arrangements. This did not identify any specific negative impact, however annual reviews of attendance statistics will be undertaken to keep abreast of the outcomes.

Marketing and communications are key to the success of the new arrangements and a communications plan is prepared to ensure that all interested parties are aware of the opportunities presented.

By providing more clarity for local people about the opportunities they have to shape services and the benefits of these, the new framework supports our corporate aim to become a borough where people get involved and feel included in the decisions that affect them.

8.5 Crime and Disorder Issues

It is now widely recognised that strong communities with active participants demonstrate lower levels of crime through informal social monitoring and control⁴. The new housing involvement framework works closely with Safer Neighbourhood teams at a local level. The new framework is designed to promote new and improved opportunities for our housing residents to participate in activities that generate pride and ownership for the area where they live.

⁴ The benefits of community engagement, The Home Office

9. Options appraisal

9.1 The consultation workshops with residents and the subsequent presentations to Community Housing Partnership Meetings informed the final framework put forward. At the workshops a number of different options were considered.

- Continuation of current arrangements – not viable due to lack of attendance and therefore poor value for money. They were created to align with a different landlord services structure.
- Local estate based activity and single borough wide board but no split of reporting for East and West of the borough. This was eventually rejected as the majority of residents expressed a desire to keep the accountability for the housing services separate for each side of the borough
- The framework as proposed focuses on two Housing Forums with resident majority board membership. These forums would be open meetings. By having two in place, rather than one, they will offer more opportunities for involvement of a broader spectrum of residents.

Background Papers Used in the Preparation of the Report:

Feedback analysis from resident workshops July 2010

Feedback analysis from resident workshops January 2011

Feedback analysis from CHP meetings January 2011

Housing Quality Network briefing – Governance

Tenant Participatory Advisory Service (TPAS) best practice

Report to CHPs July 2007 – Changes to the Constitutions of the Community Housing Partnerships

The benefits of community engagement – a review of evidence for the Home Office.

London Borough of Barking and Dagenham Annual Report to Tenants 2010

Excellence in Governance – code for members and good practice guidance –

National Housing Federation

CABINET

10 MAY 2011

REPORT OF THE CABINET MEMBERS FOR REGENERATION AND HOUSING

Title: King William Street Quarter and Eastern End Thames View Disposal and Delivery Options	For Decision
<p>Summary:</p> <p>This report sets out the recommended options for the disposal and delivery of the remainder of the King William Street Quarter (former Lintons site) and for the Eastern End of Thames View.</p> <p>The detailed design briefs for both sites provide a range of information including recommended mix and density. By working to these design briefs, any new development will be as close to the agreed masterplans as feasibly possible, while also conforming to Council policy.</p> <p>The tenure mix recommended would maximise the number of social rent and other non market rented property for local people.</p> <p>The recommendation to transfer the sites to the BSF LEP has many advantages for the Council, as the BSF LEP has been set up, and therefore there are benefits in saving time and money procuring an alternative partner. The BSF LEP structure will also allow the Council to manage the affordable housing units within the sites and take ownership at the end of the lease period.</p> <p>Should this recommendation not be accepted the other option, to go through the HCA Development Partner Panel, will be a cost effective and efficient process for the Council, and will allow us to choose our preferred development partner. However, it is not certain what the tenure mix for this option will be and it may result in less sub market rent housing for the Boroughs residents than could be provided through the BSF LEP proposal.</p> <p>Wards Affected: Abbey and Thames</p>	
<p>Recommendation(s)</p> <p>The Cabinet is asked to:</p> <ul style="list-style-type: none"> (i) Approve the design briefs for KWSQ and EETV as appended to this report. (ii) Agree that a minimum of 20% “social” rent (50% of Local Housing Allowance) units are provided together with a mixture of other sub market tenures on both sites. (iii) Recommend to the Assembly: <ul style="list-style-type: none"> a). that Delivery Option 6, as detailed in the report, be pursued as the preferred option, which would involve the lease of the sites to the Building Schools for the Future Local Education Partnership (BSF LEP) to provide a range of sub market rented properties to be managed by the Council and to authorise the Corporate 	

Director of Finance and Resources, in consultation with the Solicitor to the Council, to seek to agree satisfactory terms with the BSF LEP within three months of the Assembly decision for the implementation of the preferred option;

- b). That in the event that officers are unable to agree satisfactory terms within three months of the date of the Assembly decision with the BSF LEP for the preferred option, that the Corporate Director of Finance and Resources be authorised, in consultation with the Solicitor to the Council, to pursue Delivery Option 5 which would involve the marketing of the sites via the Homes and Communities Agency Development Partner Panel and seeking a proportion of new council homes and also consider leasing a proportion of properties at sub-market rents.

Reason(s)

To assist the Council in achieving the Community Priority “Prosperous” through increasing the supply and range of family sized social rented housing by utilising existing Council land and development sites.

Comments of the Chief Financial Officer

This report asks Members to approve five recommendations, (after consideration of the alternative options presented), in respect of the re-development of the ‘King William Street Quarter’ and ‘Eastern End of Thames View’ sites.

Cabinet is firstly asked to agree the detailed design briefs for each site appended to this report, which contain various detailed information on the sites, including the suggested mix and tenure. These are consistent with the approved Masterplans, which aim to maximise the use of land. Cabinet is also asked to agree in principle to a minimum of 20% social rent units (paying 50% of the local housing allowance) on both sites and a mixture of other sub-market rents (although achieving this will also depend on the selected delivery option and agreement of satisfactory terms with the delivery partner).

The Council’s preferred delivery option is the BSF LEP model (option 6). Under this option the Council would lease both sites on a nominal basis in return for the provision of social rent and sub-market tenures. The cost to the Council of this model is the loss of potential Section 106 funding and the opportunity cost of selling the sites on the open market (approx £3 million in total). However this will be made up for by the New Homes Bonus from the Government, which is anticipated to be £4.7 million over a six year period. The model of only receiving sub-market rents is also favourable for the contractor as they are essentially receiving the land for free, will not face S106 contributions, and have willing occupants.

However this delivery option is still dependent on the negotiation of satisfactory terms with the BSF LEP partnership (which is yet to take place), particularly on the issue of guaranteeing levels of rent, which could expose the Council to a financial risk. These negotiations are time limited to three months, after which it is recommended we default to the second preferred option, the HCA model (option 5), which would potentially reduce the Councils exposure to risks and rewards.

The Council’s new Financial Rules, adopted by the Assembly on 23 February 2011 (Minute 29 refers), stipulate that all land sales must now be approved by the Assembly.

Comments of the Solicitor to the Council

The proposals will require disposal of property owned by the Council. The Local Government Act 1972 Section 123 obliges local authorities to dispose of property at the best consideration unless there is ministerial consent. There is a General Disposal Consent which permits disposal at less than best consideration if specified conditions are met.

If the property was disposed to the Building Schools for Future Local Educational Partnership for equity (a form of company) there would need to be a valuation to ensure that the security that was issued was a fair value. Safeguards would need to be sought ensuring that the Council was able to protect its interests and this may be by form of charges, covenants, options or a form of golden share or a combination.

The carrying out of works would need to be compliant with European Tendering Regime and checks would need to be carried out that procurement requirements were compliant.

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1. Background

- 1.1 There is very little grant funding from Homes & Communities Agency (HCA) for the next four years to help build affordable housing. Therefore the Council needs to consider ways to ensure a supply of new social rented and other forms of affordable homes can be provided for local people over this period.
- 1.2 The Government /HCA intend that funding for new affordable housing will come via either much higher borrowing to replace grant and/or free land from public authorities and recycled grant. This will be financed from higher "affordable" rents which are to be set at up to 80% of local market rents, with an expectation that housing associations and other providers will convert a proportion of their re-let (void) properties from social rent to higher "affordable" rents.
- 1.3 It is suggested that in relation to the Council owned sites which will come forward for development in the next 5 years there is a clear set of objectives for Members and officers to assess delivery methods :-

Proposed Objectives for new housing supply:

- maximise as a priority social rent homes and affordable homes
- ensure speed and certainty of delivery
- maintain design, sustainability (code level 4) quality and space standards
- ensure local accountability and developing capacity within the community

- aim to create long term returns to the Council and community

1.4 This report sets out ways of dealing with two cleared sites which have been subject to detailed masterplanning and can therefore be brought forward quickly.

2. King William Street Quarter

2.1 The King William Street Quarter masterplan was finalised in June 2009. It was included as part of a report on the Local Housing Company on 7 May 2008 and it is featured in the agreed Barking Town Centre Area Action Plan (ref BTCSSA4). The masterplan sought to redevelop the old Lintons Estate, which was demolished in 2008.

2.2 The original development site was 2.57ha. This includes 0.37ha for the Barking Business Centre. The site was anticipated to, reflecting market conditions at that time, deliver 460 residential units, 97 of these being above the Barking Business Centre and the rest as a mix of 1 and 2 bed flats and 3 and 4 bed houses with 40% social rent and 20% intermediate rent.

2.3 31 houses in the Mews along the eastern boundary have been delivered on a piece of the site that is 0.56ha. These are a mix of 3 (17) and 4 (14) bed family homes and will be 100% social rent units, Council owned and managed.

2.4 The Barking Business Centre (0.37ha) occupies a portion of the southern part of the site. This is under construction. The plans have been altered so that there is no residential included with this development. The Barking Business Centre will be operational by November 2011.

2.5 The Gurdwara (in North St adjacent to the site) Executive Committee has expressed an interest in purchasing a parcel of land on the north western part of the site, adjacent to their existing premises (0.12ha in size). A further report on this matter will be presented to Cabinet in due course.

2.6 Once the Barking Business Centre, the 31 Council houses, and the land requested by the Gurdwara are removed from the site, the remaining site size is 1.52ha. The density originally outlined in the masterplan is 183 units/ha. This would result in 278 residential units. Current modelling suggests a figure closer to 250 units.

2.7 For ease of reference the following table clarifies which parts of the site have been removed from the masterplan and the number of units not included in the current unit mix.

Table 1:

Location	Site size	Tenure	Number of units
Barking Business Centre	0.37ha	N/a	0
Mews Development	0.56ha	3 / 4 bed homes	31 (completed)
Land possibly to be sold to Gurdwara	0.12ha	2 and 3 bed flats	50 (approximately)
Remaining land	1.52ha	1 and 2 bed flats, 3bed houses	250 (approximately)
Total	2.57ha		281 (331)

3. Eastern End Thames View:

- 3.1 A masterplan for the Thames View regeneration was agreed by Cabinet on 16 June 2009. The masterplan consists of two parts, the first is 6 garage sites that were demolished and 31 Council houses are currently being built on these sites. The second part was the Eastern End of Thames View, where four tower blocks and houses were demolished (280 units). The masterplan provided an outline design for four new blocks of maisonettes and apartments along the eastern end, a slightly new road layout, and also housing around a courtyard on the corner of Crouch Avenue/Wivenhoe Road. It should be noted that the Eastern End does not include the two blocks of housing on the park edge, along the southern side of Thames View.
- 3.2 The Eastern End is 4.25ha and runs alongside Renwick Road, with an additional block on Crouch Avenue / Wivenhoe Road. A number of density models were investigated, and the most financially viable and deliverable at the time was the medium density scheme, which provides 289 units at the Eastern End. Viability is of course a function of market conditions and achievement of the medium density model may be challenging in today's market conditions and the number of units may need to be reduced to produce a financially viable scheme.
- 3.3 The Homes and Communities Agency contributed £1.5m towards clearance of this site in 2008. As a result they requested that if as part of any redevelopment there was an element of shared ownership that that the retained equity be returned to them. In recent informal discussions with the HCA, they have suggested that they would waive this condition provided the proposal set out below went forward.
- 3.4 The site is vacant and is boarded up, which is creating ongoing problems with travellers and fly-tipping.
- 3.5 The Eastern End of Thames View should be taken forward for development, as the site is a visual blight on the community and with Barking Riverside coming forward, will become an increasingly desirable development site.

4. Proposal for disposal

4.1 Detailed Design

- 4.1.1 A detailed design brief for each site is attached as an appendix to this report. This outlines the requirements for any development including mix, density, layout, open space and road design.

4.2 Tenure

- 4.2.1 The original tenure mix for the KWSQ suggested that 40% of the units should be social rent. At that time there was a National Affordable Housing Programme Funding available. That has now been severely reduced and is only being offered on the basis of a new model, the 'affordable rent model' based on average rents of 80% of the local market rent. This is significantly higher than a social rent. It is suggested that we aim for a minimum of 20% social (50% of local housing allowance) across the remaining development site of KWSQ. We should also aim to maximise the number of other sub market rent homes.

4.2.2 In relation to the EETV site the masterplan suggested that 30% of the new properties should be social rent. Again this was predicated on National Affordable Housing Programme Funding being available, which it no longer is. It is therefore suggested that we aim for a minimum of 20% social rent across the development. We should also aim to maximise the number of other sub market rented homes

4.3 Delivery Options

4.3.1 There are a number of delivery options as set out in the table below:

Option	Proposal	Advantages	Disadvantages
DO1:	Sell the sites on the open market with a guarantee of 20% social housing to be delivered, otherwise an unencumbered disposal	<ul style="list-style-type: none"> - Council may get a receipt immediately that could contribute to the Estate Renewal programme or further Council housing. 	<ul style="list-style-type: none"> - Housing market and land values currently low, so receipt would not be as much as when masterplans were created. Also receipt may be minimal with requirement for 20% socially rented property. - No control over the development of the land other than through the planning process, developer may not follow masterplan. - Less control over amount of social housing that is delivered. Although, minimum level set at time of sale. - Sites may sit empty and undeveloped for unknown amount of time or may develop very slowly because of the condition of the market - With regards to the KWSQ, there may be loss of a chance for Council to be involved in an exemplar new residential district at the heart of Barking Town Centre - Registered Providers (RP) would take the affordable housing; they lack local accountability and there are variable standards of estate and tenancy management from RPs in the borough - No long term return to the Council
DO2:	Sell sites on open market but developer 'gives' a small number of social houses to the Council in return for no land receipt	<ul style="list-style-type: none"> - Completed social homes transferred to the Council at nil cost to LBBB – some level of accountability - Homes transferred to LBBB would strengthen the HRA balance sheet and cash flow position as no borrowing would be involved - Some long term return 	<ul style="list-style-type: none"> - No capital receipt - No guarantee of 20% of units being social rent - Less control over design - Less control over development timescales - With regards to the KWSQ, there may be loss of a chance for Council to be involved in an exemplar new residential district at the heart of Barking Town Centre
DO3:	Sell sites on a deferred purchase basis in return for a number of "free" homes for social rent	<ul style="list-style-type: none"> - More control over development and standard of delivery - Number of social rent units likely to be higher than previous option - Completed social homes 	<ul style="list-style-type: none"> - No capital receipt - Less control over development timescales - With regards to the KWSQ, there may be loss of a chance for Council to be involved in an exemplar new residential district at the heart of

		<p>transferred to the Council at nil cost to LBBB- some level of accountability</p> <ul style="list-style-type: none"> - Homes transferred to LBBB would strengthen the HRA balance sheet and cash flow position as no borrowing would be involved - Some long term return 	Barking Town Centre
DO4:	<p>Transfer sites to a housing association with housing association owning the affordable homes on basis there is a guaranteed number of social rented homes, guaranteed in perpetuity with the Council given the option to manage</p>	<ul style="list-style-type: none"> - Council are given right to manage the properties - local accountability - Social rented properties are held in perpetuity - Some local control over the design and deliverability of these units 	<ul style="list-style-type: none"> - No long term return on the asset - Less control over design than if the Council was a partner in the development - Unlikely that a housing association would agree to these terms
DO5:	<p>Sell sites on a deferred purchase basis through a Developer Framework on the basis of a proportion of new homes being delivered given "free" to the Council. Also the Council offered the ability to long lease other sub market rented properties at suitable terms</p>	<ul style="list-style-type: none"> - More control over development and standard of delivery - More control over number of affordable housing units provided - Completed social homes transferred to the Council at nil cost to LBBB- some level of accountability - Homes transferred to LBBB would strengthen the HRA balance sheet and cash flow position as no borrowing would be involved- some long term return - Ability to lease further sub – market rented homes will increase ability to rehouse local people and give a limited return through managing. Also over time provision might become available to acquire stock through HRA 	<ul style="list-style-type: none"> - No immediate receipt - With regards to the KWSQ, there may be loss of a chance for Council to be involved in an exemplar new residential district at the heart of Barking Town Centre - Relies on long term private equity or bank funding being available to the developer to fund other sub market rented properties. Likely to also need an element of private sales - Risk around guaranteeing the rental stream on the sub market rent properties
DO6:	<p>Long lease sites to BSF LEP development vehicle (this is a variation on the Barking and Dagenham Local Housing Company model). Potentially all tenures would be sub market rent.</p>	<ul style="list-style-type: none"> - Faster procurement as LEP is already procured and in existence - Return properties at nominal cost to the HRA at end of lease and finance period (60 years) - Greater control over design and development parameters subject to scheme commercial viability - Lower upfront costs as LEP is already fully funded and 	<ul style="list-style-type: none"> - No receipt - No testing of VFM through tender process; would need to rely on LEP new business protocol and management of existing arrangements - Will need new SPV to be established which could result in some time delays and additional costs and governance arrangements - Would need LEP board approval - Specialist expertise may be needed to complement the LEP's

		<p>able to take on new project feasibility work subject to LEP board approval</p> <ul style="list-style-type: none"> - Potential for share in development returns through LEP structure through land being invested into a LEP SPV - Council returns could be recycled - The LEP SPV could hold and be responsible for managing the affordable tenures. - Could register with the HCA to obtain grant in future - The residents as well as Members could be represented on the Management Board. - Set up costs met by the LEP - Access to borrowing and terms/borrowing costs could be reduced because of the presence of Laing O'Rourke - Would contract the Council to carry out tenancy management. - Local accountability - Wholly rented scheme will result in quick delivery 	<p>competencies and capabilities</p> <ul style="list-style-type: none"> - Rental guarantee on non social rent sub market tenures will pose a significant risk to the Council which cannot be offset by a limited amount of private sale - No additional funding to the HRA - Council share in the LEP only 10% so return limited - All rent guarantee risk appears to be with the Council
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4.3.2 The last two options would appear to most closely align with the objectives set out in section 1.4. Both of these maximise the number of social and other non market rented properties, both give some direct return to the Council, both would result in a speedy delivery and both result in local accountability. At the moment the BSF LEP model offers the ability to utilise private equity funding to bring about a large sub market rented scheme. It is not known at this stage whether such an approach would be possible via the Homes and Communities Agency Development Partner Panel. It is therefore suggested that in the first instance and in order to try and get some new housing development to happen quickly, the Council agree to negotiate with the BSF LEP for a limited period of time (3 months from the date of this Cabinet report) to see whether a proposal which meets the housing objectives, is value for money and minimises the direct risk to the Council can be achieved. Once satisfactory terms have been agreed, these will be presented to Cabinet for information and an update report will be produced for information every three months on the progress of the project.

4.3.3 Should the above not be possible within the three month deadline officers be authorised to go through the HCA Development Partner Panel to seek a similar arrangement as set out in DO6 above.

4.4 Affordable Housing Provider

4.4.1 A separate report will come forward to Cabinet in due course looking at ways of establishing an independent local affordable housing provider such as a Community Gateway Association (CGA), which may be capable of being used in relation to

some of the future estate renewal sites. It is considered that this would not be appropriate for the King William Street Quarter and eastern end of Thames View because it will take up to 9 months to obtain the necessary Registered Partner status for the CGA from the Tenant Services Authority. It should also be noted that the associated costs to the Council to establish a CGA will be approximately £400,000.

4.5 Section 106/New Homes Bonus

- 4.5.1 As these two sites are owned by the Council and the Council is stipulating for both that a minimum of 20% of the units are “social” (50% of local housing allowance) and that the other properties on the sites are sub market tenure, it is suggested that no S106 contribution is sought (although the TfL via the GLA may request a contribution towards transport improvements). If a S106 contribution was sought it would result in a contribution of £3m (£6000 contribution per home, the currently used tariff). This would result in the number of social rented properties being reduced (c20 units). This development will result in the need for new school places amongst other things and if a S106 had been sought, the contribution received would likely to have been spent on meeting the demand for school places. Children’s Services have estimated potential school numbers as:

	Primary Age	Secondary Age	Sixth Form	Total
EETV	81	58	17	156
KWSQ	78	56	21	155

Presently there is no capacity in the town centre to accommodate these potential students. If there is no extra capacity added in time for the occupation of the KWSQ properties in particular, there will not be enough school places available locally for these residents. Based on the current schools in the town centre catchment area, the opportunities to expand are very limited and would be costly solutions. The preferred option would be to identify a new site for a school development.

It is suggested that the New Homes Bonus generated from these properties could be used to contribute for this purpose. This would be approximately £4,700,000 (average council tax is £1239 and New Homes Bonus equates to 6 years Council tax per new home plus a bonus of £2100 per affordable unit).

4.6 Future Regeneration on Estate Renewal Sites

- 4.6.1 Officers will report at a later date to Cabinet on delivery options for the Estate Renewal sites; Eastern side of Gascoigne Estate, Goresbrook Village and The Leys.

5. Legal Issues

- 5.1 The proposals will require disposal of property owned by the Council. The Local Government Act 1972 Section 123 obliges local authorities to dispose of property at the best consideration unless there is ministerial consent. There is a General Disposal Consent which permits disposal at less than best consideration if specified conditions are met.

If the property was disposed to the Building Schools for Future Local Educational Partnership for equity (a form of company) there would need to be a valuation to ensure that the security that was issued was a fair value. Safeguards would need to be sought ensuring that the Council was able to protect its interests and this may be by form of charges, covenants, options or a form of golden share or a combination.

The carrying out works would need to be compliant with European Tendering Regime and checks would need to be carried out that procurement requirements were compliant.

6. Other Implications

6.1 Risk Management

Risk	Probability (1 = low, 4 = high)	Impact (1 = low, 4 = high)	Impact
Tenure and Mix			
Unable to get minimum 20% "social" units	2	3	For any of the delivery options, it is imperative that the Council can guarantee a minimum 20% "social" units, however, with housing grants harder to access in the current market, this may prove to be difficult.
Sell on open market:			
Delays in selling	4	2	Not selling quickly will delay the completion of new homes for both social rent and other sub-market tenures impacting on meeting local people's housing needs
Loss on sale as value of land is less than previous years	4	2	Less money upon receipt
Sites sit empty for long period of time post sale	4	2	Ongoing security required. Unattractive to residents , investors and visitors
Any new development does not comply with masterplan	2	3	May result in higher density of private sale, or lower numbers of affordable housing. Will have to be assessed by Development Management so can be mitigated.
Developer 'gives' some affordable housing to Council			
Less affordable housing than is acceptable to Council	3	2	Will still result in a sale and development of the land. Money from sale to go into Estate Renewal programme
Design deviates from masterplan	3	3	Likely, as density will change on the site. Can be mitigated through application with Development Management
Sell site on deferred purchase basis			
Long time between sale and receipt	4	1	Contractual arrangement will assure receipt
Registered Provider (RP) takes over the affordable housing, with variable states of management and maintenance	2	2	Through open communication channels, the Council could ensure that any RP that takes on affordable housing can manage the affordable housing units to a sufficient standard
Lease sites to BSF LEP			
Delay and cost with setting up BSF LEP SPV	3	2	This risk has been highlighted and is inevitable that this would take time. However, would coincide with the design and delivery of these

			sites, which would be minimum 12 months. This should provide adequate time for this SPV to be established.
Rental guarantee model- LEP requests Council to give a guarantee on all the sub-market properties	4	4	Negotiations taking place with the LEP partner to reduce the Council's exposure. Secondly any ground rents accumulated from development on site can be used to supplement any shortfall in the rental income. Thirdly the Council's Housing Management service in pricing for managing the units can allow for a contingency which again could be ring fenced towards supplementing any shortfall in income. The Council has extensive experience of rental income collection at social rent levels and of likely void levels.
HCA do not agree to the waiving of the repayment/equity arrangement as currently stated in the grant agreement dated 31/03/2009	2	4	The grant agreement currently states that the value of the original grant will be converted into an equity investment in shared ownership units. The current proposal for an affordable rent model development will not provide any shared ownership units. So this requirement would render the proposal undeliverable. The delivery of shared ownership units is unviable across the country and therefore it is unlikely that the HCA would insist on the conditions of the grant agreement being adhered to.

This will not adversely impact Corporate Risk number 14. This project significantly assists in reducing the risk level, by bringing forward the potential development and agreeing the way forward for delivery on these 2 sites producing 500 affordable homes

6.2 Contractual Issues

The BSF LEP has already been procured and within the BSF LEP there is provision for the LEP to, amongst other things, build housing. The HCA DPP has been set up, the Council has signed up and there is no cost to the Council, nor is there the requirement to go through an OJEU process, saving money and time. The HCA DPP provides a one-stop shop for development and construction works and the rates are benchmarked, assuring value for money.

6.3 Staffing Issues

A cross-departmental project team will need to be established, involving;

- Housing allocations/lettings
- Housing management
- Community and neighbourhood services
- Legal services
- Property services
- Finance
- Regeneration and economic development.
- Corporate Programme and Strategic Asset Management

This will enable an integrated approach to the delivery of the developments ensuring that the needs of the residents and wider stakeholders are fully met and all

legal finance and property issues are considered through the lifespan of the development.

6.4 Customer Impact

Consultation will be undertaken as part of the planning process for both of these sites. Consultation was widely undertaken on the Lintons Estate before its demolition and these results could be used to shape future consultation for the new KWSQ. Consultation events were also held at Thames View for the Thames View masterplan process with many local residents attending.

There has not been an Equalities Impact Assessment carried out for KWSQ. At the point of an architectural design being presented to the Cabinet, an Equalities Impact Assessment report could be carried out at that time. One group that will have specific regard paid to them are those with socio-economic difficulties. To ensure that the properties are tenanted equitably, suitable policies will need to be in place before the development commences. This will make sure that tenants who pay differing amounts of rent will be placed fairly based on income related needs. The BME group will also have differing needs for housing and these needs must be included in the policies for allocating housing.

In April 2009 an Equalities Impact Assessment was undertaken for Thames View. The main aim of this was to understand the impact of regeneration and renewal in the Thames View estate. New housing will be at the core of providing regeneration stimulus but the masterplan also identified the need for the repair and enhancement of the estate with a view to returning a lost sense of community in this once thriving estate. Equally, the masterplan consultation also raised future aspirations by the local community for more modern community facilities, youth activities, and place of worship for the Muslim community, possible leisure facilities and better shops, cafes etc for Farr Avenue.

Community facilities have been identified as being important for both sites. As both sites have been vacant for some time, new residents moving in will put extra pressure on existing resources and both sites lack access to community facilities. In the original masterplan for both sites, floorspace has been identified for community use. This report supports the inclusion of community space on both sites and that the community facilities are accessible for those groups identified as requiring the facilities as part of the EIA process.

6.5 Safeguarding Children

Design undertaken as part of any development will take into consideration needs of local communities with a focus on creation of accessible spaces that allow for freedom of movement and will benefit local community at large including children. In particular, the design and development process will explore opportunities to introduce new or improve existing play facilities in the two areas.

6.6 Health Issues

The development of these two sites will have a positive impact on residents by providing a high quality residential accommodation at both social and sub-market rents. In particular, it would have a positive impact on ill health attributed to poor

housing conditions and overcrowding due to a lack of housing in the Borough. The redevelopment of the sites will provide a safer and more secure environment where opportunities for crime are reduced and a host of public realm improvements make the area safer and more legible. General health and well being will be improved as a result of improved visual appearance of the site thereby increasing civic pride. Overall, the proposal would be expected to result in a benefit upon local well being and an improvement of quality of life.

6.7 Crime and Disorder Issues

Section 17 of the Crime and Disorder Act 1998 places a responsibility on local authorities to consider the crime and disorder implications of any proposals.

Levels of crime and disorder vary between the sites and will be taken into consideration. This can be partly addressed in the design of the built environment and a change in the fabric will be a catalyst to a better, more balanced community. Improved facilities for young people will also provide new opportunities for education, recreation and employment directing them away from crime. Specific types of violence such as domestic violence can be helped by social aspects of the development such as better access to services based in local community centres, as well as better quality housing.

6.8 Property / Asset Issues

Property Services advise that there has to be a basic caveat here that the market is currently untested and under the government's new "affordable rent model" neither scheme will be able to afford a significant amount of affordable housing. Our consultants have indicated that 20% would be an upper limit of affordable housing to be deliverable. It is accepted that EETV values are generally lower than KWSQ and that delivery of the affordable housing option is likely to be even more challenging.

However, both the LEP and HCA models offer the chance that by using private equity funding and also in the HCA model cross funding some of the affordable housing with private units it may be possible to achieve the 20% target figure. For this reason both should be explored further.

7. Options appraisal

- 7.1 The options have all been outlined and discussed in section of this report.
- 7.2 The recommendations for each option are provided in sections 4.1 – 4.6

8. Background Papers Used in the Preparation of the Report:

The Proposed Disposal of King William Street Quarter (formerly known as the Lintons): Living and Working Board, November 2010
Barking and Dagenham Local Housing Company: Executive Report, 7 May 2008.
King William Street Quarter Masterplan
Thames View Estate Masterplan

9. List of appendices:

Appendix 1: King William Street Quarter Detailed Design Brief

Appendix 2: Eastern End of Thames View Detailed Design Brief

**King William Street Quarter
Detailed Design
April 2011**

Context

This is a detailed design document for the King William Street Quarter, a vacant piece of land in Barking Town Centre, suitable for residential development. This document provides a background of the site and the recent masterplanning exercise. It details the relevant policies for any future development on the site and the minimum design requirements.

Location

King William Street is a 1.52ha site located in Barking Town Centre, to the north of the shopping precinct and adjacent to Barking station. It is a flat site with the Hapag-Lloyd building against the south-east corner. To the north of the site is the Northern Relief Road (A124).

Size

The original size of the site was 2.57ha. Throughout the masterplanning process and subsequent viability reviews, a small portion (0.56ha) on the eastern side has been developed as the Mews development. This is 31 Council houses, which will be finished in Spring 2011.

What was originally conceived as Phase 1 of the KWSQ masterplan, the Barking Business Centre, is being built on the southern edge of the site. This is a 0.37ha piece of the site. This will not incorporate the 93 apartments in a tower block as originally planned. On the plan that accompanies this detailed design, the Barking Business Centre is shown in two phases. The first phase includes the business centre and landscaping area. The second phase is not being developed currently and could be used for an extension of the business centre, or for housing.

The final piece that is not included is a 0.12ha piece in the north-western corner that may be sold to the Gurdwara Association for an expansion to their premises.

The developable area is 1.52ha.

Transport links

The site is well situated, it is adjacent to Barking Station, which has three London Underground lines and the C2C. Ten bus routes go through Barking Town Centre to different parts of London.

Surrounding uses

The surrounding land uses are transport (the Northern Relief Road and Barking Station), offices on Cambridge Road and Linton Road and the Gurdwara site also on Linton Road and Northbury Primary School to the north.

History of Site

The site was the home of The Lintons estate, a 1960s estate, comprised three blocks of 256 flats. This was demolished in 2008 after years of deterioration. To the south of the estate was an old workshop complex that manufactured waste bins, this was also demolished.

Masterplan process

A masterplan was commissioned by the Council in 2007, this was revised in 2008 and submitted for planning considering in November 2008. KWSQ was also going to be the first development for the Local Housing Company which was approved in May 2008 by the Executive. Unfortunately, the Local

Housing Company was not established and the Council with Mansell Construction have separately taken forward the development of the 31 houses at the Mews in KWSQ.

Current Activity

The 31 Council houses in the Mews development on the Eastern side of the site are currently under construction and will be ready for occupation by the summer. The Barking Business Centre started construction in January 2011.

Site Appraisal

The location of the site, adjacent to Barking Station and within close walking distance of the facilities in Barking is ideally suited to residential, or a mixed use development with residential and community facilities. As discussed further in this report, there is a need for residential development within Barking Town Centre and the size of this site will allow for a mix of houses and flatted development. The proximity to a wide range of transport options will make the development desirable for professionals who may work in other parts of London and can commute easily. Families may also take advantage of the location due to proximity to schools and shops.

The Lintons Estate has left a legacy that is common to many estates from the 1960s in England, it was viewed as an area that had been neglected, was run-down and not an attractive place to live. As a result, after the demolition, the name of the site has been changed to King William Street Quarter to create a fresh start for the place. The design and nature of the development will reflect the new start for the site as well as improve this part of Barking Town Centre.

However, there are still some hurdles to exceptional design. The location of the Northern Relief Road, immediately adjacent to the northern side of the site creates a physical barrier as well as reducing the aesthetics for dwellings located in this area. Clever design will eliminate these problems and by improving the pedestrian subway beneath the Northern Relief Road, residents can move around through the site a lot easier.

Development Issues

Since the masterplan was released, the size of the site has reduced from 2.57 to 1.52 hectares. The Barking Business Centre has not used more land than originally planned, but does not have the 93 residential units in a tower on the top as previously designed.

The viability of tall buildings has significantly diminished in recent times, as it is difficult for developers to sell flatted developments. However, a strong case will be needed to be presented as to why no tall buildings are provided for on this site, as the development of a tall building may be viable in the future, and through phased development, may suit a development plan as the final stage of build.

The location of the site, the proximity to the Town Centre and the size make it very attractive to a high density development and this should be kept in consideration with any development design.

The development directly to the west of the site was uncertain for the duration of the masterplanning process. This development has since commenced and it will have daylight and sunlight issues for the planned houses in the area marked C2 on the plan. Future design will have to take this into account and flats may be more suitable for this location.

Relevant Policies

London Plan:

The London Plan is a strategic plan that provides goals for London in different areas such as housing, accessibility, economic growth, health and sustainability. It requires that the Borough provide 1,190 new homes each year between 2008 – 2017.

Barking Town Centre Area Action Plan:

- Objective 3 – Housing. 6,000 new homes in BTC by 2025
- Policy BTC14 – Estate Regeneration. Council will avoid a net loss and seek a net gain of social housing in the KWSQ regeneration site.
- Policy BTC16 – Urban Design. All new developments to be of high standard that reflect the principles of good architecture and urban design to improve physical environment
- Policy BTC17 – Tall Buildings. KWSQ site identified as suitable for tall buildings
- Policy BTC20 – Parks, Open Spaces, Play Areas and Tree Planting. Provide a communal open space and children’s play area within the KWSQ
- BTCSSA4: The King William Street Quarter:
 - A scheme providing these uses will be encouraged and permitted provided that it:
 - Ensures no overall loss of affordable housing.
 - Incorporates a community facility, a corner shop and some communal open space and children’s play areas.
 - Recreates the traditional street pattern and better connects the site to the surrounding area.
 - Improves the pedestrian subway under the Northern Relief Road
 - Provides some tall buildings.
 - Incorporates a Home Zone.
 - Provides reduced levels of car parking for housing and no parking for the Business Centre.
 - Ensures a high quality public realm through high quality amenity space and use of the Barking Code for landscaped areas.
 - Incorporates sustainable urban drainage techniques to minimise surface water run off and improve water quality.

Barking Town Centre Urban Design Guidance:

- Identified as Character Area F4
- Identified as an area where particularly tall buildings of 15+ storeys would be appropriate
- Any tall building to be considered within the ‘Barking Group’ of tall buildings, not to be iconic, but to reflect the general design principles of other tall buildings.
- Design requirements are the same as the Barking Town Centre AAP and also provides further points:
 - Designed to link into Barking Station and High Street Network
 - Make sure development presents an attractive frontage to the Northern Relief Road
 - Carefully design service entrances and make active frontages at the back and between buildings as well as the front where possible
 - New buildings should relate to and enhance the architectural character of new and existing buildings close to the station by way of simple façade treatments and unfussy detailing

Detailed Design Parameters

Density Range and Number of Units

The desired density levels of the site are 183units/ha. The original masterplan envisaged approximately 470 residential units on this site. Due to a reduction in developable land and changes in the market that have rendered tall buildings currently undesirable, the predicted number of units is significantly less.

The following table details the units that have been removed from the original masterplan:

Location	Site size	Tenure	Number of units
Barking Business Centre	0.37ha	N/A	0
Mews Development	0.56ha	3 / 4 bed homes	31 (completed)
Land possibly to be sold to Gurdwara	0.12ha	2 and 3 bed flats	50 (approximately)
Remaining land	1.52ha	1 and 2 bed flats, 3 and 4 bed houses	250 (approximately)
Total	2.57ha		281 (331)

Tenure Mix

A recommended mix for the remainder of the development as proposed by the original masterplan is:

Size of unit	Percentage of total
1 bed flat	31%
2 bed flat	31%
3 bed house	24%
4 bed house	14%

Parking and car clubs

The number of car parking spaces will have to reflect current Council Policy and the London Plan.

Unit type	London Plan Maximum Car Parking Spaces	Indicative Maximum Number of Spaces
1 – 2 bed unit	Less than 1	100
3 bed unit	1	80
4 bed unit	1.5	70
Total		250

However, because the site is located within 300 metres of Barking Station, a car free development could be considered. This gives the developer a wide remit for car parking provision, please note the Council would support as few car parks as possible.

The masterplan identified 4 spaces for car club parking, this is a suitable number for the reduced size of the development, therefore this should be provided.

Disabled parking should be provided at 10% of the car parking provided. For example, if 100 car parking spaces are provided, 10 of these must be for disabled users.

Cycle parking provision should follow the rule of thumb of the more the better. The TfL guidance recommends 1 per flatted unit and 2 per 3+ unit. This would give a figure of 500 for this 331 unit development. As the development is located in the heart of Barking Town Centre, this is considered to be very suitable for high numbers of cycle parking.

The road layout cannot be altered from the masterplan as it allows for a Homezone layout while also providing for emergency service access and cycle links.

Public realm/design

The general principles for open space must be adhered to:

- Aim for the London SPG target provision of 10m² of playable space for every child within a reasonable walking distance of home
- Acceptable walking distances within individual homes: Age 0-5, 100m walk, Age 5-11, 400m walk and Age 11+, 800m walk.
- Partially rely on off-site provision for facilities suited to more boisterous types of play for the 5-11 and 11+ age groups (open kick-about areas, MUGAs, ball games, wheeled sports etc) within acceptable walking distance
- Communal playable space will be provided within courtyard blocks where possible
- Public playable space for 0-4 age and 5-11 age group will be provided within public realm where appropriate.

One of the key features for the development should be a 'play on the way' link for children to walk through the site between their house and off-site play provision with small pieces of play and educational equipment.

Roads

Roads are to be designed in the layout of the masterplan from 2009. This layout is to be kept as the roads are a homezone design and provide for safe ingress and egress while also providing room for pedestrians and areas of informal play.

Daylight/Sunlight

A daylight/sunlight assessment will be required for any new development scheme, double aspect flatted developments should be designed where possible. The masterplan showed 3 and 4 bedroom houses on the western side of the development, adjacent to a new apartment building that is currently being built on North Street. Due to this development at Kings Reach coming forward, there may be daylight and sunlight issues for new units along this boundary and the design will have to take this into accordance.

Noise

The proximity of the site, adjacent to the rail lines and the Northern Relief Road will provide some challenges to design out any noise issues. Clever design and residential units sympathetic to the surrounding area should provide for a reasonable level of residential amenity.

Sustainability

The homes will be built to Lifetime Homes Standards, with a minimum 10% of all units being wheelchair accessible.

Homes will be required to meet a minimum of Code for Sustainable Homes Level 4, with a focus on passive design, low energy and water use and natural light.

Accessibility

There has not been an Equalities Impact Assessment carried out on KWSQ since the demolition of the Lintons. To ensure that the site is accessible to all and the correct community facilities are provided for the BME population, an Equalities Impact Assessment will be carried out before the detailed design brief is complete.

Aim of development

To provide an exemplar residential quarter within Barking Town Centre, focusing on the benefits of the location and size of the site, while designing around neighbouring transport uses. An area that feels like a neighbourhood, with homezones and play areas for children, allowing interesting walking and cycling routes through the site and with the potential for a mix of density and tenure.

**Eastern End Thames View
Detailed Design
April 2011****Context**

This is a detailed design document for the Eastern End of Thames View, a vacant quarter at the end of Thames View Estate, Barking. This document provides a background of the site and the masterplan which was finished in 2009. It details the relevant policies for any future development on the site and the minimum design requirements.

Location

The Eastern End of Thames View is a vacant piece of land at one end of Thames View. It is bordered on the east by Abridge Way and Renwick Road. Bastable Avenue cuts through the lower portion of the site, running west to east. The A13 runs to the north of the site, and immediately adjacent to the northern boundary is the rail line that links London with the East and Kent. The site is flat and currently fenced off.

Size

The original size in the masterplan was 5ha. This included a strip of land along the southern edge that is proposed to be developed into two rows of houses (11 and 12 in each row). After consultation with the existing residents of Thames View, this part of the development is not deemed to be viable, so is removed from the Eastern End of Thames View.

The remaining, developable area of the Eastern End is 4.25ha. This includes the entire strip of land adjacent to Renwick Road and a small block in the northern corner on Wivenhoe/Crouch Avenue for housing.

Transport links

The site, while being close to the railway and A13 has the feeling that it is not very well linked with Barking or surrounding areas due to the physical barrier of the A13. However, there are two frequent buses that run through the site, EL1 and EL2, these take passengers to Barking Town Centre and Dagenham Dock. The closest station is Upney on the District Line, but, by using the EL1/EL2 bus, it is easier for passengers to get to Barking station. Bastable Avenue is the only road onto and off the Estate, creating a gateway to the site and a central point for transport.

Surrounding uses

The surrounding uses to the west, east and south are residential. To the north is the rail line and further north of that is industrial uses and the A13. To the south west of the Thames View Estate is the Creekmouth Industrial area which brings a high number of HGVs to the area. In the southern part of the region is Barking Riverside, this is a brownfield development that is planned to deliver 10,800 new homes along with community centres, education facilities, increased transport links and public open space. Stage 1 of Barking Riverside commenced in September 2010 and by September 2011 the first primary school will be open along with approximately 150 residential units ready for occupation.

History of Site

This part of Thames View was the site of four high-rise flatted blocks. Built in the 1960s, Thames View estate is predominately terraced housing with some instances of higher density. The blocks at the Eastern End had become dilapidated and were in need of considerable upgrading. A decision was made to undertake a regeneration project across the whole estate. A masterplan was drawn up

throughout 2008 and suggested that on 6 garage sites the garages were demolished and new houses built. This was taken up by the Council and currently 31 new Council homes are being built across the Estate. This is some of the first development on the Estate since it was built in the 1960s. The four tower blocks and some surrounding houses at the Eastern End were demolished in 2009 and the site has remained vacant since that time.

Masterplan process

A masterplan was commissioned by the Council in August 2008 and this was undertaken by Patel Taylor Architects. The masterplan process was completed in June 2009 and in August 2009 Patel Taylor worked up the detailed designs for the 6 garage sites and an outline design for the Eastern End for planning approval. The 6 garage sites were given planning approval in March 2010 and will be complete in Summer 2011. A Hybrid application was not submitted for the Eastern End. The outline design was put to the GLA in March 2010 and they gave their initial support. No further action has been taken since this time.

Current Activity

There is no activity at the Eastern End of Thames View presently. The site is boarded off, but there are ongoing problems with fly-tipping and travellers.

Site Appraisal

Location and accessibility

The location of the site has some accessibility issues, as it is located south of the A13 which provides a large physical barrier to the area. Currently Renwick Road rail bridge is in need of repair and is limited to one lane only and no HGV access. This bridge is due to be repaired by the end of 2011. Large vehicles have to access the site from River Road via Thames Road, or from Choats Road which also has vehicle restrictions.

For residents, the area is well serviced by the EL1 and EL2 buses, which take people straight to Barking Town Centre or Dagenham Dock Station, both of which provide good transport links to other parts of London. The site is approximately a ten minute walk from Farr Avenue shops, the local shopping centre in Thames View. Once the Barking Riverside development is progressing and the Rivergate Centre is complete, the residents will be within a ten – fifteen minute walk to the new local centre which will have a new primary school, community facilities and a café. In the future a small store will also be located in this centre.

The location of the site means that is best suited for residential development. The masterplan also recommended a small retail or community use on the Bastable Avenue frontage, this is encouraged, as it will help to provide a focal point for the development as well as improve the entrance into Thames View estate. If the use is a small shop, this will also help to serve the community at Great Fleete who currently do not have any shopping facilities of their own.

The size of the site is large for a vacant piece of land within the Borough and provides scope for a mix of terraced housing and higher density flats and maisonettes. At 4.25ha there is also the ability for areas of private and semi-private open space. The area will also allow for generous provisions of carparking, should this be deemed necessary.

The nearby Barking Riverside development will improve the access and the amenities for this site. The first stage of Barking Riverside includes the Rivergate Centre as mentioned above as well as housing and open space and leisure facilities for the public to use. As the development progresses, a District Centre with a secondary school, special school, library, leisure centre and superstore will be

built. This is on the opposite side of Renwick Road from the site and will be accessed by a five minute walk.

Development Issues

The site is flat and being at the end of Thames View Estate, it can be developed at a higher density than the rest of the estate to make the best use of the size of the site, the proximity to bus links and to act as a gateway into the site. The development will also be viewed by those travelling down Renwick Road towards Barking Riverside, so it is important that it showcases the best in design for the Borough.

The outline design for the masterplan showed four buildings of a maximum of 7 storeys, with the highest points being along the gateway of Bastable Avenue and at the northern corner. This is not considered to be out of scale with the surrounding estate and helps to reflect the history of the site.

Relevant Policies

London Plan:

The London Plan is a strategic plan that provides goals for London in different areas such as housing, accessibility, economic growth, health and sustainability. It requires that the Borough provide 1,190 new homes each year between 2008 – 2017.

Site Specific Allocations Document:

- Site SSA SM13: Thames View Regeneration Sites
- Identified the Eastern End of Thames View as a site for comprehensive redevelopment replacing existing uses including housing, community and open spaces.
- Retail uses to front Bastable Avenue
- Deliver maximum reasonable amount of affordable housing ensuring no net loss of existing affordable housing
- Proposals must be in line with the approved masterplan
- Pedestrian and cycle routes to be designed to facilitate ease of and safe movement throughout the site.
- Improve relationship of estate with surrounding area by improving access and visibility arrangements to Bastable Avenue from Renwick Road and from River Road.
- Proposed development scheme at the eastern end should complement the proposed junction improvements to the A13 and the upgrade of the rail crossing

Urban Design Framework:

- This document encourages design led regeneration and sets the context for things to happen
- Relevant Objectives:
 - Objective O1: Design and Maximising the Potential of the Site
 - Objective O2: Promoting Ease of Movement /Accessibility and Connectivity
 - Objective O6: Making Places Safe for Occupants and Passers-by
 - Objective O7: Respecting Local Context, Built Heritage, Urban and Landscape Character
 - Objective O9: Creating Attractive, Exciting and Inspiring Environments
 - Objective O11: Flood Risk Management and Water Quality, Minimising Water Consumption and Promoting Sustainable Urban Drainage (SUDS)
 - Section 5.8: The Character of the Southern Area of the Borough
 - Design Guidance CAS 1, CAS2, CAS5, CAS6, CAS9,

Detailed Design Parameters

Density Range

During the previous masterplanning exercise, a range of densities were considered. The highest density range of 103 units/ha is considered unviable. The desired density levels of the site is the medium level of 68 units/ha, which equates to approximately 300 units across the 4.25ha site.

Tenure Mix

20% at 50% Of Market Rent

30% at 65% of Market Rent

50% at 80% of Market Rent

Eastern End Blocks and Wivenhoe:

Unit type	Number	Percentage
1b 2p flat	75	26%
2b 3p flat	40	14%
2b 4p flat	58	20%
3b 5p houses/duplex	66 + 3 (Wivenhoe)	24%
4b 6p house	33 + 14 (Wivenhoe)	16%
Total	289	100%

The tenure split for the four blocks and Wivenhoe is suggested as below:

1 bed 2 person flat: 26%

2 bed 3 person flat: 14%

2 bed 3 person flat: 20%

3 bed 5 person house/duplex: 24%

4 bed 6 person house: 16%

Total number of units at EETV: 289

Parking and car clubs

The number of car parking spaces will have to reflect current Council Policy and the London Plan.

Unit type	Number of Unit	London Plan Maximum Car Parking Spaces	Maximum Number of Spaces
1 – 2 bed unit	173	Less than 1	86
3 bed unit	69	1	69
4 bed unit	47	1.5	70
Total			225

The site is located near to a frequent bus service, but it has a low PTAL level, and so some car parking will be acceptable. Underground, or under podium car parking will be desirable, as the area not used for development should be left for public open space where possible.

Disabled parking should be provided at 10% of the car parking provided. For example, if 100 car parking spaces are provided, 10 of these must be for disabled users.

Cycle parking provision should follow the rule of thumb of the more the better. The TfL guidance recommends 1 per flatted unit and 2 per 3+ unit. This would give a figure of 405 for this 289 unit development.

As the development site is within close proximity to Barking Riverside, a sharing scheme with the Barking Riverside car club could be established, with some spaces on the Eastern End of Thames View.

Home zone road layouts are preferable, to reduce the instances of rat-running from parts of the estate to Bastable Avenue. No new roads onto Renwick Road have been designed as part of the masterplan, this is due to safety issues with Renwick Road being a busy road.

Public realm/design

The general principles for open space must be adhered to:

- Aim for the London SPG target provision of 10m² of playable space for every child within a reasonable walking distance of home
- Acceptable walking distances within individual homes: Age 0-5, 100m walk, Age 5-11, 400m walk and Age 11+, 800m walk.
- Partially rely on off-site provision for facilities suited to more boisterous types of play for the 5-11 and 11+ age groups (open kick-about areas, MUGAs, ball games, wheeled sports etc) within acceptable walking distance
- Communal playable space will be provided within courtyard blocks where possible
- Public playable space for 0-4 age and 5-11 age group will be provided within public realm where appropriate.

There is a fair amount of open space on Thames View Estate, but most of this is under-utilised by residents. Sufficient open space is required for all new residents to the area.

Roads

Roads are to be constructed to adoptable standards for the Council. They must allow safe ingress and egress for emergency vehicles. No new road links to Renwick Road are proposed due to the safety constraints that a new intersection would create.

Daylight/Sunlight

A daylight/sunlight assessment will be required for any new development scheme, double aspect flatted developments should be designed where possible.

Flood Risk

The site is within Flood Zone 3a, so the development should be designed so that less vulnerable areas such as kitchens, living/dining rooms and garages are at the ground level. For a higher density development that will be proposed at the Eastern End of Thames View, the garage level should be on the ground level.

Noise

Due to the proximity to the rail line and the A13, parts of the Eastern End of Thames View may have higher than acceptable ambient noise levels. Any new design will have to be designed to ensure that the noise levels for the residential units are acceptable.

Ecology

Phase 1 Ecology surveys were undertaken as part of the masterplanning process. These must be referenced in any new design.

Accessibility

The location of the Eastern End of Thames View, while being within walking distance of a good bus link, is not highly accessible. There may be issues for those with disabilities and the BME population. The community facility requirements for the BME population must also be assessed in the design stages of this development. If a community facility is provided, it must meet the needs of the residents while being in a highly accessible location. An updated Equalities Impact Assessment will be carried before the detailed design brief is complete.

Aim of development

Design for the Eastern End of Thames View has to reflect the residential history of the site and the surrounding residential estate, while also embracing modern design techniques and styles to be compatible with the new development at Barking Riverside. The site does not have many constraints and is a large site that will allow for a high number of units at a medium density. This site presents an opportunity to revive an ageing estate while providing high quality residential units for the Boroughs residents.

CABINET**10 MAY 2011****REPORT OF THE CABINET MEMBER FOR REGENERATION**

Title: Draft Barking Station Masterplan Supplementary Planning Document	For Decision
<p>Summary:</p> <p>The Council's Core Strategy, which was approved by Cabinet on 8 June 2010 and adopted by Assembly on 21 July 2010, sets the vision for the future planning of the Borough up to 2025 and the necessary planning policies to deliver this. The Core Strategy identifies Barking Town Centre as a Key Regeneration Area. The Barking Town Centre Area Action Plan (the Action Plan), which was approved by Cabinet on 25 January 2011 and adopted by the Council on 23 February 2011, sets out specific policies and site allocations to capture the regeneration opportunities in Barking town centre whilst ensuring its assets are preserved and enhanced. Site allocation BTCSSA3 of the Action Plan covers the Barking Station area and establishes the quantum of development, the preferred uses and the general design requirements including the principle of tall buildings for this site. It emphasises the importance of Barking Station as the major gateway into the town centre which provides the first impression of Barking for many people. However, the Action Plan identifies that the area is in need of regeneration so it provides a fitting arrival point to the borough and contributes to the retail and commercial regeneration of the town centre. It is the purpose of the Barking Station Masterplan (the Masterplan) to provide more detail on how this will be achieved within the parameters set by the Action Plan.</p> <p>The Masterplan specifically sets out the need to improve the grade II listed station, the surrounding public realm and the future of the 13 development sites which surround the station. It details how these proposed development sites should connect to their surroundings by all modes of transport including walking, cycling and public transport. The location of the site allocations are set out in Appendix 1 to this document. The Masterplan is appended as Appendix 2.</p> <p>The regeneration of Barking Central has set a benchmark for the wider town centre in terms of quality of design and provision of quality public realm. It is the role of the Masterplan to extend and build on this vision.</p> <p>Wards Affected: Abbey</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to agree:</p> <p>(i) The Draft Barking Station Masterplan Supplementary Planning Document for consultation and as a material consideration for Development Management.</p>	
<p>Reason(s)</p> <p>To help deliver the Community Plan priorities for Barking Town Centre.</p>	

Comments of the Chief Financial Officer

This report asks Members to agree to the commencement of the consultation process on the draft Barking Station Masterplan Supplementary Planning Document. This document supplements and provides more detail on the Barking Town Centre Area Action Plan, which was adopted by the Council in February. This provides a clear strategy for developers as to what the Council is expecting in terms of development around Barking Station. The document also provides detailed proposals / stipulations for regeneration on exact locations in the area surrounding Barking Station.

The Council is currently running two major capital schemes in this area, which link in with the proposals and ideals set out in the Masterplan document: improvements to Barking Station and improvements to Barking Station forecourt..

In terms of the direct revenue implications of adopting the Masterplan, this will be funded via the London Thames Gateway Development Corporation who have committed funding to the Authority of up to £51,000. This comprises of £35,910 (in two stages of £12,345 and £23,565) payable to offset existing staff costs in managing the process and producing the document, with up to a further £15,090 to reimburse the Authority in respect of consultancy work. This funding is deemed sufficient.

Comments of the Solicitor to the Council

The Legal Partners have been consulted in the preparation of this report. The legal provisions and implications are set out more fully in section 4 of this report.

Cabinet Member: Cllr McCarthy	Portfolio: Cabinet Member for Regeneration	Contact Details: Tel: 020 8724 8013 E-mail: Mick.McCarthy@barking- dagenham.gov.uk
Head of Service: Jeremy Grint	Title: Divisional Director of Regeneration	Contact Details: Tel: 020 8227 2443 E-mail: jeremy.grint@lbbd.gov.uk

1. Background

- 1.1 The Masterplan has been produced in consultation with the LTGDC, the Mayor of London and the Greater London Authority (GLA) family members including Transport for London (TfL) and Design for London (DfL) and a number of other key stakeholders including Network Rail, C2C and the Homes and Communities Agency (HCA).
- 1.2 The proposals in the Masterplan are the result of a comprehensive evidence base and an options analysis. This includes:
 - Heritage Impact Analysis
 - Pedestrian Modelling Report
 - Structural Constraints Review
 - Local Property Market Review
 - Sustainability Appraisal

- Options Analysis

1.3 In 2010 a report produced by Savills looked at three regeneration scenarios for the Barking Station Masterplan area; minimal growth, cautious growth and aspirational growth. By reviewing the current state of the market and comparing against the pre-recession conditions in 2004, Savills were asked to project scenarios for how the market might emerge from a recession, thus guiding the refinement of the options by the design team at Atkins. The analysis took into account varying market conditions, and looked at office, retail, residential and leisure use across the Masterplan area. The proposals in the Masterplan are largely based on the cautious growth scenario.

The Barking Station Masterplan

- 1.4 The proposed Masterplan provides more detail on the implementation of Site Specific Allocation 3 “Barking Station” of the Action Plan, which was adopted by the Council on 23 February 2011. Therefore the Masterplan covers an area stretching from Linton Road to the Longbridge Roundabout centred on Barking Station.
- 1.5 As a Supplementary Planning Document (SPD), the Masterplan does not have the same status as the Action Plan but, once adopted, it will be an important material consideration in the determination of planning applications.

Content of the Barking Station Masterplan Supplementary Planning Document

- 1.6 Barking Station currently has a very poor image within the town centre and suffers from over capacity and underinvestment. This is clearly set out in Site Specific Allocation BTCSSA3 to the Action Plan. The area around the station is an incoherent and chaotic mix of uses and buildings and offers no clue as to the status of the town centre or the quality of the more recent redevelopments such as Barking Town Square which have taken place elsewhere in the town centre. The Masterplan aims to transform the experience of those using the area and ensure a quality of public realm and development is achieved which befits the area’s status as the gateway to Barking and Dagenham.
- 1.7 Key aspects of the Masterplan include:
- Setting out detailed proposals for the substantial regeneration of the Barking Station area which is many people’s first impression of the borough. It aims to radically improve Barking Station and the interchange with other services, increase the extent of public area and make sure this continues the high quality treatment recently introduced elsewhere in the town centre; for example Barking Central. Indeed one of the main challenges will be to ensure that the Masterplan in its own way repeats and builds on the success of the Barking Central development. In this sense the quality of development is paramount and will help increase the profile of Barking and its attractiveness to investors.
 - Emphasising the status of this area as the main arrival point into Barking Town Centre. The Masterplan identifies three locations within the area as being suitable for tall buildings. These are at the northern end of the Cambridge Road (see site BS9), at the Wakering Road Hotel site which

already has planning permission (see site BS5) and the north west corner of the Wigham House site (see site BS7). This is consistent with the Action Plan which clarifies that suitable locations for tall buildings around Barking Station will need to conserve or enhance the setting of the grade II listed Barking Station and grade II listed Baptist Tabernacle and that tall buildings are not acceptable on or immediately adjacent to the station concourse.

- Identifying the corner site at the former bandstand area as being suitable for comprehensive redevelopment to provide a large non-food retail store ideally a department store see site BS10.
- Allocating site BS12 on Cambridge Road which is currently used as parking for market stall holders for future residential and office development. Loss of this parking provision for market traders would have a major impact on the market. As set out in the Masterplan, any proposal would therefore need to ensure suitable alternative parking is made available.
- Creation of a new public space, Leisure Square, located off Cambridge Road in front of Crown House. This will be a desirable space for existing and new residents at Cambridge Road and for office workers in the surrounding area. This is a long term aspiration which will depend on the land owner and other elements of the Masterplan coming forward.

The individual elements to the Barking Station Masterplan are set out in detail below. Appendix 1 to this report provides a map showing the exact locations of these sites.

BS1 Barking Station Renovation

- 1.8 Barking Station is in need of substantial improvement, as recognised in the Better Rail Stations report published by the Government in 2010. Unfortunately, the funds that were earmarked are no longer available. However, the role of the Masterplan is to identify the necessary improvements as the basis for discussions with Network Rail, C2C and Transport for London. These proposals which are the result of extensive research by Atkins involve sensitively renovating the interior of the grade II listed station to create an uncluttered and efficient main ticket hall with wider entrances. At the same time retail and office space will be improved by extending the deck. The number of ticket barriers would be increased to twelve to accommodate future growth with additional space for oyster card machines. Lifts will be provided to all platforms which will have new canopies.

BS2 Barking Station Forecourt Improvements

- 1.9 The Council has secured £480,000 from Transport for London to improve the station forecourt. This involves doubling the amount of public open space in front of the station by removing the bus lay by and relocating the bus stops further down Station Parade, reducing the taxi rank to two spaces outside the front of the station with the remainder relocated to Wakering Road. It also includes de-cluttering the forecourt areas by removing unnecessary signage, lighting and bus shelters and replacing them with a high quality new pavement, new street furniture, lighting and cycling parking.

BS3 Station Parade (the parade opposite Barking Station)

- 1.10 This proposal is a longer term aspiration which depends on the willingness of the landowner to bring forward the redevelopment. This proposal involves redeveloping the existing parade with larger shop units with offices above to create a higher quality frontage opposite the station and a residential terrace along Salisbury Avenue.

BS4 Trocoll House (the building to the right of the station) and BS8 Roding House (the building to the left of the station)

- 1.11 This is a longer term aspiration which depends on the willingness of the landowners to bring forward the redevelopment. The aim here is to improve the retail offer either side of the station by redeveloping Trocoll House and Roding House as high quality office buildings which complement the station with retail at ground floor level. The Masterplan also entertains proposals to refurbish and retain the existing blocks especially where original features can be retained.

BS5 Wakering Road (The site behind Trocoll House)

- 1.12 The proposal here is to realise a high quality hotel scheme in a landmark building which amplifies the station as the gateway to the town centre.

BS6 Wigham House Site A (in front of the Foyer) BS7 Wigham House Site B (in front of the Foyer)

- 1.13 This proposal involves a mixed use office and residential development as part of a longer term phase of regeneration to replace the existing outdated buildings which visually add very little to the area. This allocation includes a tall building element to the north west of the site.

BS9 Cambridge Road

- 1.14 The site has the potential for new apartments with commercial uses at ground floor level. The Council is currently reviewing proposals put forwarded by the landowner for this scheme. The site is considered appropriate for a tall building.

BS10 Anchor Retail Store

- 1.15 This is the proposed site for an anchor retail store(s) which would meet the identified need for future retail "comparison" floorspace in the town centre. The development would need to incorporate the existing buildings of historic interest unless a comprehensive scheme of exceptional architectural merit was proposed.

BS11 Crown House

- 1.16 This proposal involves providing a podium to enable commercial uses at ground floor level fronting Linton Road, with refurbishment of the existing offices. Part of the car parking would be transformed into a new square to compliment the proposals for BS10.

BS12 Linton Road Car Park

- 1.17 This proposal involves reinstating the historic street alignment of Cambridge Road by providing a new residential and small office development. Any proposal would need to ensure suitable alternative parking was made available for market traders.

BS13 Leisure Square

Creation of a new public space, Leisure Square, located off Cambridge Road in front of Crown House. This will be a desirable space for existing and new residents at Cambridge Road and for office workers in the surrounding area. This is a long term aspiration which will depend on the land owner and other elements of the Masterplan coming forward.

The Movement Strategy

- 1.18 Integral to the success of the Masterplan is improving the means by which people and goods move through the Station Masterplan area; whether by foot, cycle, public transport, van, lorry or car. The ease by which people can make connections to Barking Station and the type of environment created in the surrounds will very much depend on transport layout, the pedestrian environment and use of the public realm to ease conflicts.

2. Proposal

- 2.1 The Cabinet is being asked to support the approval of the Draft Barking Station Masterplan SPD for consultation.
- 2.2 Consultation with statutory consultees, identified in accordance with the Government's Planning Policy Statement 12, will be undertaken for a period of 6 weeks and the remainder of the local consultation will be undertaken inline with the Council's Statement of Community Involvement. Officers will address the comments received and bring a final copy of the Masterplan to the Cabinet for approval later in the year and subsequent adoption by Assembly.

3. Financial Issues

- 3.1 Up to December 2010 the cost of undertaking preparatory work for the Masterplan has been funded by the London Thames Gateway Development Corporation (LTGDC). Council officers have since been tasked with preparing the Masterplan undertaking public consultation and bringing the document through to adoption. The LTGDC have committed grant funding totalling £51,000 (including £15,000 for consultancy work only) to the Council for the purpose of producing the Masterplan, undertaking consultation and progressing to formal adoption.
- 3.2 The proposals put forward in the Masterplan have been informed by a report produced by Savills in 2010 which reviewed development scenarios based on differing market conditions; minimal growth, cautious growth and aspirational growth. The proposal put forward is considered the most viable and is based on a cautious growth scenario. The Masterplan provides a clear strategy to prospective investors in the Barking Station area with respect to development opportunities.

3.3 The two major capital schemes covered by the Masterplan are:

- Improvements to Barking Station
- Improvements to Barking Station Forecourt

Improvements to Barking Station

Currently no funding has been confirmed for improvements to Barking Station. However, the proposals in the Masterplan will be used as the basis for lobbying the relevant stakeholders including, Department for Transport, Network Rail, Transport for London and National Express and future operators of the C2C service.

Improvements to Barking Station Forecourt

Transport for London have confirmed £480,000 funding for 2011/12 through the Local Implementation Plan for the Barking Station Forecourt improvements. This together with other external funding will enable this proposal to proceed shortly.

4. Legal Issues

- 4.1 The Local Development Framework regime was introduced by the Planning and Compulsory Purchase Act 2004. It replaces the Unitary Development Plan. The process is set out in secondary legislation namely the Town and Country Planning (Local Development) (England) Regulations 2004. The Regulations were amended in June 2008 by the Town and Country Planning (Local Development) (England) (amendment) Regulations 2008.
- 4.2 The proposed policy is a Supplementary Planning Document and is subject to defined consultation procedures requiring publishing on the Council's website; advertising notice of the proposal and availability for inspection at the Council's offices.
- 4.3 As part of the consultation procedure the Masterplan should be sent to each of the specified consultation bodies to the extent that the local planning authority thinks that it affects the body and such that other bodies as the Council considers appropriate.
- 4.4 The consultation period must not be longer than 6 weeks or shorter than 4 weeks. If representations are received they must be considered prior to formal adoption.

5. Other Implications

- 5.1 Further implications of approving the Masterplan for consultation are set out below.

Risk Management

Risk	Probability	Impact	Priority	Action
Failure to meet legal requirements.	Low	High	High	Relevant Act and Regulations will be followed in preparing and adopting the Masterplan.
Policy not applied successfully	Low	High	High	Development Management staff will be fully briefed.

Failure to integrate fully with other Council policies and strategies	Low	High	High	The Masterplan has been produced in consultation with the LTGDC, Council, the Mayor of London and Greater London Authority (GLA) family members including Transport for London (TfL) and Design for London (DfL) and a number of other key stakeholders including Network Rail, C2C and the Homes and Communities Agency (HCA).
Guidance is not upheld at appeal	Low	High	High	This Masterplan provides more detailed guidance on the implementation of the Action Plan which was adopted by the Council on 23 February.
Policy is challenged by developers.	Low	High	High	Other local authorities have issued similar guidance. The Masterplan does not impose any new requirements but instead provides guidance to developers on how to comply with the policies in the Action Plan.

Contractual Issues

- 5.2 The Council are currently contracted to the LTGDC to prepare the Masterplan. The LTGDC will cover the Council's costs provided agreed milestones are met. This report meets the first agreed milestone.

Staffing Issues

- 5.3 The adoption of the Masterplan will incur no additional burden to Council staff. Indeed, the Plan will be a key tool in assisting Development Management Officers when considering planning applications in the town centre.

Customer Impact

- 5.4 An initial Equalities Impact Assessment has been completed for the Masterplan. Overall the Masterplan will have positive impacts on target groups in the town centre area. The equalities impacts of the Masterplan can be summarised as follows:

- Improved public realm and improved pedestrian movement around Barking Station
- Enhanced accessibility of Barking Station
- Creation of new public realm spaces
- Easier to alight from buses

- Increase and drastically enhance the amenity space and public realm for the existing and proposed residential schemes along Cambridge Road with space for a potential play area

5.5 Subject to approval by Cabinet on 10 May 2011, a six week public consultation will take place on the Masterplan. Information about the Masterplan will be distributed to a very wide range of people and groups, using the Council's News magazine, the LBBB website, mailing to local groups and those on the Local Development Framework database. Consultation events will also be specifically targeted at equalities groups that have been identified as potentially being affected in the Equalities Impact Assessment.

5.6 The Equalities Impact Assessment will be updated in light of the consultation that takes place. The final Equalities Impact Assessment will be made available following the consultation and will be appended to a Cabinet Report later in the year which will seek adoption of the Masterplan.

Safeguarding Children

5.7 Improvements to the public realm outside of Barking Station and enhancement of the surrounding area will provide a better pedestrian environment for children, especially benefitting those who attend the Northbury Primary School.

Health Issues

5.8 The identification of land use requirements for health facilities, up to the year 2025, has emerged through close working with NHS Barking and Dagenham and with regard to the Barking and Dagenham Joint Strategic Needs Assessment. There are no allocations for new health facilities in the Masterplan area.

Crime and Disorder Issues

5.9 Section 17 of the Crime and Disorder Act 1998 places a responsibility on councils to consider the crime and disorder implications of any proposals. The Barking Station area is a hotspot for crime and the proposals contained in the Masterplan will help make the area safer by increasing natural surveillance, removing problem uses, increasing the amount of public realm particularly in front of Barking Station and therefore reducing overcrowding. All development proposals in the Barking Station area will need to comply with Policy BC7: Crime Prevention in the Borough Wide Development Policies Development Plan Document (reported to Cabinet on 15 March 2011).

Property / Asset Issues

5.10 All development proposals will need to be in line with both the Action Plan and the Masterplan. Therefore the Masterplan will have an impact on future use of the Council's Property and Assets where the need for planning permission is involved. In general the Action Plan, the Core Strategy and the Masterplan set higher standards for new developments compared to the previous Unitary Development Plan (1995). This will therefore impact on the cost of new development.

BS12 Linton Road Carpark would generate a capital receipt for this underused asset.

6. Options appraisal

6.1 The Masterplan is the product of an options analysis and three regeneration scenarios. The Preferred Option incorporates elements from the three original options and takes forward the cautious growth regeneration scenario. Officers consider in the current economic climate the cautious growth scenario is the most appropriate.

6.3 The Council could choose not to adopt the Masterplan. However, the Masterplan aims to transform the experience of those using the area and ensure a quality of public realm and development is achieved which befits the area's status as the gateway to Barking and Dagenham. Not producing the Masterplan would represent a missed opportunity and deny those who live and work in the borough the opportunity to benefit from these essential improvements.

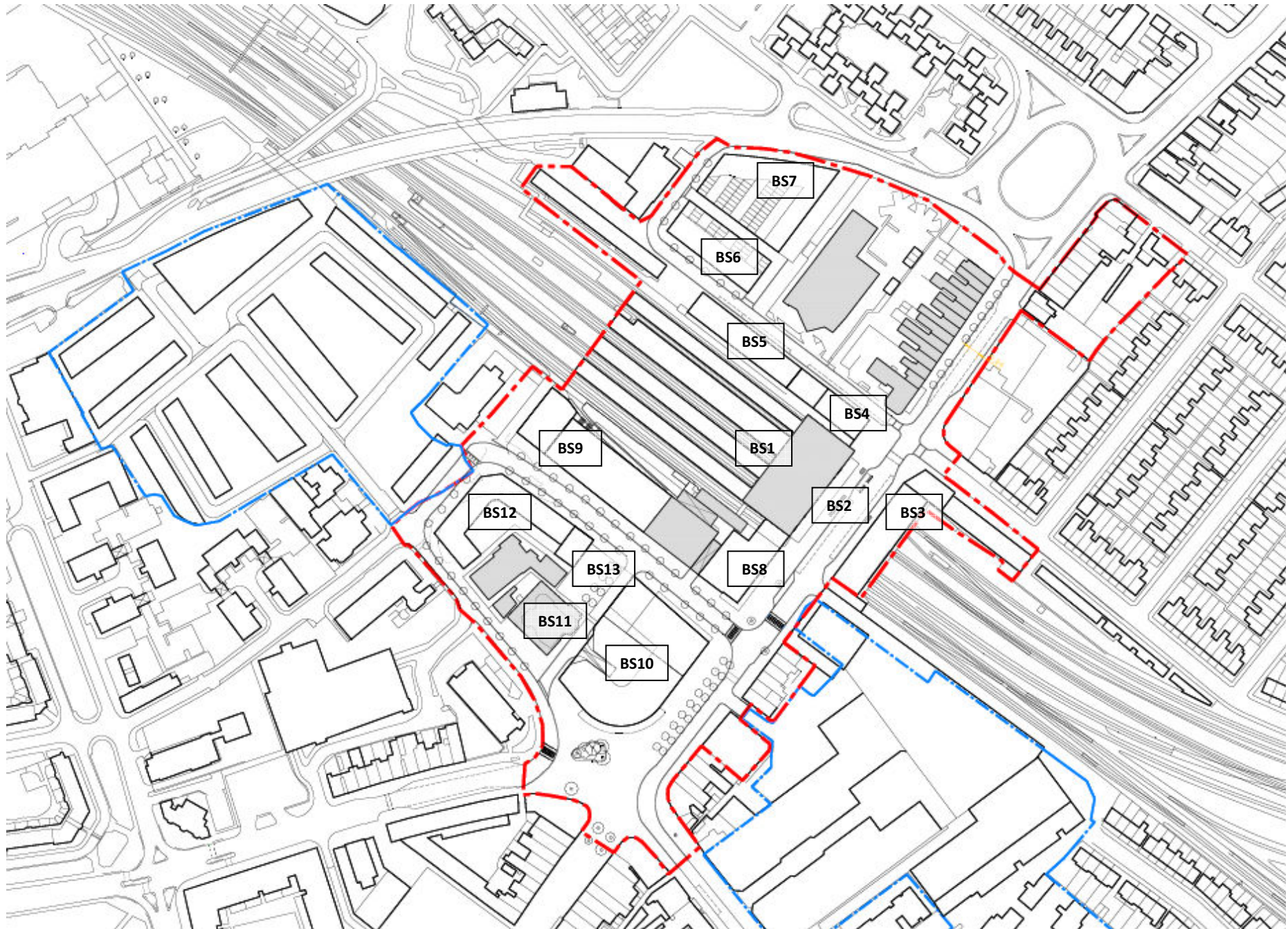
7. Background Papers Used in the Preparation of the Report:

- Cabinet Report, 25 January 2011, Local Development Framework: Approval of the Barking Town Centre Area Action Plan, (Minute 92 - 25/01/11).
- Assembly Report, 23 February 2011, Local Development Framework: Approval of the Barking Town Centre Area Action Plan, (Minute 58 - 02/11).
- Cabinet Report, 8 June 2010, Local Development Framework: Approval of the Core Strategy, (Minute 4 - 08/06/10).
- Assembly Report, 21 July 2010, Local Development Framework: Approval of the Core Strategy, (Minute 14 - 02/10).
- Cabinet Report 15 March 2011, Local Development Framework: Approval of the Borough Wide Development Policies, (Minute 117 - 15/03/11).
- Atkins 2008 Baseline Reports:
 1. Transport Planning
 2. Heritage Impacts Analysis
 3. Pedestrian Modelling Report
 4. Planning Policy Review
 5. Structural Constraints Review (Building and Bridge Structures)
 6. Local Property Market Review
 7. Sustainability Appraisal and Equalities Impact Assessment (Scoping Report)
- Atkins Stage 2 Report: December 2008
Site Context and Analysis
- Atkins Stage 3 Report: April 2009
Masterplan Options Report

8. List of appendices:

- Appendix 1: Plan showing the Site Allocations within the Masterplan
- Appendix 2: Barking Station Masterplan Draft Supplementary Planning Document. Please note, not all images have been incorporated into this version of the Masterplan.

Appendix 1: Plan showing the Site Allocations within the Masterplan



Appendix 1: Plan showing the Site Allocations within the Masterplan

BS1 Barking Station Renovation

BS2 Barking Station Forecourt Improvements

BS3 Station Parade

BS4 Trocoll House

BS5 Wakering Road

BS6 Wigham House Site A

BS7 Wigham House Site B

BS8 Roding House

BS9 Cambridge Road

BS10 Anchor Retail Store

BS11 Crown House

BS12 Linton Road Car Park

BS13 Leisure Square

Barking Station Masterplan Draft Supplementary Planning Document

Note: Not all images are included in this draft document

DRAFT FOR CONSULTATION

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Date of Issue

Draft for Consultation June 2011

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Appendix A Barking Station Interchange: **Baseline Analysis**

Chapter 1

Barking Station Interchange: **A Vision**

1.1: Introduction

A Vision for Barking Station Interchange

- 1.1.1** Barking Town Centre is one of the most strategically important regional centres in east London, home to a diverse community, a bustling street market, and the historic Abbey ruins. Barking lies in the heart of the London Thames Gateway area, part of the largest regeneration project in Europe.
- 1.1.2** The station is an arrival point and for many, the first impression they have of the Borough. Barking Town Centre has not lost its individuality and spirit of place. Barking Station itself epitomises this spirit. A grade II listed building, it is an example of a station rebuilt during the British Railways 'Modernisation Period'. The station benefits from a wide range of transport connections, but it and the immediate area suffer from poor quality public realm and capacity problems and a general lack of investment¹.
- 1.1.3** In recent years there has been a surge of positive development in the town centre. Much of this has focused around the civic heart with the completion of Barking Central in 2010. This award-winning scheme has created a new public space and vista of the Town Hall. The juxtaposition of the new community and residential buildings against the existing urban fabric testifies how the character of an area should not be eroded but highlighted by new interventions.
- 1.1.4** The civic centre of Barking has set a benchmark for the wider regeneration of the town centre in terms of sensitivity of design and provision of quality public realm. Barking Station Interchange area needs to better integrate with the regeneration which has already taken place in the town centre and to respond to the scale and quality of this new development.
- 1.1.5** Within this context, this Masterplan seeks to draw on the existing elements in the town centre and to build on this success for Barking's gateway. The purpose of the Masterplan is to convey a shared vision for the Barking Station area and to deliver regeneration to this key point in the town centre and Borough. Creating a positive sense of arrival at Barking Station will help strengthen the identity of the town centre, attracting residents and investors to the Borough. The Council and its partners are committed to transforming the station so that it can operate as a best practice transport interchange, radically changing the perception of Barking Town Centre on arrival.
- 1.1.6** The Barking Station Masterplan Supplementary Planning Document (SPD) specifically sets out the need to improve the grade II listed station, the surrounding public realm and presents a number of development sites, which build on the areas existing historic assets. It indicates how these proposed development sites connect to their surroundings by all modes of transport including walking, cycling and public transport. It also provides clarity as to appropriate uses in terms of the quantity and location of residential, retail, office and leisure development.

¹ DfT, Better Rail Stations Report, 2010

Chapter 2

Barking Station Interchange: **Setting the Scene**

2.1: The Wider Setting

- 2.1.1** Whilst Barking has excellent transport connections, as a gateway it is not providing a fitting arrival for a Major Centre. The refurbishment and renewal of the Station Masterplan area and Barking Station in particular will dramatically improve the town centre. The transformation of the station and its forecourt will be catalytic to the wider town centre regeneration.
- 2.1.2** The draft London Plan (2009) designates Barking Town Centre as a Major Centre with potential for medium growth and regeneration. Barking and Dagenham's adopted Core Strategy (2010) further recognises the importance of Barking Town Centre in its Strategic Objectives, whilst Policy CM1 of Core Strategy designates Barking Town Centre as a Key Regeneration Area.
- 2.1.3** The Barking Station Masterplan area is set out in the adopted Barking Town Centre Area Action Plan (BTCAAP) as site allocation BTCSSA3: Barking Station. Site Specific Allocation BTCSSA3, proposes that the site is suitable for the following:
- Improved transport interchange
 - Shops, restaurants, cafes
 - Office and other commercial uses including leisure
 - Hotel
 - New homes
- 2.1.4** The engineering and design consultancy Atkins has produced an extensive evidence base for the Masterplan. Appointed in Summer 2008, by London Thames Gateway Development Corporation (LTGDC), to complete a Supplementary Planning Document for Barking Station and its immediate urban area, Atkins made a series of revisions to the Masterplan before arriving at this preferred option. Appendix A to this document details some key background information, which illustrates the findings of this work. The full evidence base produced for the Masterplan can be viewed on the Council's Planning Policy website.
- 2.1.5** A need for change in Barking Town Centre is clearly established in the Council's adopted planning policy. The Core Strategy clearly drives investment and development to Barking Town Centre. Policy CM2, Managing Housing Growth seeks the delivery of 6,000 homes in Barking Town Centre. The requirement for this residential development is echoed in the Barking Town Centre Area Action Plan (2011). Policy BTC13, Housing Supply reiterates this housing target. Increased provision of sustainably accessible, town centre housing will drive forward the associated retail and leisure development required to sustain and support the growing numbers of people living in the Station Masterplan area.
- 2.1.6** Policy CE2: Location of Office Development, of the Core Strategy directs office development to Barking Town Centre, promoting and enhancing its status as a Major Centre. There is need for improved and new additional commercial offices² in the Station Masterplan area. Much of the existing stock

² Demand for Office Use in Barking Town Centre, April 2008, King Sturge
Barking Stage 3 Market Analysis and Scenario Review, February 2010, Savills

is of poor quality, upgrading of the office fabric and the delivery of a new office quarter to the north of the Masterplan area will further support the town centre's economy. The Barking Town Centre Area Action Plan affirms this approach, seeking the development of mixed use office schemes as set out in Policy BTC3: Office Development.

2.1.7 Whilst Barking is relatively healthy in terms of vitality and viability there is a need to extend the retail offer and to make provision for larger floor plates to encourage investment from multiples if it is to prosper. This is substantiated by the Barking Town Centre Retail Update (2009) and the market analysis conducted by Savills in 2010². The provision of new and improved retail space will bolster Barking's position in the market; strengthening its competitiveness against neighbouring shopping destinations. Policy CM5: Town Centre Hierarchy of the Core Strategy and Policy BTC1: Additional Shopping Floorspace, of the Barking Town Centre Area Action Plan recognises this and sets out the need to develop and reinforce the town centre's retail offer.

2.1.8 The attraction of new residents to Barking Town Centre and the creation of increased and enhanced office space in the Station Masterplan area will support the development of a broader range of leisure uses and an improved evening economy. Policy CP1: Vibrant Culture and Tourism, of the Core Strategy and Policy BTC5: Leisure Uses and the Evening Economy, of the Barking Town Centre Area Action Plan seek better provision of leisure and entertainment uses in Barking Town Centre. In creating a vibrant mixed-use area, the Masterplan will build on the assets already present in the Barking Station area. Providing a more diverse range of activities in the station quarter will bring it to life, making Barking Town Centre a dynamic place to live, work and visit. The need for improved hotel accommodation in Barking Town Centre is highlighted in Policy BTC14, Hotel Development of the Barking Town Centre Area Action Plan and further substantiated in work conducted by King Sturge in 2008³ and the market analysis conducted by Savills in 2010².

Development Picture

2.1.9 Significant investment has taken place in Barking Town Centre in recent years. An important role of the Masterplan is to reflect the principles of a number of schemes in close proximity to the station area, to better connect to and to draw on the regeneration which has, or will be taking place in the near future.

Barking Central

2.1.10 The civic core of Barking Town Centre has been radically transformed through a masterplan by Allford Hall Monaghan and Morris. The award winning⁴ scheme includes a Learning Centre which is host to a library, a cafe, an art gallery, a one stop shop for enquires and a range of courses and qualifications. In addition to this community-based learning facility, more than

³ Hotel Requirements in Barking, April 2008, King Sturge

⁴ Housing Design Awards 2005, MIPIM Best Mixed Use Award 2007, British Construction Award 2007, British Construction Industry Award 2008 – Local Authority Award, 2008 European Prize for Urban Public Space, London's Public Space Award 2009, Completed Housing Design Award 2010 and a Building for Life Award 2010

500 homes have been built as part of the development, unified by a public realm which includes the creation of Market Square. This space also includes a piece of public art implemented by the landscape architects Muf, the 7 metre high folly, which has the appearance of the Barking Abbey ruins, seeks to recreate a fragment of the imaginary lost past of Barking. A number of local groups were involved in the design of this project including students from the Theatre School, elders from the Afro-Caribbean lunch club and apprentices from the local brick laying college. The distinctive use of colour in the scheme reflects the developments central public space, an arboretum, taking inspiration from the trees and the changing seasons. The arboretum provides a tranquil green space in what is a very urban environment. The choice of brick for some of the new buildings is particularly successful, working in harmony with the existing, grand 1950s Town Hall which is given a new lease of life in its stylish setting.

Vicarage Field Shopping Centre

- 2.1.11** Planning permission was granted in 2010 for the Vicarage Field shopping centre (BTCSSA10 in the Barking Town Centre Area Action Plan). Located to the immediate east of Barking Station, the shopping centre does not contribute positively to the architectural form of Station Parade. The dated design provides little active frontage and has a poor relationship to the external public realm. It does, however fulfil a key function in the town centre. Its shops and the large floor plate anchor food store strengthen the vitality of Barking and when the shopping centre is open for business it provides a covered pedestrian connection to Ripple Road. There is a recognised need for larger retail floor plates in Barking Town Centre⁵ to ensure that it maintains its role as a Major Centre. The proposed scheme for Vicarage Field will rejuvenate the existing building, providing increased unit sizes as part of a mixed-use retail and residential development. Furthermore, both the external articulation and internal space will be subject to significant modernisation and improvement. These works will facilitate the enhancement of the Station Masterplan area, assisting in attracting new traders and brands to the town centre. The approved plans for Vicarage Field include a 23 storey residential building which will become Barking's tallest building. Its proximity to Barking Station means that it will act as an important landmark signifying the location of this key transport node.

King William Street Quarter

- 2.1.12** To the west of the Station Masterplan area is the King William Street Quarter. This site was the location of the former Lintons Estate, a dilapidated 1960s housing development. Construction of the first phase of this scheme started in late 2010 and will deliver 31 much needed family homes (3 and 4 bed). It will provide affordable council housing and is the initial phase of the King William Street Quarter Masterplan which seeks to create a new exemplar residential district in the town centre. The new site layout provides an opportunity to improve the north south and east west connections from Linton Road and into William Street. The Station Masterplan seeks to provide improved pedestrian connections to this site to better integrate it into the town centre.

⁵ Barking Town Centre, Retail Study Update 2009, King Sturge LPP
Barking Stage 3 Market Analysis and Scenario Review, February 2010, Savills

Barking Enterprise Centre

- 2.1.13** The King William Street Quarter development also includes the creation of a four-storey enterprise centre for small business set-ups. Located at the junction of Cambridge Road and Linton Road, construction began on site in early 2011. Barking and Dagenham has the third highest rate of business start ups in the country⁶ and the Barking Enterprise Centre is part of the Council's strategy to foster business growth, ensuring that new businesses stay within the Borough rather than move elsewhere. In addition to providing almost 50 small office units, the centre will support businesses with a range of facilities and services to ensure that they flourish and grow. The design of the centre includes photovoltaic cells and a brown roof.

Tanner Street

- 2.1.14** The award winning⁷ Tanner Street is a mixed tenure scheme of white rendered residential terraces and a 10 storey tower. Completed in 2006, the development is located to the north west of the Station Masterplan area. Jestico + Whiles and Peter Barber Architects collaborated to create a traditional street pattern of predominantly low-rise terraces with private gardens, delivering a high quality housing scheme which replaced three uninspiring blocks of flats. The high-density homes range from one-bedroom flats to four-bedroom townhouses and include properties for private sale, shared ownership, shared-ownership self-build, and affordable rent.

London Road / North Street

- 2.1.15** Located in the heart of the town centre the London Road / North Street site, BTCSSA1 of the Barking Town Centre Area Action Plan, will see the delivery of some 100 homes, a Skills Centre, a large food store together, a number of individual retail units and a new public space - Market Square.
- 2.1.16** Works began on site in 2010, with phase 1 of the scheme expected to be completed in September 2012. Designed by Rick Mather Architects, the initial phase is for a Skills Centre, a new type of educational facility, providing 14-19 year olds with vocational training in hospitality, construction, hair and beauty and IT. Included in this development is a Bistro, a new eating establishment for the town centre which will give the students an opportunity to train in a real working environment. The Barking Methodist Church will front onto the newly created public realm, Market Square, and will include community function spaces and meeting rooms. The Skills Centre will also provide opportunities for the public to attend seminars, lectures and other events.
- 2.1.17** Phase 2 of the scheme is due to start on site in Autumn 2012 and is targeted for completion in March 2015. This later development will conclude works to the public realm, deliver new homes, a large food store and see improved active retail frontage onto Abbey Green.

⁶ Office for National Statistics, TGLP Knowledge Platform; Business Demography

⁷ RIBA Award Winner 2007

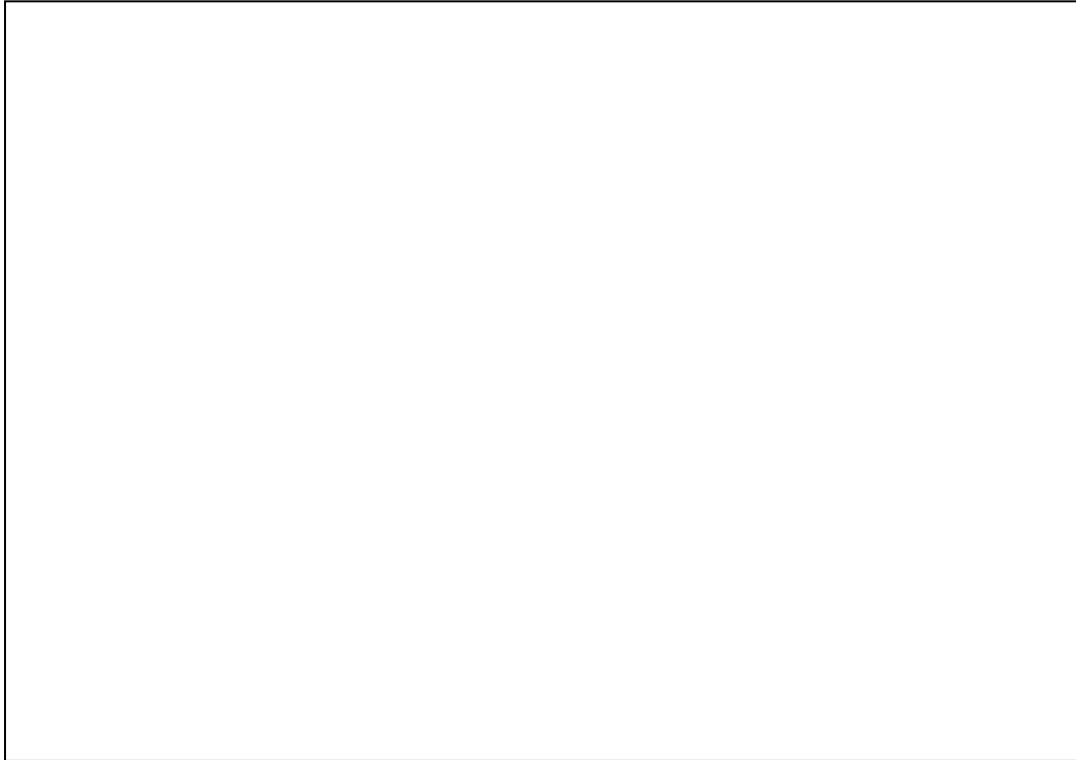


Figure 1: Illustration of the Vicarage Field Shopping Centre scheme

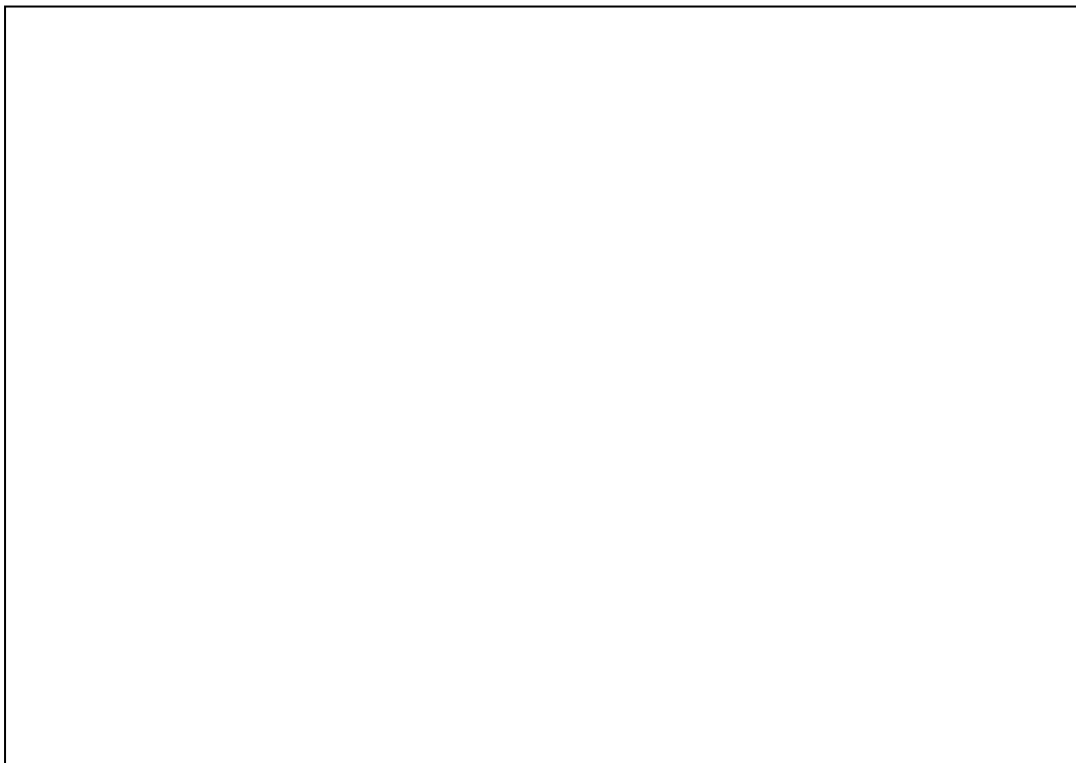


Figure 2: Illustration of the Barking Enterprise Centre scheme

2.2: Historic Roots

- 2.2.1 The first settlement at Barking was of Saxon origin, the navigable River Roding leading to this early development. The town evolved around the shores of the river, with a thriving fishing fleet supplying the London market as well as local needs.

1796: Georgian Barking



Georgian Barking was a linear village on a north south axis, know as North Street. Local employment was a mix of agriculture and industry, with a tannery and mill visable on the map.

Notable is the lack of development along the road to Long Bridge Farm, which now forms the main East Street / Station Parade and market place armature, along with the north/south route which appears to run on the future railway alignment.

1870 – 1882: The Victorians and the railway



The Victorians built the railway connections to Barking, although it was far less dominant than the current arrangement. The town is still dominated by the north-south axis, although development along East Street is now evident.

The land away from the main linear axis is still largely agricultural, with the exception of a few railway terraces. Farming and the local mill still appear to be the main local employers.

Early 1900's: Rapid intensification



The early 1900's signal a period of rapid local intensification, with the construction of the wider terraced street forms, the expansion of the railway cutting to accommodate more tracks, and the rapid decline of local farmland.

The twin armatures of North Street and East Street now appear to be of equal importance, and the church still holds its local position of significance.

Post War to present day: Severance



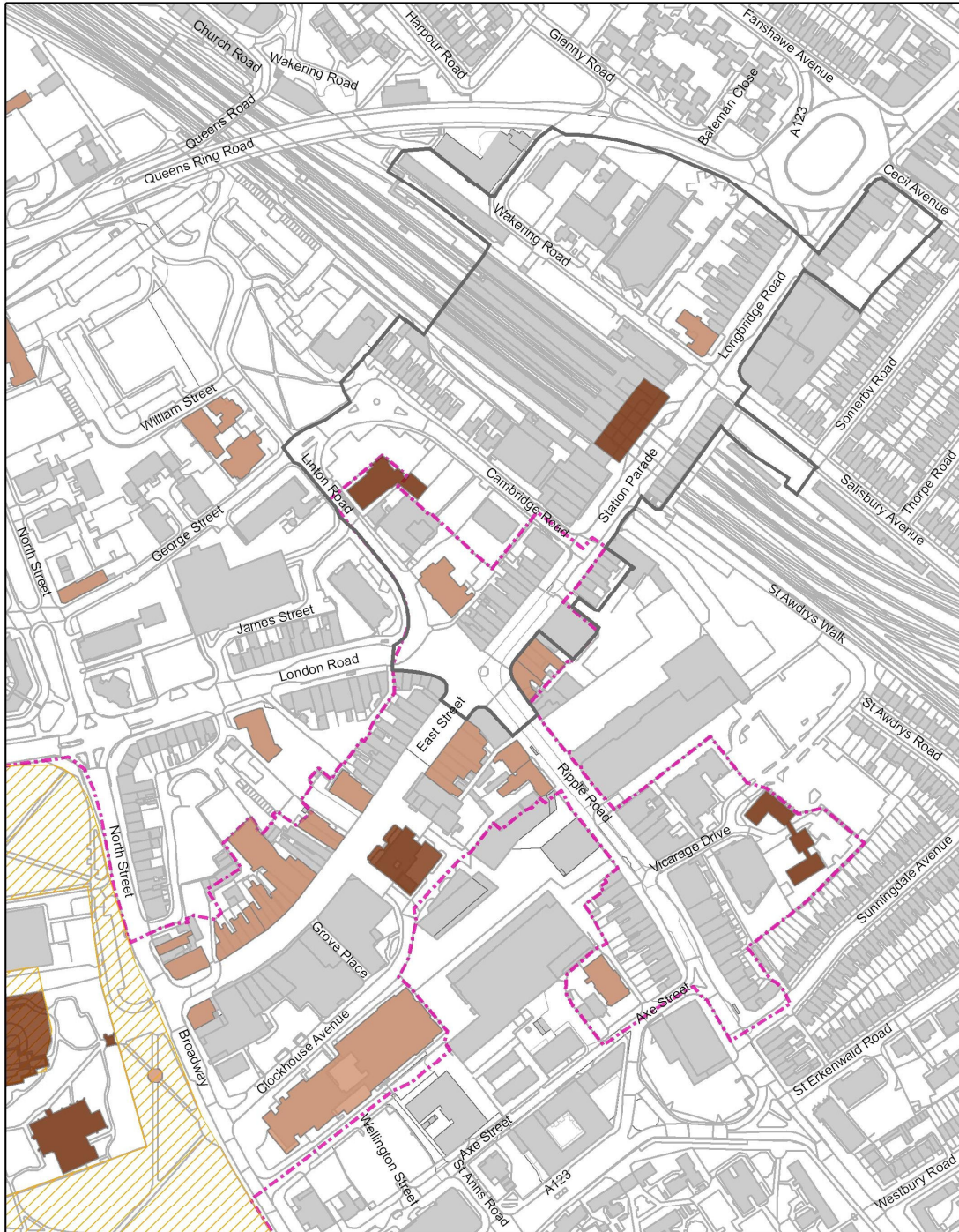
The post war period signals both the demolition of much of the Victorian street fabric in favour of modernist estates, and the implementation of 1960's highway design theory.






With this demolition, North Street becomes an urban backwater, with East Street taking the role as the local centre, and the church losing its local significance in location terms. The railway has expanded still further to its current capacity.

Historic buildings and unique spaces

2.2.2 The Barking Station area is a mixture of post war architecture dating from between the 1950s to the 1980s. Whilst the townscape quality on the whole is quite poor, there are a number of buildings and spaces with heritage interest which the SPD aims to preserve and build on (see Figure 3).

Figure 3: Heritage



Key	
	Abbey & Barking Town Centre Conservation Area
	Barking Station Masterplan Area
	Statutory Listed Buildings
	Locally Listed Buildings
	Scheduled Ancient Monument

2.2.3 The south of the Barking Station Masterplan area lies within the Abbey and Barking Town Centre Conservation Area. The Abbey and Barking Town Centre Conservation Appraisal (2009) highlights the need to incorporate the few remaining heritage assets into the regeneration of the area. The built heritage of the town centre offers important clues as to how to create a sense of place distinctive to Barking. These buildings should be retained, enhanced and used as inspiration for future development.

Barking Station

2.2.4 The present station, the fourth on the same general site, is grade II listed⁸. The booking hall, which dates from the British Railway Modernisation Period, was designed and built between 1959 and 1963. The image below shows the station as it was in the early 1960s. The simple, continuous fascia and clear views through the glazed corners brought light into the concourse on all four sides.

2.2.5 The station formed part of a wider urban development scheme, which included the creation of Station Parade as a planned streetscape of shops and offices on the railway overbridge.

2.2.6 A bold and innovative structure, the station is formed from cast and pre-stressed concrete. Although not formally acknowledged, the concept for the main station building appears to have been inspired by the main station in Rome, completed in 1950.



Figure 4: Barking Station shortly after completion in 1961

2.2.7 According to the original drawings the station was partly finished internally in grey and white tiles. The interior of the building has been much altered over the past 50 years, however there is potential to both adapt the building to accommodate anticipated future passenger numbers and to reinvigorate the building and restore the buildings open feel.

⁸ **Listing text for the Barking Station Booking Hall:** Station booking hall. 1961. Architect H H Powell, Eastern Region Architect; Project Architect John Ward. Fair-faced concrete and precast concrete with much glazing. The booking hall stands on a bridge over railway tracks and is fourteen bays long. The concrete roof trusses span the booking hall in three unequal pitches, and are cranked out over the road to provide cover for waiting cars. The fascia to the roof over the road is vertically ribbed fair-faced concrete. High level glazing surrounds the building on all elevations and front is fully glazed. Station trading units have been added in recent years adjacent to the street glazing, but there is still a fine sense of space within the hall. A well proportioned and well detailed building.
Listing NGR: TQ4441784334

2.2.8 The main building was conceived as a light expansive space dominated by glazing and open space. A well-proportioned building, the design of the station provided users with a sense of height, light and space.

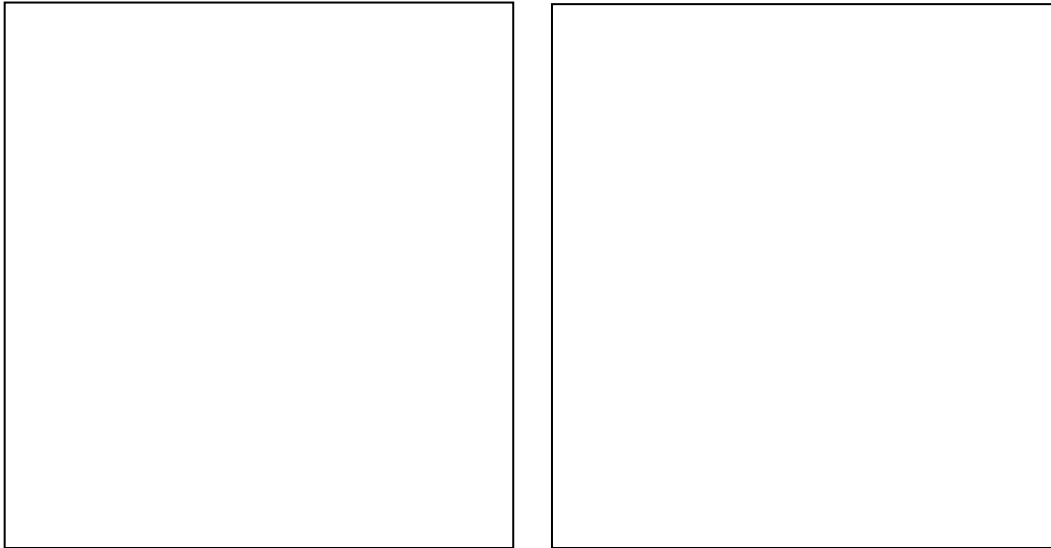


Figure 5: Trocoll House (BS4) and Roding House (BS9) form bookends to the main station



Figure 6: An internal view of Barking Station, around 1961

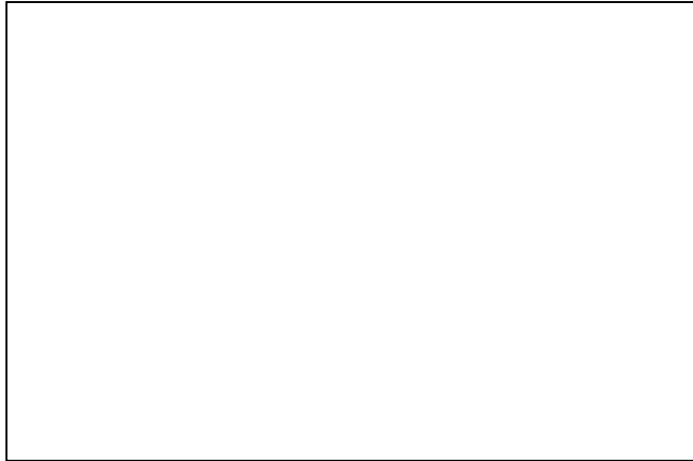
2.2.9 Since the station was developed a number of changes have been made to the interior of the main station building these include:

- The retail unit on the frontage between the groups of doors, and the block that was originally the Enquiry and Parcels Offices, have been replaced by modern structures with larger footprints. Consequently, more of the concourse is now occupied by development than the original design envisaged.
- One of the two original ticket barrier openings has been blocked by retail units.
- The original design included three bays of doors at each end of the building. Since then, these have been reduced to one bay of doors at each end.
- The upper glazing is now largely obscured by advertising boards and information screens.
- The concrete supports and features are discoloured.
- New lighting has been installed to compensate for loss of natural lighting.

2.2.10 The 1960s buildings on either side of the station (Figure 5) do not have heritage status, however they were conceived at the same time as the station and, as with the retail units at Station Parade, form part of the overall vision for the 1959-1963 Station Masterplan.

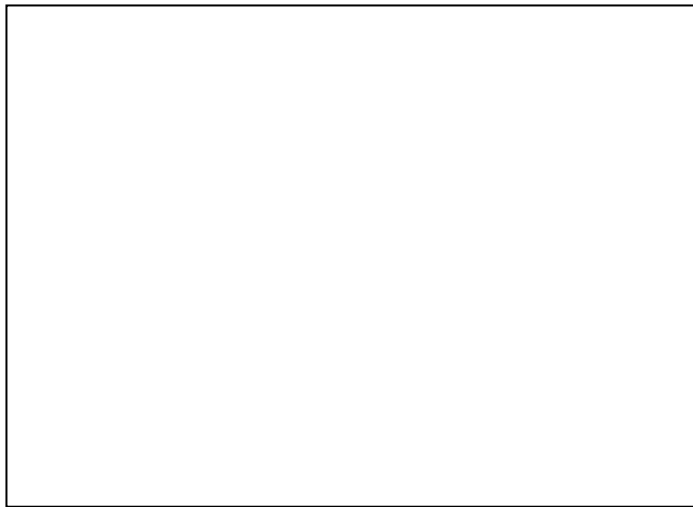
Baptist Tabernacle

2.2.11 The grade II listed Baptist Tabernacle. This is an important local landmark. Designed by Holliday and Greenwood, it was built in 1893 in the Renaissance style. The immediate public realm could be improved with sensitive treatment.



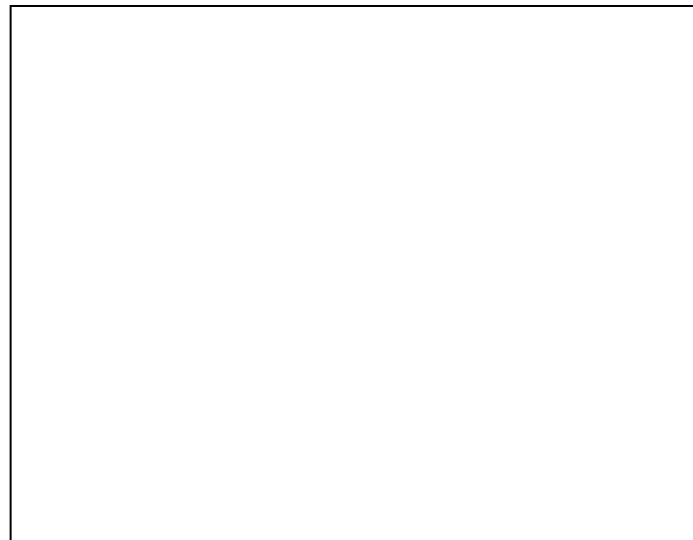
The Barking Tap

2.2.12 The Barking Tap is a locally listed Victorian building and a prominent feature on Linton Road. Dating from 1894, it is all remains of the Barking Brewery, which was one of the traditional industries of the town.



Station Parade

2.2.13 Units 1 – 9 Station Parade, whilst in a poor state of repair, are some of the last historic buildings in the Town Centre predating World War I. The distinct urban grain and brickwork are a recognisable feature of the high street. These buildings lie within the Abbey and Barking Town Centre Conservation Area.



2.3: Barking Station Today

2.3.1 In this chapter a number of the key challenges and opportunities facing the station area and its immediate surrounds are identified and visually presented to set the context for the Masterplan.

Challenges



Poor arrival experience at Barking Station does not build any expectation quality town centre.



Dominance of transport infrastructure.



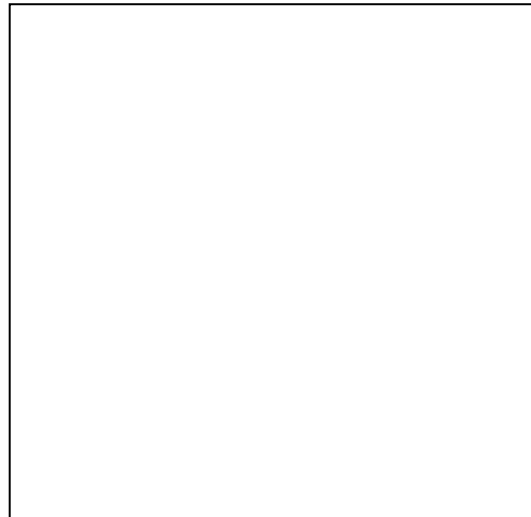
Physical clutter combined with narrow pavements create a sense of confusion.



Conflict between pedestrians and vehicular traffic.



Overcrowding of narrow pavements on either side of Station Parade at peak times.



Key walking routes are poorly overlooked, lacking active frontages and natural surveillance.



Primary bus routes conflict with the major pedestrian desire line between the Station and East Street.



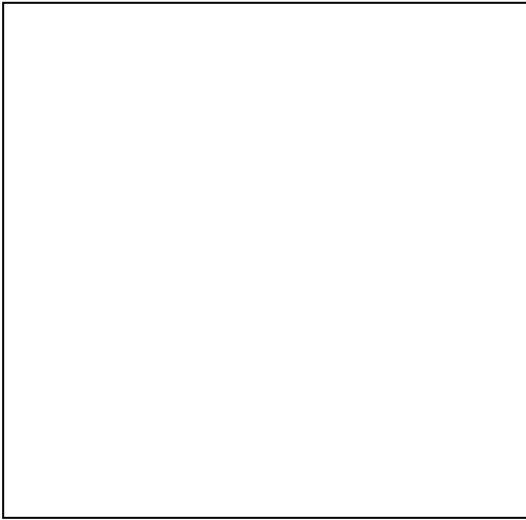
High levels of informal crossing between public transport stops.



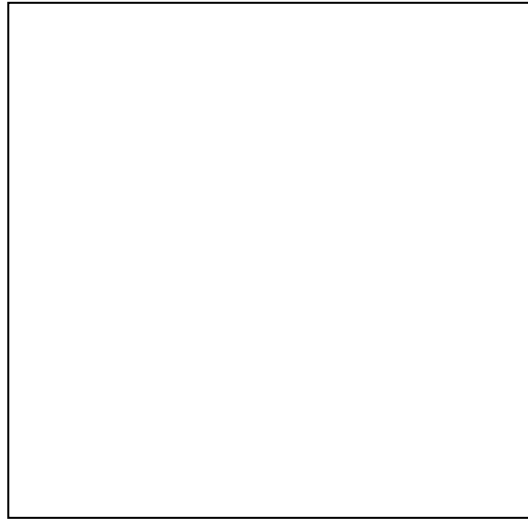
Poor quality public realm visually detracts from the area.



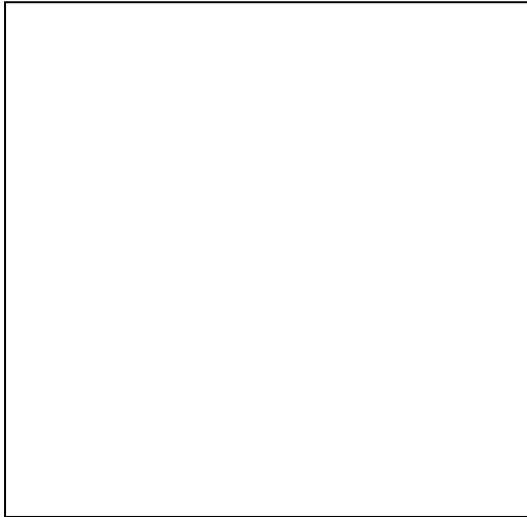
Narrow entrances, gateline and extensive retail units exacerbate overcrowding on the concourse.



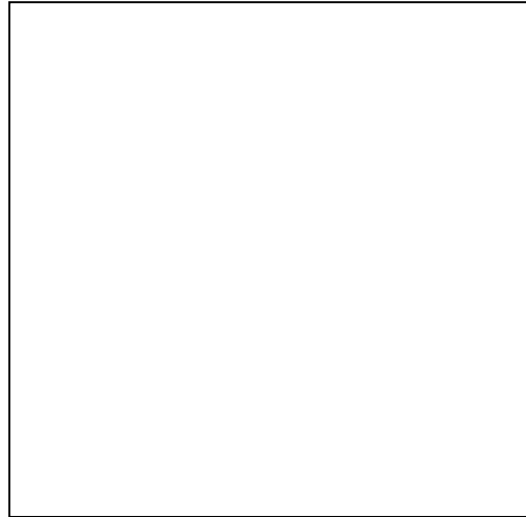
Lack of cycle parking.



Poor quality building stock does not have a positive impact on the character of Station Parade.

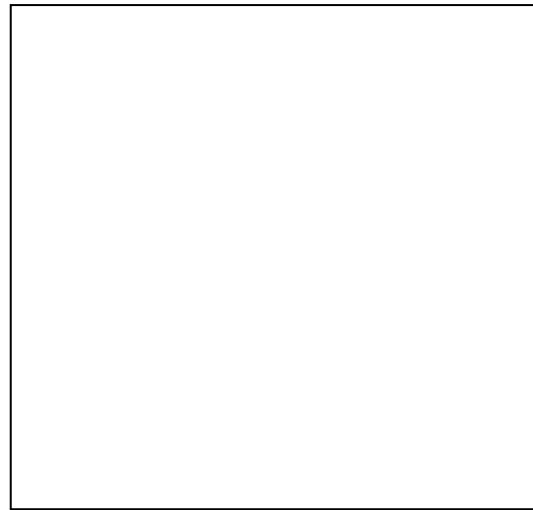
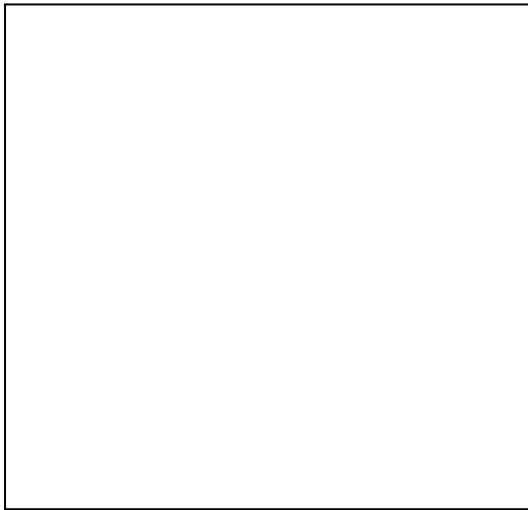


An incoherent mixture of street furniture - litter bins, public toilets and service cabinets break up the public space and are poorly maintained.



Barking edges. The north-west corner of the Masterplan area is poorly defined.

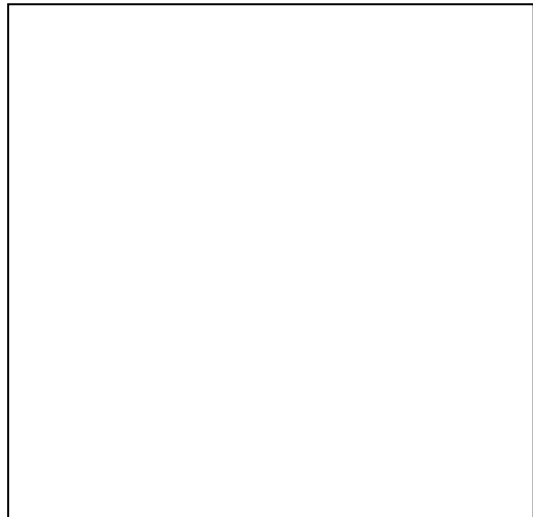
Opportunities



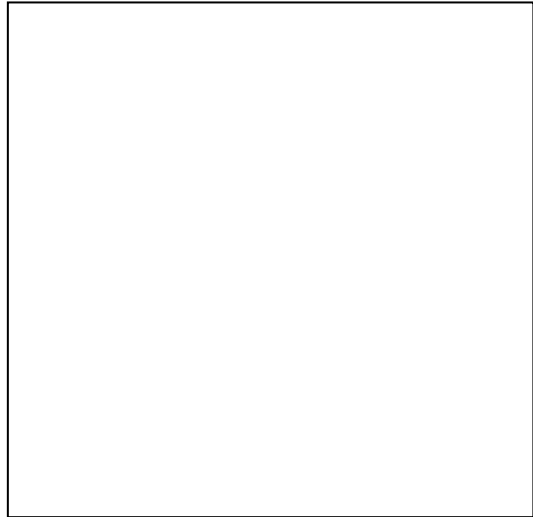
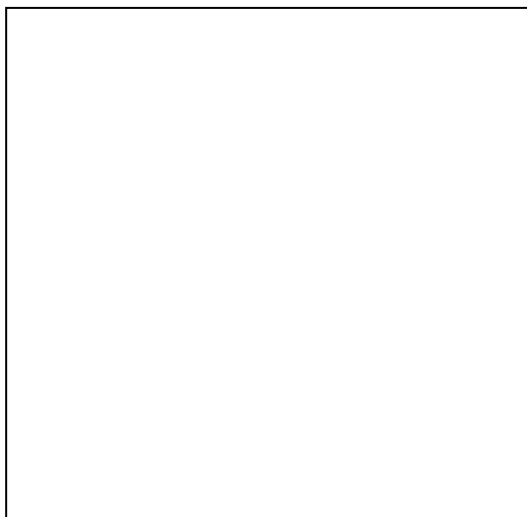
Barking is a local transport hub and is served by the London Underground, London Overground, National Rail operator c2c and many London Bus routes. Frequent service to access to Central London is only 15 minutes by train.



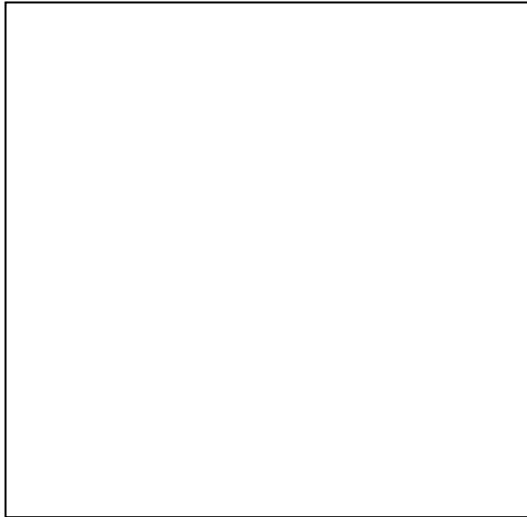
A range of high quality development is located within the Station's walking catchment.



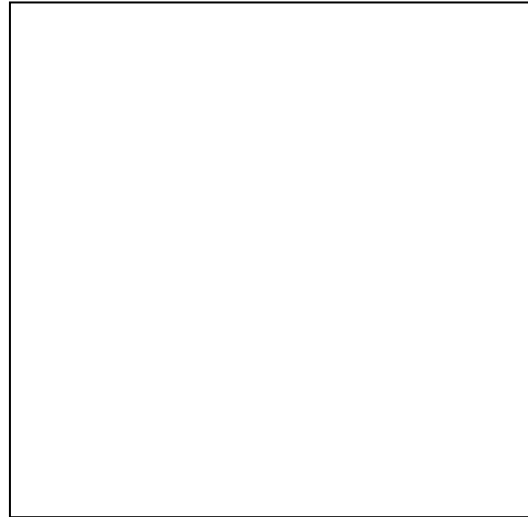
Under-realised historic assets.



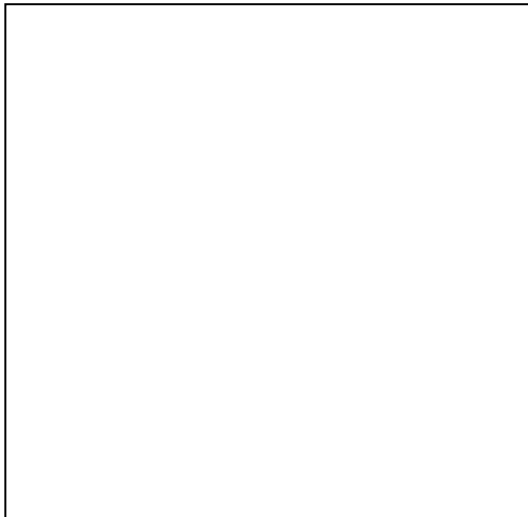
Barking Central, a mix of old and new. Recent development signifies how distinctive buildings and public spaces can transform and work sensitively to unite existing historic architecture.



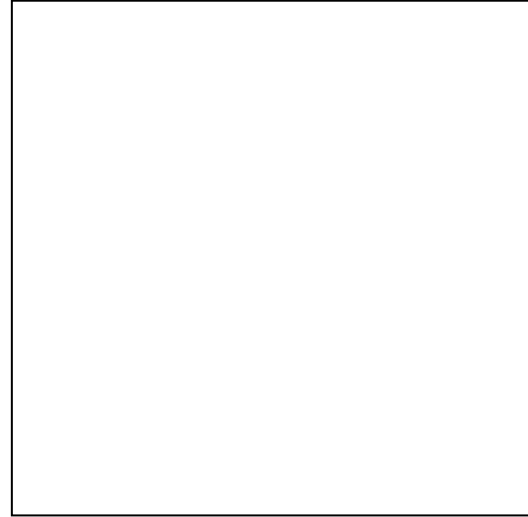
New paving, street furniture and a new road layout to accommodate the new ELT1 at the southern end of Station Parade and Ripple Road.



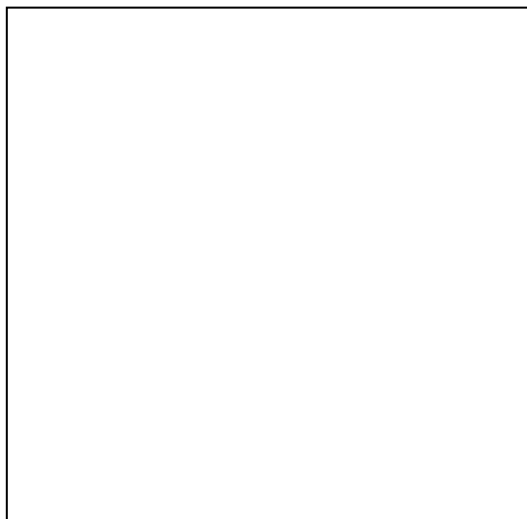
The fine grain of Station Parade needs to be maintained and enhanced to ensure connectivity.



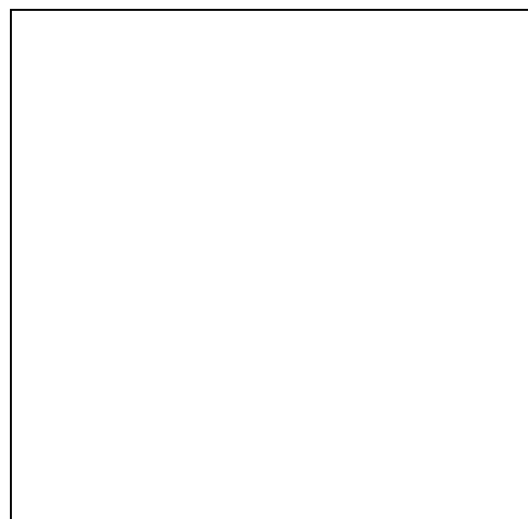
Public art has been used throughout the town centre. This includes temporary installations.



The curvature of the buildings surrounding the old bandstand create a significant space.



East Street Market. The market is an integral part of the social vitality of Barking Town Centre.



New homes at William Street Quarter present the opportunity to improve pedestrian links to this and surrounding residential areas.

2.4: Masterplan Objectives

2.4.1 Aim: Ensure that the plans for the Barking Station area contribute to the sustainable economic regeneration of the town centre by improving the station and interchange so they are fit for the future. Creating inspirational low carbon buildings and spaces which symbolise the importance of this important gateway. The Masterplan will make it easier and safer for people to move around and contain a vital mix of retail and commercial uses which will enliven the street scene and increase employment opportunities for local people.

OBJECTIVE 1: **Commerce and leisure**

Restore Barking's position as an important retail destination. Create more jobs by increasing the low representation of high street multiples to compliment the town centre's strong and independent retail offer, including delivery of an anchor department store on Station Parade. Capitalise on Barking's excellent transport links, its proximity to the Olympic Park and the facilities and services offered by the Barking Enterprise Centre by improving the quality of office and business space and attracting new visitor accommodation.

OBJECTIVE 2: **Housing**

Increase the numbers of people living in the station area by providing high quality places to live. Make sure that a significant proportion of these are affordable to local people.

OBJECTIVE 3: **Place**

Make the station area a place where people want to visit and feel safe by revitalising existing heritage assets, using the area's history to inspire the creation of buildings and places which are cherished in the future. Improve legibility and provide a sense of security.

OBJECTIVE 4: **Movement**

Reinvigorate Barking Station so it can cope with the increasing demands which will be placed on it, by restoring the station's open feel and celebrating its architecture. Provide step free access to all platforms and improve the quality of interchange between different modes of transport. Significantly increase the ease with which pedestrians and cyclists can use and navigate the area.

OBJECTIVE 5: **Spaces**

Make the station area a place where pedestrians come first by increasing the extent of the public realm, particularly outside the station. Remove street clutter, improve signage and reduce conflict with motorised transport. Create inspirational spaces, greening the urban environment and minimising redundant space.

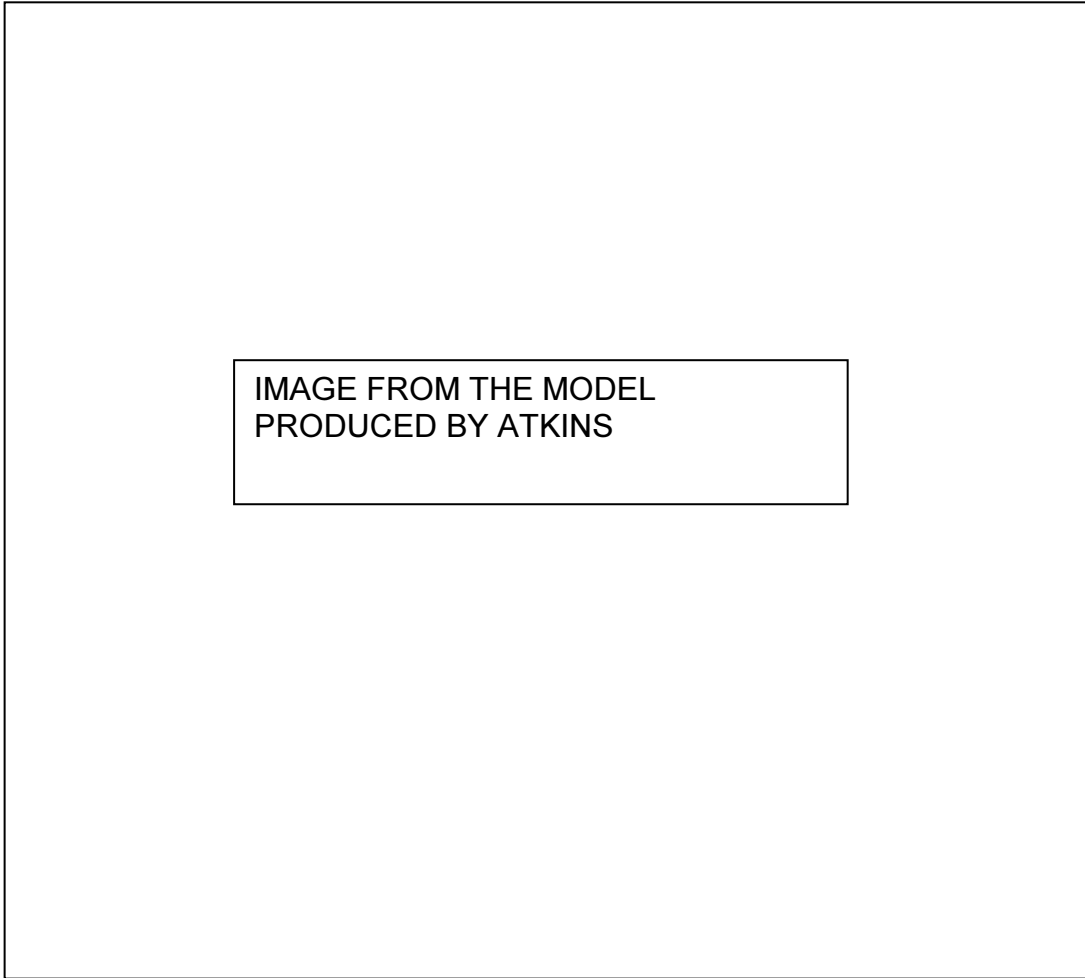


Figure 7: Perspective view of XXXXXX (Indicative Only)

2.5: Community Consultation

2.5.1 The process of creating a masterplan for the Barking Station area has involved consultation with stakeholders and councillors at the different stages of the visioning process to ensure that the SPD reflects the aspirations of key parties.

To date the following consultation has taken place:

Barking Station Masterplan Draft Supplementary Planning Document

2.5.2 Transport for London has had input with respect to the bus network, the public carriageway, freight infrastructure and other public transport infrastructure. Other important stakeholders involved with the project early on include the London Thames Gateway Development Corporation, c2c/NEx, Design for London and the Homes and Community Agency.

Barking Station Forecourt Improvements

2.5.3 Consultation on particular elements of the draft SPD is more advanced than others. Implementation of BS2: Barking Station Forecourt is one of the most advanced site allocations in the Masterplan. The Council undertook public consultation on this element over two days in March 2010. Held in Barking Station, officers provided background information to the scheme and exchanged ideas with the various groups of people using the station. Participants included pedestrians, cyclists, bus passengers, train/underground passengers and private vehicle users.

2.5.4 The themes arising from this consultation were:

- Overcrowding and pedestrian congestion
- Lack of waiting spaces for buses
- Security concerns and poor lighting
- Narrow access points into the station

2.5.5 The primary requirements which came through from the public were:

- Create a safer environment
- Better shelters and regular buses
- Move bus shelters away from the doors
- Make the station accessible to all (DDA compliant)

Residents Urban Design Forum

2.5.6 In December 2010, planning officers at LBBD consulted the Barking and Dagenham Residents Urban Design Forum (RUDF) on the main elements of the emerging draft SPD. The RUDF is a group of residents who have been trained to provide the Council with guidance on development schemes coming forward in the borough. The Forum is intended as a means of opening up the planning and development process and specifically urban design decisions to the community.

2.5.7 The main points raised were as follows:

Barking Station Forecourt Improvements

- The bus stop arrangement is very confusing, with lots of people moving in different directions.

- The location of the bus stops is not obvious
- There is a need for more pavement space outside the station
- A separate waiting area for buses would improve the congestion
- The proposed relocation of the taxi rank to Wakering Road is a good idea

Barking Station Renovation

- A need for better access, the Station is not user friendly
- Concern about the darkness of the south eastern part of the platforms. This is not a popular area when waiting for trains
- A de-cluttered station concourse would be a huge improvement. It needs to be much more legible, allowing you to see the information boards more clearly
- The longer term aspiration to have one central entrance would make a vast improvement
- Provide centralised seating on the concourse, so that you can see people you are meeting coming out of the station. This could be around a feature such as a clock
- There must be clear information boards for people who do not know Barking
- The extended concourse (over bridge extension) looks good because it appears to be light and airy
- The new platforms should be covered because when they are wet it can be dangerous
- Where would the ticket machines be on the concourse? This needs to be thought about in terms of dispersing people across the space so that there is no conflict with the entrance(s) to the station

Bus Movement

- The pedestrian crossing at Cambridge Road/Station Parade causes delays to buses. It would be better to have a direct route
- It would make sense to have a new bus stop outside of the new anchor retail store to encourage shoppers into East Street

Heritage Assets

- Good to see that there is a mixture of refurbishment and new development in the draft plans

Office Development

- Wigham House A and B seem to currently have empty / to let office accommodation. Why is this, how is this situation improved?

Public Consultation April – June 2011

2.5.8 The draft Masterplan seeks to shape the future of the station area, drawing on its strengths to create a thriving transport interchange, which is better integrated with the regeneration that is already taking place in the town centre. To achieve this it is imperative that residents, businesses and others help to finalise the Plan and contribute to Barking's future. If the Masterplan is to be a success then it needs the support of the people who live and work in the Barking Station area.

2.5.9 Subject to approval by Cabinet on 10 May 2011, a six week public consultation will take place on the draft SPD to seek your views on the

proposed Masterplan. Information about the draft Masterplan will be distributed to a wide range of people and organisations.

2.5.10 Your comments and thoughts are very welcome. Please do tell us what you think about the plans between **XX May** and **XX June 2011**. When the consultation closes we will use what you have said to help us to finalise the Masterplan and to help to build on the vision for the Station Masterplan area.

2.5.11 The Masterplan and the supporting documents can be viewed on the Council website, the Borough's libraries, and in the Planning Office.

2.5.12 Please complete and return the questionnaire at the end of this document or complete it in online at **www.limehousexxxxx**. You can also send us your comments to the contact details below.

2.5.13 To contact us for further information:
email **planningpolicy@lbbd.gov.uk**
call **020 8724 8097**
fax **020 8227 3490**

or post to:

Barking Station Masterplan Draft SPD
Planning Policy
Floor 3 Maritime House
Barking
IG11 8HG

2.6: Planning Policy

2.6.1 The draft Barking Station Masterplan SPD is part of a broader spatial strategy for the Borough. The SPD sets out the Council's overall guidance for the site allocation BTCSSA3 of the Barking Town Centre Area Action Plan (2011). The Masterplan reflects and provides further detail on three adopted planning policy documents and should be read alongside these key plans:

- Core Strategy (2010)
- Barking Town Centre Area Action Plan (2011)
- Borough Wide Development Policies (2011)

2.6.2 The SPD does not have the same status as the development plan but it is an important material consideration in the determination of planning applications.

2.6.3 The provisions of this SPD will be implemented through the Development Management process and the determination of applications in the Barking Station Masterplan area and will also provide the basis for securing external funding

2.6.4 This document is intended to complement rather than duplicate other planning documents. In addition to the three listed Development Plan Documents, the Masterplan has been informed by the following national, regional and local planning documents and best practice guidance:

National

- Planning Policy Statement 1 (PPS1): Delivering Sustainable Communities
- Planning Policy Statement 3 (PPS3): Housing
- Planning Policy Statement 4 (PPS4): Planning for Sustainable Economic Growth
- Planning Policy Statement 5 (PPS5): Planning for the Historic Environment
- Planning Policy Guidance 13 (PPG13): Transport
- Planning Policy Statement 23 (PPS23): Planning and Pollution Control
- Planning Policy Statement 25 (PPS25): Development and Flood Risk
- DETR – By Design: Urban Design in the Planning System: Towards Better Practice
- The Urban Design Compendium and Urban Design Compendium 2
- Manual for Streets, Department for Transport (2007)
- Manual for Streets 2, Department for Transport (2010)
- English Heritage: Streets for All (2005)
- English Heritage / CABE: Guidance on Tall Buildings (2007)

Regional

- The London Plan, Consolidated with Alternations since 2004 (2008)
- The London Plan, Consultation Draft Replacement Plan (2009)
- Planning for a Better London (2008)
- Mayor's Transport Strategy (2010)
- Sub-Regional Development Framework, East London (2006)
- Transport for London Streetscape Guidance (2009)
- Streets for All (2005)
- Transport for London: Making London a Walkable City (2004)
- TfL Interchange Best Practice Guidelines (2009)

Local

- Abbey and Barking Town Centre Conservation Area Appraisal (2009)
- Urban Design Guidance for Barking Town Centre AAP Draft SPD (2009)
- Urban Design Framework SPD (2007)
- Saturation Point: Addressing the health impacts of hot food takeaways SPD (2010)
- Biodiversity, How Biodiversity can be protected and enhanced in the development process Draft SPD (2010)
- Trees and Development Draft SPD (2010)
- Barking Code (2010)
- Urban Design Principles, Barking Town Centre, Allies and Morrison Architects (2006)
- Local Implementation Plan (LIP1 and LIP2)
- Barking and Dagenham Local Strategic Partnership's Community Plan (2009)

Status

- 2.6.5** The draft SPD has been put together in accordance with the framework provided in the Government's Planning Policy Statement 12: Local Spatial Planning (2008). The Statutory Development Plan is the starting point when determining planning applications for the development or use of land. The Development Plan consists of The London Plan (consolidated with Alternations since 2008), The London Plan, Consultation Draft Replacement Plan (2009) and the London Borough of Barking and Dagenham's Development Plan Documents (DPDs).

Chapter 3

Barking Station Interchange: Masterplan

HERE LARGE IMAGE OF MASTER PLAN TO TAKE UP A FULL LANDSCAPE PAGE

Figure 8: The Barking Station Masterplan

**Planning principles diagram
(Active frontages / key views, heritage assets)**

Figure 9: Planning Principles

3.1 Planning Principles

3.1.1 This first section of Chapter 3 highlights locally specific design and planning considerations, which must be satisfied when delivering a scheme in the Station Masterplan area. Objective 4: Movement (3.2), Objective 5: Spaces (3.3) and tall buildings (3.4) are to be considered separately owing to the importance of each of these elements in the future success of the station area.

3.1.2 The Barking Station Masterplan provides more detail on the implementation of site allocation BTCSSA3: Barking Station, of the Barking Town Centre Area Action Plan (2011). It should be impressed that this SPD is part of a suite of documents that need to be considered as a whole. The Core Strategy (2010), the Borough Wide Development Policies DPD (2011) and the Barking Town Centre Area Action Plan (2011) all contain policies, which provide guidance on principles such good urban design, tall buildings, conservation and sustainability. In accordance with government advice, these policies are not duplicated within this Masterplan.

3.1.3 The Station Masterplan does not seek to provide definitive designs for site allocations nor does it set specify storey heights for individual buildings or stipulate exacting material choices for public realm interventions. Instead, this section seeks to convey a shared set of principles to guide development in the Station Masterplan area.

Compatible land uses

3.1.4 The Barking Station Masterplan area will accommodate the following⁹:

- 400-500 new homes
- 7,000 sq.m additional shopping space (net)
- 30,000 sq.m additional office space
- A new civic square
- Improvements to transport connections, including renovation of the grade II listed station, improved bus links, cycle facilities and the pedestrian environment

3.1.5 The Thames Gateway is a focus for delivering a significant number of new homes. The London Plan defines the need to make optimum use of sites in areas with good public transport and community facilities. As such, Barking Town Centre will play a major role in delivering additional residential accommodation. The Barking Town Centre Area Action Plan (2011) and the Core Strategy (2010) set out that the wider town centre will provide some 6,000 quality new homes, including provision of affordable housing. Homes in the Barking Station Masterplan area must be of exceptional quality, providing enough space in dwellings with adequate room sizes and storage to ensure they can be used flexibly and by a range of residents.

⁹ The figures provided here reflect those of the Barking Town Centre Area Action Plan (BTCAAP, 2011) and indicate additional floorspace only (not refurbished accommodation). The BTCAAP sets out that there is capacity in the Masterplan area for 2,000 sq.m of additional retail space until 2016 (reflecting the Barking Town Centre Retail Study Update, 2009) and a total of 7,000 sq.m over the Plan period (until 2025).

3.1.6 The Station Masterplan area needs to provide a range of retail units from small, medium and large to ensure a healthy balance between independent and large multiples. Barking is defined in the London Plan as a Major Centre. In contrast to other comparable shopping destinations Barking has a relative undersupply of multiple retailers¹⁰. This is particularly apparent in the comparison goods sector. The town centre has a strong independent retail presence, this is a positive quality but if Barking is to prosper it needs to attract a greater diversity of national multiples.

3.1.7 The office fabric in Barking Town Centre is outdated and of poor quality¹¹. Whilst the office stock in the Station area is suitable for the current demand, there is a need to improve the quality of existing accommodation and to make provision for future demand.

3.1.8 The figure below illustrates the proposed arrangement of land uses:

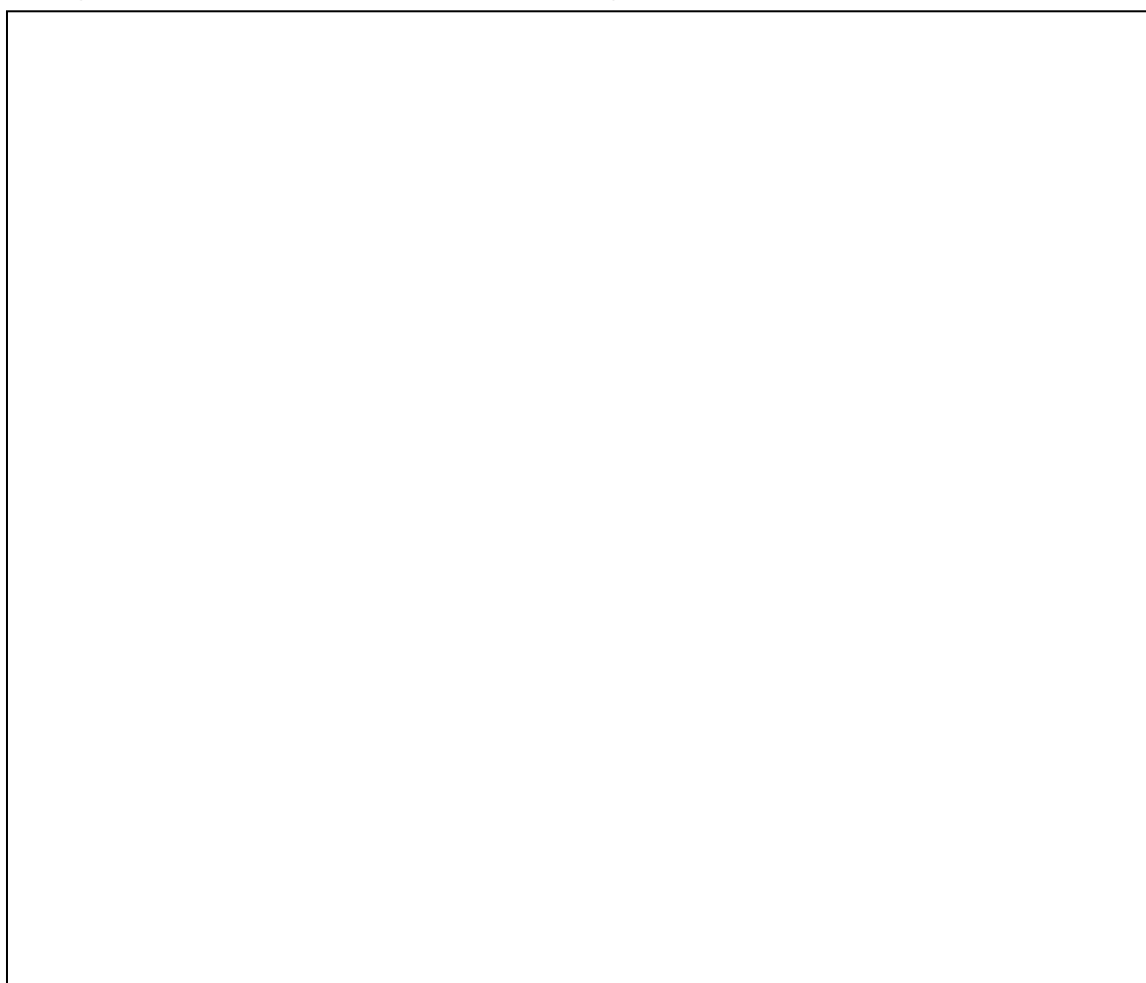


Figure 10: Land uses

¹⁰ Barking Town Centre, Retail Study Update 2009, King Sturge LPP

¹¹ Demand for Office Use in Barking Town Centre, April 2008, King Sturge
Barking Stage 3 Market Analysis and Scenario Review, February 2010, Savills

Objective 1: Commerce and Leisure

A vibrant major centre

- 3.1.9** The Masterplan must deliver a station area which meets the needs of those living in and around, working and visiting the town centre and to encourage new residents, businesses and retailers to Barking. To help achieve this new buildings should provide active frontages at the ground floor and be designed to ensure that there is overlooking from windows and balconies into the spaces outside and below.
- 3.1.10** Building on the success of recent development at Barking Central, schemes should be designed to feel safe both during the day and at night. The design and landscaping of developments should reduce possible hiding places to reduce crime and the fear of crime in the area. When designing schemes crime should be considered to ensure that a positive image is promoted and that new developments foster a safe and secure environment.

Developing a strong evening economy

- 3.1.11** Improving the range of evening activities in Barking Town Centre is fundamental to the success of the Station Masterplan area. Evening activities will enhance the vibrancy of Barking Town Centre beyond normal working hours making the area a more attractive place to live and work.

Objective 2: Housing

A place to live and work

- 3.1.12** The introduction of new residential and office accommodation in the Masterplan area will provide added vitality to the town centre. Mixed-use development will make the station area a dynamic and exciting place to live and work. Greater numbers of people in the station area will sustain and drive improvements to the retail and leisure environment making it a place where people will want to dwell and spend more time.

Creating a healthy town centre

- 3.1.13** It is also important that the Masterplan promotes healthy lifestyles by encouraging walking, cycling and leisure pursuits that help to prevent obesity and weight problems. Schemes should make it easy for people to choose to move around either on foot or by bike. The provision of good quality public space will directly improve the quality of life for those living and working in the area by facilitating a more outdoor lifestyle and providing a calming environment¹².
- 3.1.14** The Masterplan area is located in the 'Hot Food Takeaway Exclusion Zone' set out in the SPD 'Saturation Point', 2010. As such, no new hot food takeaways will be able to come forward in the Station Masterplan area. Saturation Point is part of a wider Council strategy to reduce the high levels of obesity in the borough.

¹² Sustainable places for health and well-being, CABI, 2009

Objective 3: Place

Locally distinctive character

- 3.1.15** New buildings should engage with the existing urban structure. The majority of the area is brick built and as such the use of natural materials such as brick will be encouraged.
- 3.1.16** Schemes should strengthen local character and positively engage with the Abbey and Barking Town Centre Conservation Area and the statutory and locally listed buildings in the station quarter. Development in the Station Masterplan area should draw upon and reveal the heritage assets already in place. More detailed information on urban design and appropriate interventions can be found in the Barking Town Centre Area Action Plan (2011) and the Borough Wide Development Policies DPD (2011).
- 3.1.17** The design of shop fronts within the Barking Station Masterplan is an area where more control is needed. The explosion of neon and badly located signage in the station area currently detracts from the architecture of the high street, creating a cluttered and overly busy environment. Shop frontages coming forward must accord with Policy BP7 of the Borough Wide Development Policies DPD. The design of shop fronts should harmonise with the character of the building. Fascias should be contained within the shop front surround; the Council will also discourage neon and flashing signs. The placement of projecting signage should also relate to the appearance of the surrounding area and not be sited at variant heights as this too has created a discordant street scene.

Key views and vistas

- 3.1.18** Barking's natural topography is relatively flat, limiting the opportunities for views within the Barking Masterplan SPD area.
- 3.1.19** The two buildings flanking Barking Station are set back from Station Parade. This enables clear views of the Station both from East Street / Station Parade and Longbridge Road. These setbacks should be preserved in any redevelopment, ensuring the retention of these views.

- 3.1.20** The main views include:

- 360 degree views from junction of Station Parade, London Road and Ripple Road, north along Station Parade, east along Ripple Road and west along Linton Road.
- From Town Quay across Abbey Green towards St Margaret's Church and Barking Town Hall.
- From the Ripple Road entrance of Vicarage Fields shopping centre to the Police Station and JD Sports.

- 3.1.21** Longer views include:

- From the A406 across Town Quay towards St Margaret's Church and the Town Hall.
- From the bridge on the A13 which crosses the River Roding towards the Town Centre and the clock tower.

Sustainability

3.1.22 Sustainable development is a core principle underpinning the Masterplan which aims to create a station quarter which uses energy and resources efficiently. The Council aspires for Barking Town Centre to be an environmental exemplar, raising the quality of life for the local community now and in the future. In 2005 Barking Town Centre was designated as an Energy Action Area under the Energy Action Areas programme launched by the GLA. The town centre was re-classified as a Mayoral Low Carbon Zone in 2009. The purpose of the Low Carbon Zone is to achieve carbon reduction targets through joint working between the local authority, the community and developers.

3.1.23 As part of this, the Council will expect sites in the Masterplan area to incorporate decentralised heating/energy systems. This will be subject to the heat load demand of the proposed development being appropriate. Any decentralised energy systems should be made technically compatible with the London Thames Gateway Heat Network. Where decentralised energy systems are incorporated, on-site renewables should be electricity generating only.

3.1.24 Schemes should respond to the surrounding environment both urban and natural. Buildings should use energy efficiently and incorporate the following measures:

- Built to high standards of sustainable design and construction
- Minimise CO² emissions
- Apply the sequential approach to preserving and enhancing the natural environment
- Be designed around the needs of pedestrians and cyclists
- Mitigate noise
- Not cause a breach of air quality standards

3.1.25 Any proposed development will need to comply with the Borough Wide Development Policies DPD (2011). The Council also desire schemes in the Masterplan to achieve the following:

- Respond to solar orientation. Minimise single aspect homes, particularly those which face south or north
- Maximise natural light and ventilation. Orientate and arrange buildings to manage solar heat gain
- Be designed for passive energy efficiency
- Use construction material manufactured from recycled or renewable resources
- Re-use and refurbish, where possible, appropriate existing buildings and infrastructure
- Incorporate features such as photovoltaics, green walls and brown or green roofs
- Provide sustainable urban drainage systems and/or grey water recycling

Planning Policy Reference

Core Strategy DPD

CM1: General Principles for Development
CM2: Managing Housing Growth
CM3: Green Belt and Public Open Space
CM5: Town Centre Hierarchy
CR1: Climate Change and Environmental Management
CR2: Preserving and Enhancing the Natural Environment
CR3: Sustainable Waste Management
CR4: Flood Management
CC1: Family Housing
CC2: Social Infrastructure to Meet Community Needs
CE1: Vibrant and Prosperous Town Centres
CE2: Location of Office Development
CP1: Vibrant Culture and Tourism
CP2: Protecting and Promoting our Historic Environment
CP3: High Quality Built Environment

Barking Town Centre Area Action Plan

BTC1: Additional Shopping Floorspace
BTC2: Primary and Secondary Shopping Frontages
BTC3: Office Development
BTC4: Hotel Development
BTC5: Leisure Uses and the Evening Economy
BTC6: Barking as a Visitor Destination
BTC13: Housing Supply
BTC14: Estate Regeneration
BTC15: Social Infrastructure and Community Facilities
BTC16: Urban Design
BTC19: Heritage and the Historic Environment
BTC22: Sustainable Energy
BTCSSA3: Barking Station

Borough Wide Development Policies DPD

BR1: Environmental Building Standards
BR2: Energy and On-Site Renewables
BR3: Greening the Urban Environment
BR4: Water Resource Management
BR11: Walking and Cycling
BR13: Noise Mitigation
BR14: Air Quality
BE1: Protection of Retail Uses
BE2: Development in Town Centres
BE4: Managing the Evening Economy
BE5: Offices – Design and Change of Use
BC1: Delivering Affordable Housing
BC2: Accessible and Adoptable Housing
BC6: Loss of Community Facilities
BC7: Crime Prevention
BC8: Mixed Use Development
BC9: Live-Work Units
BC10: The Health Impacts of Development
BC11: Utilities

BP1: Culture, Leisure and Tourism
BP2: Conservation Areas and Listed Buildings
BP3: Archaeology
BP5: External Amenity Space
BP7: Advertisement Control
BP8 Protecting Residential Amenity
BP10: Housing Density
BP11: Urban Design

Abbey and Barking Town Centre Conservation Area Appraisal

HERE x 4 plans

To show how the proposed development connects to its surroundings by all transport modes:

- **Pedestrian links**
- **Bus**
- **Cycle links**
- **Vehicular links**

Figure 11: Pedestrian Links

Figure 12: Bus Links

Figure 13: Cycle Links

Figure 14: Vehicular Links

3.2 Objective 4: Movement

- 3.2.1** Integral to the success of the SPD is improving the means by which people move through the Station Masterplan area; whether by foot, cycle, public transport or car.
- 3.2.2** The ease by which people can make connections to Barking Station and the type of environment created in the surrounds will very much depend on transport layout, the pedestrian environment and use of the public realm to ease conflicts.
- 3.2.3** With 3.7 million people already travelling through Barking Station every year, this figure is likely to significantly increase over the next decade. Barking Station will also serve as an important transport hub to support the proposed growth in the London Riverside area, which is being proposed in the emerging London Riverside area, which is being progressed in the emerging London Riverside Opportunity Area Planning Framework (OAPF). Data from Transport for London forecasts that from 2007 to 2031 the number of boarders at Barking Station will increase by 70 percent and the number of alighters by 130 percent. Whilst the area is well connected by public transport links, the visual environment, street clutter and narrow pavements outside Barking Station make for a very poor arrival experience. There is little space for people to enjoy their surroundings and the lack of clear wayfinding often leads to conflict between pedestrians and vehicles.
- 3.2.4** A key aim of the Masterplan is to reduce the negative impacts of traffic and to give priority to the pedestrian and public transport.

Pedestrians

- 3.2.5** De-cluttering the Station Forecourt (BS2) and Station Parade will increase permeability and legibility. Improvements made to the walking environment will make it easier for people to move around the whole of the station area. The choice of materials introduced to the streetscape should comply with the Barking Code and must be convenient for wheelchair users, people with impaired vision and those using pushchairs. The Station Forecourt (BS2) works will deliver three 'Legible London' wayfinding signs. This is a clear and intuitive mapping system which is already being provided in Central London.
- 3.2.6** The approved planning application for the refurbishment of the existing Vicarage Field shopping centre (BTCSSA10, of the Barking Town Centre Area Action Plan) has made provision for improvements to St. Awdry's Walk. This will see a change in the level of the route, to bring it flush with the proposed cafe uses in the shopping centre. This will enhance connectivity and the pedestrian environment providing a key link between the shopping centre and the railway station.

Cycling

- 3.2.7** In January 2010, Barking and Dagenham was awarded 'Outer London Biking Borough Status', and as part of this Barking Town Centre has been identified as a 'Cycle Hub'. It is imperative that developments coming forward in the Masterplan area provide secure cycle parking for residents and that office and larger retail schemes provide shower facilities for staff to encourage people to make more journeys by bike. The Station Forecourt (BS2) will see an increased provision of on-street cycle parking, however further secured provision should

also be delivered as part of the Barking Station Renovation (BS1). Increasing the numbers of cycle parking facilities, creating a cycle friendly environment and providing better links to key destinations, such as local schools, public buildings and surrounding residential areas, is crucial if connectivity is to be improved and people are to choose to travel by bike.

Buses

3.2.8 Improvements to the Station Forecourt (BS2) will see enhanced waiting facilities and a more welcoming environment for passengers.

3.2.9 Bus standing facilities may also need to be increased to meet future demand. The Barking Town Centre Area Action Plan sets out, in the Reasoned Justification text to Policy BTC7: Improving Public Transport, that facilities for bus standing should be provided for in the Station Masterplan area. There is an existing bus standing facility within the Masterplan area on Longbridge Road, opposite the Spotted Dog pub. There is a further standing facility within the wider town centre area, in the bus garage on London Road. Increased bus stands are required in the town centre for a range of reasons, including:

- To enable parking and layover of buses
- To regulate service and frequencies
- Change drivers
- Allowing bus breaks
- Occasional need to turn buses round in case of disruption

3.2.10 Bus standing facilities are therefore as important as bus stops for the smooth operation of the bus network in Barking Town Centre. The number of stands required is related to the amount and frequency of bus routes. Future growth in the town centre bus network may therefore require provision of additional bus standing facilities in the Station Masterplan area. The Council will work with Transport for London to decide where this provision should be best located during the lifetime of the SPD.

Cars

3.2.11 Limited provision will be made outside the station for pick up/drop off. A car club already operates in the town centre and developments which make provision for car club bays will be encouraged. Given the excellent access to sustainable forms in the Station Masterplan area, schemes also have the potential to be car-free.

Taxis

3.2.12 The proposals as part of the improvements to Barking Station Forecourt (BS2) include the relocation of the taxi lay-by to Wakering Road. Two bays will remain at the front of the station; these will also act as an accessible drop off point and loading bay. The re-provision of the majority of the taxi lay-by to Wakering Road will not only reduce pedestrian, vehicle conflict on Station Parade but will also provide a complimentary service to the proposed hotel development at site allocation BS5.

Barking Town Centre Transport Model

3.2.13 Transport for London and the Council have developed a transport model of the Barking Town Centre area. The VISSIM micro simulation traffic model is available to developers as a resource to test the transport impact of schemes proposed in the town centre area. The model will provide the Council with a consistent basis for assessing Transport Assessments and allow for a cumulative impact assessment approach.

Planning Policy Reference

Core Strategy

CM4: Transport Links

Barking Town Centre Area Action Plan

BTC7: Improving Public Transport

BTC8: Traffic Management / Abbey Road Home Zone

BTC9: Town Centre Car Club

BTC10: Pedestrian Movement

BTC11: Cycling Facilities

BTC12: Off-Street Public Car Parking

Borough Wide Policies

BR9: Parking

BR10: Sustainable Transport

BR11: Walking and Cycling

INSERT A FULL PAGE / PLAN OF PUBLIC REALM

Figure 15: Public realm

3.3 Objective 5: Spaces

3.3.1 New development around the station should be designed around an integrated public space. A strong and unified public realm will vastly improve the visual connection between the station area and the rest of the town centre and in particular the distinctive civic heart at Barking Central.

3.3.2 Projects in the Station Masterplan should be guided by the principles of the Barking Code:

1. Use a simplified palette of quality materials and high quality of workmanship on site.
2. Create a simple and robust streetscape that acts as a foil for lyrical interventions.
3. Limit carbon footprint through the careful specification of materials.
4. Prioritise pedestrian movement over car use.
5. Enable equal and inclusive use and enjoyment of the public realm for all ages.
6. Including play as an essential dimension for the public realm.
7. Make ease of future maintenance an essential foundation for any proposal.
8. Enable events to take place through the provision of appropriate infrastructure.

Station Forecourt

3.3.3 The first project to come forward in the Station Masterplan is the delivery of improvements to the station forecourt area. This upgrade will see de-cluttering of the street environment and reorganisation of the bus standing facilities to give pedestrians priority and space to make arriving at Barking Station a more pleasurable experience. Cycling facilities, seating and wayfinding will also be enhanced.

Leisure Square

3.3.4 Leisure Square will form breathing space to the southern end of the Station Masterplan area. A relaxing meeting place for office workers and shoppers it will create a transition between the new housing development at Cambridge Road and the office, retail and town centre uses surrounding it.

Urban Ecology

3.3.5 Cities are not void of biodiversity. At a time when nature is being increasingly recognised for its contribution to the mental and physical health of society¹³, engagement with urban ecology is of intrinsic importance to the well-being of Barking Town Centre's residents. The utilisation of vertical building facades for vegetation and the implementation of brown and green roofs within cities evolves the traditional concept of habitat¹⁴. Delivery of the Masterplan will see an increase in green landscaping, utilising native species.

3.3.6 Ecological features such as green walls, bio-diverse brown and green roofs, wildlife planting, nesting and roosting boxes, and mature tree planting not only

¹³ Community green. using local spaces to tackle inequality and improve health, CAGE, 2010

¹⁴ Policy 5.10, Urban greening and Policy 5.11, Green roofs and development site environs of the London Plan, Consultation Draft Replacement London Plan (2009)

soften bleak areas of townscape but provide urban dwellers with a relaxing environment and a much needed connection to nature.

3.3.7 Policy BTC20 of the Barking Town Centre Area Action Plan designates a route from Abbey Green to Barking Park as a key corridor for the development of a tree lined street. Street trees are visually attractive and help to mitigate wind speeds and improve air quality. The introduction of street trees to Station Parade will provide a pleasant route for pedestrians and cyclists, absorb carbon dioxide and limit the impact of the urban heat island. Street trees should be integrated into public realm schemes for ease of maintenance and so as not to contribute to the deterioration of hard landscaping.

Public Art

3.3.8 There is a strong precedent for developments in Barking and Dagenham successfully incorporating public art as an integral part of the design process. The key to successful public art is early collaboration, engaging planners, developers, the private and public sector with artists from the beginning of a project. Schemes in the Station Masterplan area should explore the history of Barking and reflect the locality. The involvement of Barking residents and local groups in the production of public art projects will be encouraged.

Planning Policy Reference

Barking Town Centre Area Action Plan

BTC18: Public Realm

BTC20: Parks, Open Spaces, Play Areas and Tree Planting

Borough Wide Development Plan

BR3: Greening the Urban Environment

The Barking Code for the Public Realm

Trees and development, Draft Supplementary Planning Document

Biodiversity. How biodiversity can be protected and enhanced in the development process, Draft Supplementary Planning Document

3.4 Tall Buildings

- 3.4.1 Tall buildings within the Barking Station area should be designed to increase the legibility of the town centre and signify the status of this location as the main arrival point into Barking. As set out in Policy BTC17 of the Barking Town Centre Area Action Plan, there is the opportunity to create higher density development at Barking Station and this includes a grouping of tall buildings.
- 3.4.2 It is vital that the introduction of a tall building is considered in terms of its effect on the setting of the grade II listed Barking Station and the Abbey and Barking Town Centre Conservation Area. This is reflected in the Barking Station Site Allocation BTCSSA3, of the Barking Town Centre Area Action Plan, which denotes that tall buildings are unlikely to be acceptable on or immediately adjacent to the station concourse.
- 3.4.3 The majority of the town centre is characterised by 2-5 storey development, punctuated by a number of prominent taller, post-war buildings. Whilst the surrounding area already contains a number of tall buildings, including the Foyer, Crown House, Roycroft House and Maritime House, there is clearly a need for a more coherent and legible skyline in Barking Town Centre. This is especially so around the station, which currently contains elements of poor townscape quality which impacts negatively on the setting of the grade II listed Barking Station.
- 3.4.4 A tall building is defined as 'a building which is significantly taller than its neighbours and/or which significantly changes the skyline'. Within this context, in the town centre any building above 5-6 storeys could be considered as tall. This will, of course, be dependent on contextual factors such the scale and pattern of adjacent buildings and the relationship to existing and proposed tall buildings.

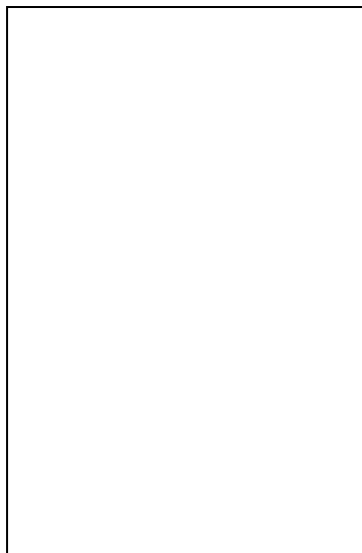


Figure 16: Crown House, 15 storeys

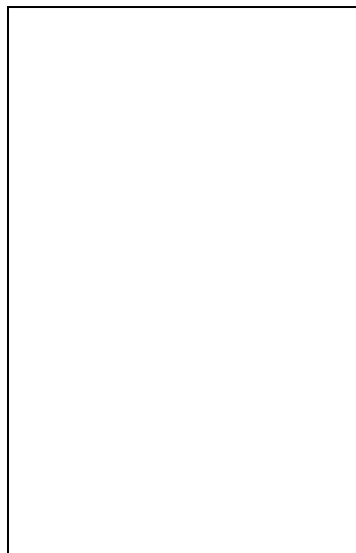


Figure 17: Foyer 9 storeys

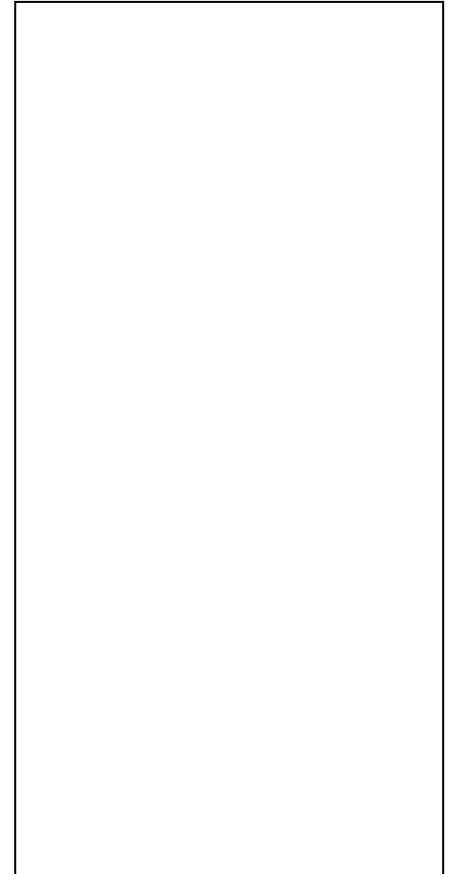


Figure 18: Maritime House, 10 storeys

- 3.4.5** In 2010, a tall building at the site of Vicarage Field shopping centre (BTCSSA10, of the Barking Town Centre Area Action Plan) was granted consent. At 23 storeys this scheme, opposite Barking Station, will become the tallest building in Barking Town Centre. Located adjacent to the station it will act as a marker for the railway station and provide a visual sense of arrival. It is important therefore that no buildings in Barking Town Centre exceed or compete with the height of Vicarage Field.
- 3.4.6** The Barking Town Centre Area Action Plan (2011) draws on the Barking Town Centre Urban Design Principles Guidance (2006) which establishes the following strategy for tall buildings:
- Buildings should be lower in the historic areas of the town and work with the scale of existing streets where historic buildings are maintained.
 - Around the Town Hall views of the Town Hall tower should be protected by buildings generally below 6 storeys.
 - Buildings could be higher around the station and close to the river around the rim of the town centre.
 - Buildings could be higher where sites are adjacent to the major access roads and railways where they would act as landmarks.
- 3.4.7** In light of the Urban Design Principles Guidance and the masterplanning process, the Station Masterplan has identified three sites as suitable for tall buildings:
- **Site BS5** **Wakering Road**
 - **Site BS8** **Wigham House B**
 - **Site BS9** **Cambridge Road**
- 3.4.8** All applications for tall buildings in the Station Masterplan area must be accompanied by accurate and realistic representations of the building, as set out in the CABE and English Heritage 'Guidance on Tall Buildings' (2007, paragraphs 3.1 – 3.6). Proposals should consider the impact on the skyline and have regard to topography, legibility and be sensitive to their surroundings. Buildings must be of the highest quality in terms of architectural design and materials used. The impact on adjacent properties in terms of privacy and overshadowing must also be considered in addition to the impact on microclimate, for example wind, sunlight and reflection. More comprehensive detail regarding the specific requirements for the design of tall buildings can be found in Policy BP4: Tall Buildings, of the Borough Wide Development Policies (2011).
- 3.4.9** In accordance with Policy BTC17: Tall Buildings, of the Barking Town Centre Area Action Plan, any proposals for tall buildings must conserve or enhance the significance of the area's heritage assets, its listed buildings, scheduled ancient monuments, conservation areas and other townscape features of local distinctiveness and heritage value. Key views, which are set out in this SPD, and are contained in the Barking Town Centre Area Action Plan and in the Barking Town Centre Conservation Area Appraisal must also be taken into account.
- 3.4.10** It should also be recognised that high density can also be achieved without requiring tall buildings or small units. Inspiration should be taken from

Barking's existing higher density low-rise developments such as Tanner Street to the north of the Station Masterplan area.

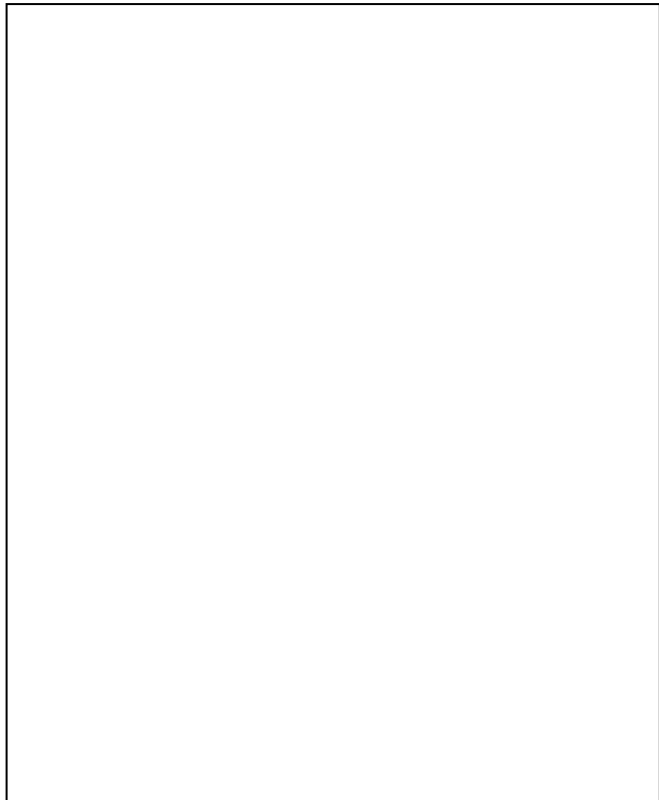


Figure 19: Lemonade Building, at 18 storeys, both the design of the building and its name responds to Barking's industrial heritage, the R Whites factory once occupied the site

Planning Policy Reference

Barking Town Centre Area Action Plan

BTC17: Tall Buildings

BTC19: Heritage and the Historic Environment

Borough Wide Development Policies

BP4: Tall Buildings

BP11: Urban Design

Barking Town Centre AAP Urban Design Guidance, Draft SPD

Urban Design Framework, SPD

Barking Town Centre Urban Design Principles Guidance

3.5 Phasing and Deliverability

3.5.1 It is imperative that the Masterplan is deliverable, for this reason, in 2010, Savills undertook a market analysis of the work produced by Atkins¹⁵. By reviewing three regeneration scenarios for the Barking Station Masterplan area; minimal growth, cautious growth and aspiration growth Savills guided the design team as to appropriate quantum and typology of development. The analysis took account of varying market conditions, and looked at office, retail, residential and leisure use across the Masterplan area.

3.5.2 Information relating to the phasing and implementation of each element of the SPD is set out in Chapter 4. A summary of the timescale of the elements is as follows:

Short Term:	Next 5 Years	
	BS2	Barking Station Forecourt Improvements
	BS5	Waking Road
	BS9	Cambridge Road
	BS1	Station Renovation
Medium Term:	5-15 Years	
	BS11	Crown House
	BS12	Linton Road Car Park
	BS4	Trocoll House
	BS8	Roding House
	BS10	Anchor Retail Store
	BS13	Leisure Square
Long Term:	15-25 Years	
	BS3	Station Parade
	BS6	Wigham House A
	BS7	Wigham House B

Delivering the vision

3.5.3 In early 2011 the Council established the Barking Town Centre Working Group. This forum has been created to bring together the key stakeholders discuss the wider strategic issues affecting Barking Town Centre. Formed of landowners, businesses, members and Council officers the Barking Town Centre Working Group will be an important driver in achieving the projects set out in the Barking Station Masterplan.

¹⁵ Barking Stage 3 Market Analysis and Scenario Review, February 2010, Savills

3.6 Planning Obligations

Section 106 Contributions

3.6.1 Contributions from developers through negotiations on Section 106 will be sought by the Council on individual development sites in the Masterplan area. Policy CC3: Achieving Community Benefits through Developer Contributions, of the Core Strategy sets out that Section 106 Contributions will be sought on a site by site basis. The Barking Town Centre Area Action Plan reiterates this approach, Policy BTC23: Developer Contributions outlines some priorities for the wider town centre. Of these, public realm improvements, climate change adaptation measures such as green roofs, policing and support of the combined heat and power network will be particularly pertinent to the Masterplan area.

3.6.2 The enhancement of the public realm in the station area, including sites BS2 and BS13 will be of benefit to all of the sites set out in the Masterplan. The Council will therefore use Section 106 to secure improvements to the legibility and visual cohesiveness of the station area.

London Thames Gateway Development Corporation Tariff

3.6.3 The London Thames Gateway Development Corporation (LTGDC) has also adopted its own Planning Obligations Community Benefit Strategy. The tariff based system, now operated by the Council, ensures that proposals contribute financially and in kind towards the infrastructure that is required in the area to support the developments that are coming forward for planning approval. For residential developments the normal contribution will continue to be a discounted Standard Charge of £6,000 per unit. Monies collected from the tariff will aid the delivery of infrastructure in the Masterplan area and schemes such as Leisure Square (BS13).

Community Infrastructure Levy

3.6.4 In 2011, the Council will be consulting on a 'Charging Schedule' as part of its preparation to introduce a Community Infrastructure Levy (CIL). The Levy is a mechanism proposed in the Planning Act 2008 to fund the infrastructure necessary to support development in an area via a standardised infrastructure charge. The Levy will allow cumulative contribution to necessary infrastructure including roads, transport facilities, schools and other educational facilities, medical facilities, sport and recreational facilities, open spaces and affordable housing.

3.6.5 The introduction of CIL will end contributions being sought from the LTGDC tariff. Once CIL is implemented Section 106 contributions will still be relevant, provided that the existing Section 106 tests are met. These include ensuring that the contribution or undertaking is necessary; directly related to the development; and reasonably related in scale and kind to the development. However, payments can no longer be made towards infrastructure covered by the CIL once adopted.

Viability

3.6.6 It is recognised that schemes will only come forward when they are viable, the Council will therefore consider the impact of Section 106 contributions on schemes. Negotiations will ensure that the viability, deliverability and design of schemes are not compromised or that projects are prevented from coming forward.

Planning Policy Reference

Core Strategy

CC3: Achieving Community Benefits through Developer Contributions

Barking Town Centre Area Action Plan

BTC23: Developer Contributions

3.7 Planning Applications

- 3.7.1** On the 31 October 2005 London Thames Gateway Development Corporation (LTGDC) took over planning powers for certain large planning applications in parts of the Borough. Whilst the Council still processed planning applications, the LTGDC decided whether to grant or refuse permission for certain developments. From April 2011 these planning powers for Barking Town Centre and land to the south of the A13 were returned to the Council.
- 3.7.2** For strategic and larger schemes the Council encourages applicants and their agents to take part in pre-application meetings. The Council is committed to providing clear and consistent advice and the process of pre-application meetings enable Development Management to provide detailed written advice on how national and local planning policies may affect a development, speeding up the development process and avoiding unacceptable proposals. Pre-application advice enable developers to acquire clear, impartial professional advice at an early stage regarding key issues which should be addressed prior to submitting a formal development proposal.
- 3.7.3** To request a pre-application meeting please download a request form, available from the Council's website, under the Development Management section. The website also gives full details as to the charges for pre-application advice. Completed forms should be sent via post or email to the address below.

1 Linton Road
Barking
IG11 8HG
Development Management
Floor 3, Maritime House

Phone: 020 8227 3933
Fax: 020 8227 3490
Email: planning@lbbd.gov.uk

3.7.4 You should include the following information with the request form to help Development Management make an assessment of whether the service is right for the application.

- Ownership details
- Full site address
- 1:1250 location plan, with the site outlined in red and adjoining land outlined in blue
- Drawings and photographs of the existing site / building(s)
- Drawings of the proposal
- Photographs of the site and surroundings

3.7.5 It should be recognised that comments and advice given during the pre-application process will be given on an informal basis only and will not prejudice any subsequent decision by the Council on determination of any formal application.

Chapter 4

Barking Station Interchange: Site Allocations

4.1 Introduction

This section describes each of the elements, which form the Barking Station Masterplan area under the following headings:

Objectives

Why the intervention is required to meet both the aspirations and objectives set out in Chapter 2 and to deliver the wider vision for the Station Masterplan area.

Location

Where it is. The extent of the site boundary in relation to the wider masterplan area.

Size

The extent of the site.

Timescale

An indication as to when the site will come forward (SHORT TERM: NEXT 5 YEARS, MEDIUM TERM: 5 – 15 YEARS, LONG TERM: 15- 25 YEARS).

Implementation

How the project will be delivered. Identifying the stakeholders responsible for supporting, funding and or delivering the project.

Existing Uses

How it is used currently.

Proposed Uses

How it should be used in the future.

Description

An overview of the main characteristics and constraints of the site.

Design Requirements

Identifying the main physical characteristics, appropriate dimensions and how development on the site should integrate and relate with the surrounding area.

BS1 Barking Station Renovation

Objectives	<ul style="list-style-type: none"> • Sensitively renovate the interior and exterior of the grade II listed station to restore the building's open and modernist aesthetic. • Create an uncluttered and efficient main ticket hall. • Ensure future capacity needs are met.
Location	Barking Station is located at the centre of the Masterplan area.
Size	7,329 sq.m
Timescale	SHORT TERM
Implementation	Barking Station is in need of substantial improvement, as recognised in the Better Rail Stations report published by the Government in 2010 ¹⁶ and the Second Mayor's Transport Strategy ¹⁷ . Whilst these funds are no longer available, the Council and its partners (London Thames Gateway Development Corporation, Network Rail and the various transport operators) still aspire to make the necessary improvements to renovate the station to ensure that it is capable of accommodating future growth and provides a befitting gateway to Barking Town Centre. The Council will continue to lobby the Department of Transport to secure funding for the improvements.
Flood Zone	1
PTAL	6
Existing Uses	<ul style="list-style-type: none"> • Transport interchange • Public realm • Associated retail • Office space for rail staff
Proposed Uses	<ul style="list-style-type: none"> • Improved transport interchange and associated public realm. • Provision of 12 ticket barriers to meet current demand and accommodate future growth. • Equivalent ticket window provision and additional space for oyster card machines. • Retail provision equivalent to the existing station (taking into account opportunities for flanking buildings) with direct access from the station forecourt and concourse. • Mezzanine level office.

¹⁶ Dft, Better Rail Stations Report, 2010

¹⁷ GLA, Mayor's Transport Strategy, 2010

<p>Description</p>	<p>Currently, the environment at Barking Station is congested and cluttered with poor wayfinding. The concourse area has become dominated by retail expansion, creating a cramped and confusing thoroughfare. The station is already operating at or close to full passenger capacity at peak hours. Access to the platforms is by a narrow passage and there is limited capacity to accommodate future passenger growth.</p> <p>The transformation of Barking Station will be driven by the Council and its Partners. It is vitally important that Barking Station is upgraded to enable it to better meet both current and the future demand from the new residential and office development expected in the area. Crucially, it needs to operate as a best practice transport interchange, radically changing the perception of Barking Town Centre on arrival.</p> <p>As part of the masterplanning work Atkins has produced a preferred option for the renovation of Barking Station, see Figure 19 and Figure 20 for an illustrative representation of the scheme¹⁸.</p> <p>By removing the retail units from the main concourse, the station will be restored to its former open structure. This will allow for better movement through the station.</p> <p>Retail will be re-provided on an overbridge extension. This will deliver an easier to access retail space, within a larger floorplate. Whilst this configuration will reduce the number of individual retail units on the main concourse, the improvement to passenger circulation and the functionality of the station significantly outweighs this loss. There also is the potential to provide access to retail space to the adjoining sites.</p> <p>The new canopy extension to the rear of the existing station envelope will allow natural daylight to flood into the concourse area. This will create a much improved space for people transferring between platforms.</p>
<p>Design Requirements</p>	<ul style="list-style-type: none"> • On taking forward this element of the masterplan it is imperative that further work is conducted to confirm that the provision of 12 ticket barriers will meet passenger growth forecasts. • Any redevelopment of the station must conserve or enhance the significance of the grade II listed structure, including its setting. • Detailed designs will need to take into account the structural capacity of the station road bridge over the railway. • To improve the exterior of the station, it would be desirable to remove the blue paint currently present on the lower areas of the station building's main uprights. This will enable their revision to the original bare concrete finish. • De-clutter the main ticket hall.

¹⁸ Barking Station Interchange Masterplan, ODA Station Feasibility Study, July 2009

	<ul style="list-style-type: none"> • Remove retail from the main concourse area and locate to an overbridge extension to provide a larger floor plate than existing units. • Centralise both the entrance to Barking Station and the ticket gateline to provide a greater quality of space and ease congestion. • Improved wayfinding and passenger information. • Overbridge extension sufficient to incorporate ideal runoff zones, retail and office provision. • New canopy and platform access. Works should explore the retention of the more decorative canopy elements which remain from the 1905 – 1908 station. • DDA (Disability Discrimination Act) compliant access to all platforms. • Provide secure cycle parking / bike store and, if viable, a repair facility. This will serve to strengthen Barking Town Centre’s status as a ‘Cycle Hub’ and support the Borough’s status as an ‘Outer London Biking Borough’. • Incorporate sustainable urban drainage techniques to minimise surface run off and improve water quality.
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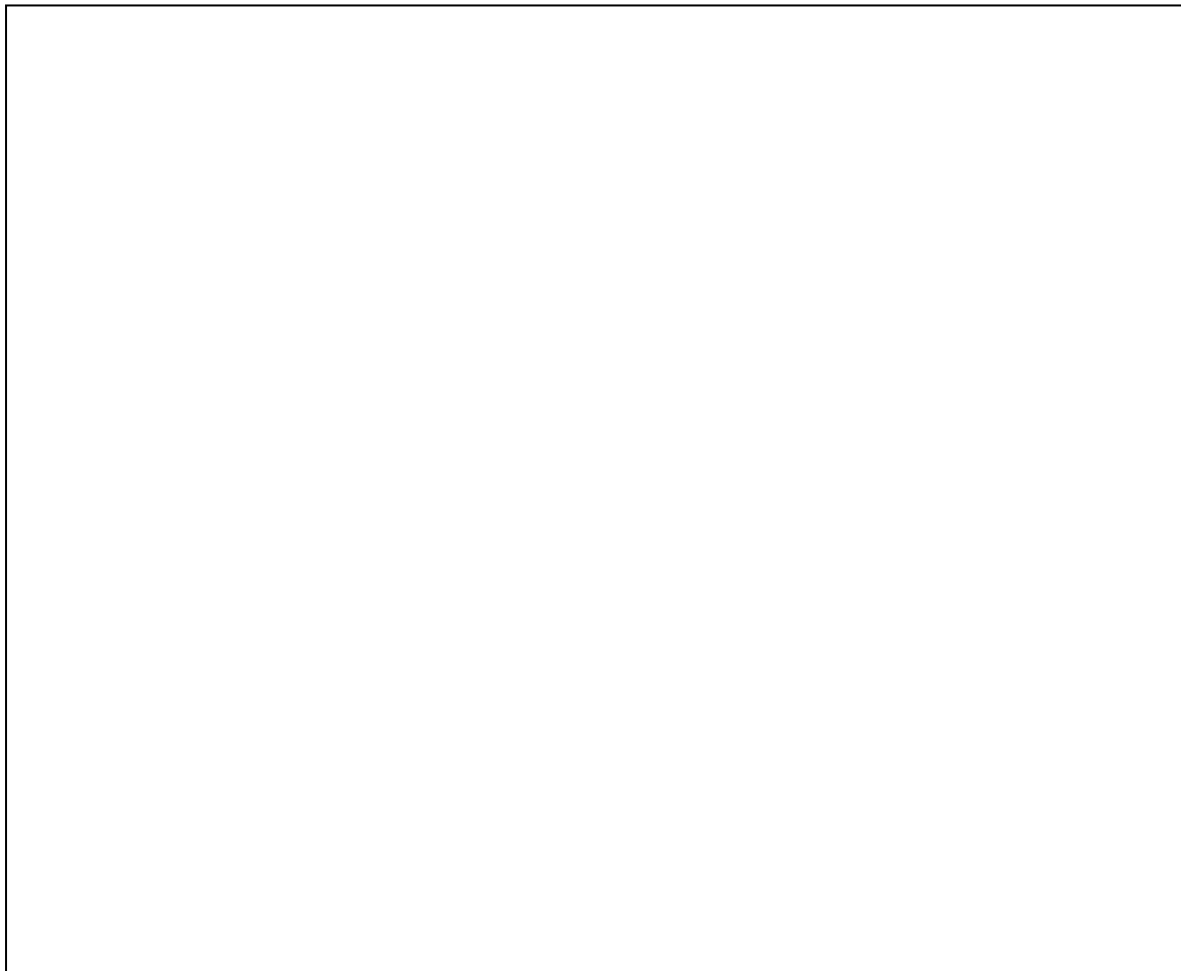


Figure 20: The image above presents the preferred option for Barking Station, taking account of the heritage, operational and spatial aspirations for improvements (Indicative Only).

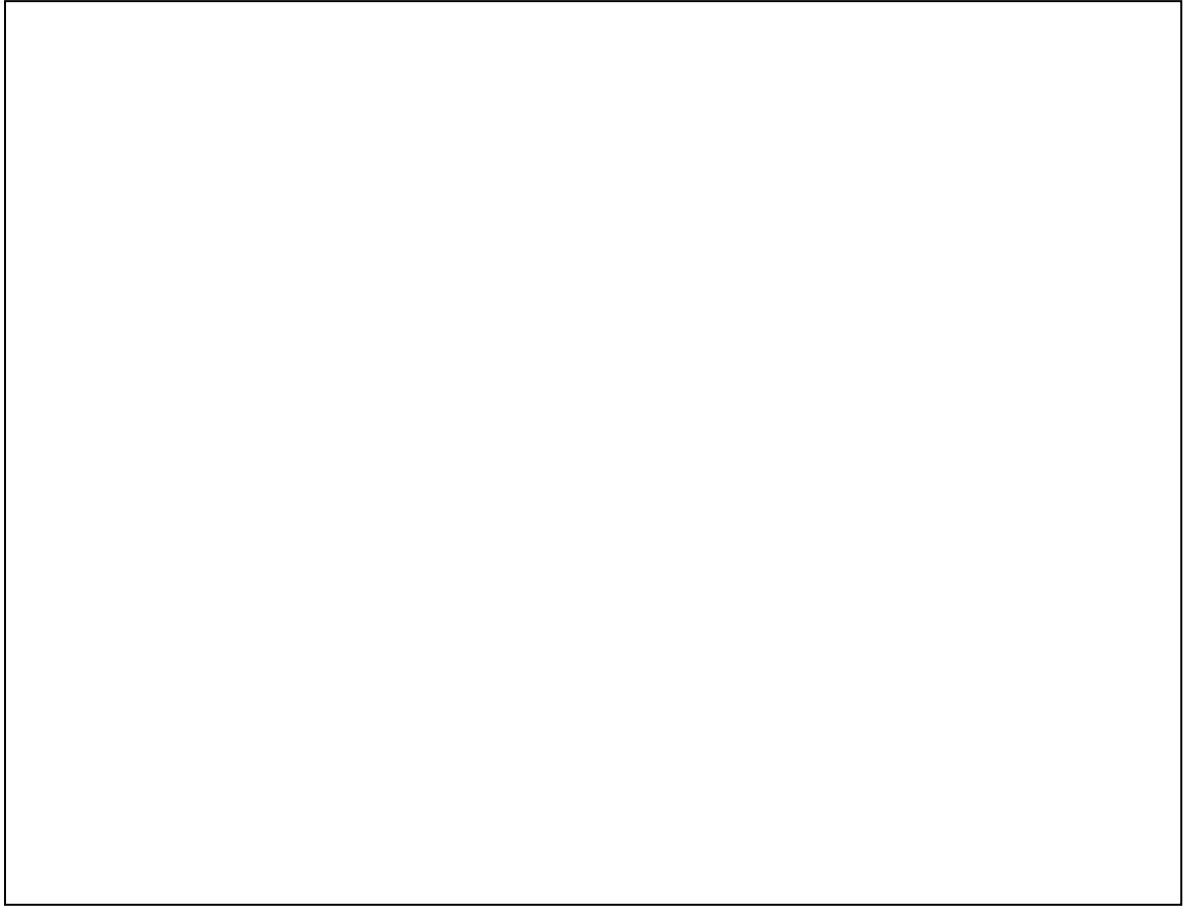


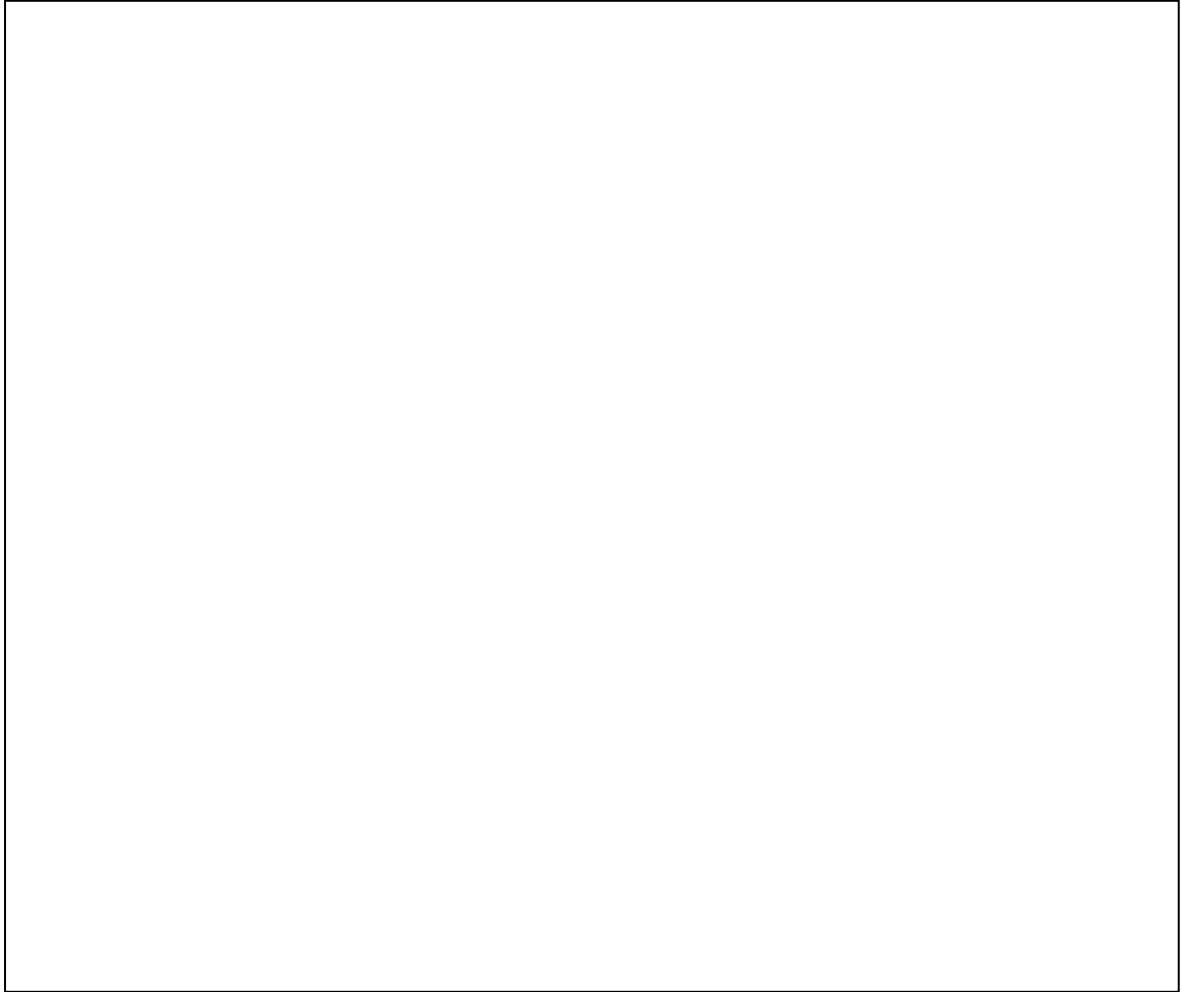
Figure 21: An illustration of how the station overbridge extension will allow for a clutter free, light and welcoming entrance to Barking Station before passengers reach the ticket barriers (Indicative Only).

BS2 Barking Station Forecourt Improvements

Objectives	<ul style="list-style-type: none"> • Deliver a generous and welcoming entrance to Barking. • Create an efficient and clear transport interchange.
Location	The forecourt area outside of Barking Station. The site extends to Wakering Road to the north and Cambridge Road to the south and encompasses both sides of Station Parade.
Timescale	SHORT TERM
Implementation	<p>The overall cost of the Barking Station public realm improvement implementation has been estimated at £1,119,038, with Phase 1 estimated at £883,503.</p> <p>In addition to TfL LIP funding (£480,000), the project implementation will be funded through a combination of external funding including Section106 money.</p> <p>Works are scheduled to being on site late Spring 2011.</p>
Flood Zone	1
PTAL	6
Existing Uses	<ul style="list-style-type: none"> • Transport interchange • Public realm
Proposed Uses	<ul style="list-style-type: none"> • Transport interchange • Public realm
Description	<p>The forecourt area is the first impression many experience of Barking Town Centre. An important focus for overland transport services, 11 bus routes, including the East London Transit (ELT), pass through this key transport interchange.</p> <p>The high level of passengers using the constrained forecourt area has a significant impact on the public realm; leading to conflict between pedestrians and traffic outside the Station. Currently the vehicle dominates the street environment. Street clutter, a lack of wayfinding and poor quality design further contribute to an undefined and confusing space outside the station.</p> <p>Improvements to this area of the Masterplan would greatly enhance the arrival experience to the town centre. It is for this reason, that this is site is regarded as the first catalytic phase of the Masterplan, to be delivered in 2011. The north side of Station Parade will be vastly improved as part of these works.</p> <p>This leaves the south of Station Parade to be enhanced at a later date. These much needed public realm works will come forward, in part, with the development of the Vicarage Field planning application</p>

	<p>(site BTCSSA10, of the Barking Town Centre Area Action Plan).</p> <p>By using materials consistent with the Barking Code, the forecourt area will better integrate into the wider town centre and the improvement works associated with the ELT link already completed in 2010.</p> <p>Key issues which need to be addressed include:</p> <ul style="list-style-type: none"> • Pedestrian congestion, which is exacerbated by the location of bus stops conflicting with one of the station's entrances. • High levels of informal pedestrian crossing causing safety risks. • Poor quality public realm, with low quality materials, incoherent street furniture and poor space provision for pedestrians. • Lack of provision for cyclists. • Poor legibility and lack of signage.
<p>Design Requirements</p>	<ul style="list-style-type: none"> • Remove the existing bus lay-by to create new on-street bus bays which can also facilitate the ELT. • Relocate the majority of the taxi rank from the front of Barking Station to Wakering Road, with two spaces remaining on Station Parade to provide an accessible drop off facility and loading bay. • Provide signage and 'Legible London' wayfinding. • Remove street clutter, street furniture and unnecessary signage. • Introduce co-ordinated street furniture and lighting, adhering to the principles of the Barking Code. • Resurface the pavements using high quality materials to comply with the Barking Code. • Increase the provision for cycle parking. • Introduce street trees contribute to the creation of a tree lined connection between Abbey Green and Barking Park. Trees however, cannot be provided on the railway bridge area due to loading constraints and a lack of substrate.

Figure 22: The image below illustrates how the station forecourt will be cleared of unnecessary clutter and provide a fitting arrival into Barking Town Centre (Indicative Only).



BS3 Station Parade

Objectives	<ul style="list-style-type: none"> • To introduce a higher quality retail frontage. • Enhance the character of Station Parade.
Location	The row of shops immediately opposite Barking Station fronting onto Station Parade.
Size	1,586 sq.m
Timescale	LONG TERM
Implementation	Implementation of this scheme depends on the private owner of the commercial premises.
Flood Zone	1
PTAL	6
Existing Uses	<ul style="list-style-type: none"> • Retail • Office
Proposed Uses	<ul style="list-style-type: none"> • Retail • Office • Residential
Description	<p>The redevelopment of this site requires careful consideration. Whilst Station Parade is not contained within the grade II listing of Barking Station, it was part of the 1959-1963 Barking Station Masterplan, and constructed at the same time. It therefore reflects the overall approach to the station area at that time of development. However, Station Parade has been much altered and the retail units are of varying quality.</p> <p>The comprehensive redevelopment of Station Parade provides the opportunity to deliver larger floorplate units and to improve the quality of the retail environment.</p> <p>The redevelopment of this site also sees the delivery of residential accommodation on Salisbury Avenue.</p>
Design Requirements	<ul style="list-style-type: none"> • This would not be an appropriate location for a tall building. • Generally a scheme in this location should be 2-3 storeys, however a 4-5 storey element may be appropriate on the northern corner of the site to reflect the block opposite at Salsbury Avenue. The exact height of this scheme will be determined by the planning process. • Provide retail uses at ground floor to maintain and strengthen the quality of the positive frontage onto Station Parade. • Conserve or enhance the grade II listed Barking Station and its setting.

	<ul style="list-style-type: none">• Major works, if not reconstruction of the railway bridge, would be required prior to implementing this scheme.• Deliver the required amount of child play space or contributions to off-site provision and/or improvement of existing spaces.• Provide secure cycle parking spaces, changing and shower facilities for staff• Incorporate sustainable urban drainage techniques to minimise surface run off and improve water quality.
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Figure 23: Model view of Station Parade (Indicative Only).

BS4 Trocoll House

Objectives	<ul style="list-style-type: none"> • Create a quality retail environment on arrival to Barking. • Redevelop as a high quality office space. • To frame the view of the grade II listed Barking Station.
Location	Trocoll House abuts Barking Station to the north. The site fronts onto Station Parade and adjoins site allocation BS5 (Wakering Road) to the rear. Wakering Road runs alongside the far edge of the site.
Size	629 sq.m
Timescale	MEDIUM TERM
Implementation	<p>This is a medium term aspiration for the Masterplan area which depends on being brought forward and delivered by a private developer.</p> <p>Trocoll House is one of a pair of buildings which bookend Barking Station. Roding House (BS8) and Trocoll House were part of the 1959-1963 Barking Station Masterplan. As such they exhibit similar features in terms of materials, height and massing. The Council therefore requires that any comprehensive development of this site maintain this relationship with Roding House and Barking Station.</p>
Flood Zone	1
PTAL	6
Existing Uses	A 5-storey early 1960s building that fronts Station Parade and comprises a pub at ground floor level (The Barking Dog) with serviced office accommodation above, accessed from Wakering Road.
Proposed Uses	<ul style="list-style-type: none"> • Retail units at the ground floor. Uses should contribute to the vitality of Barking Town Centre – retail uses (A1), restaurants, cafes and or drinking establishments (A3 and A4) • Office accommodation above
Description	<p>The office fabric in Barking Town Centre is outdated and of poor quality¹⁹. Whilst the office stock in the area is suitable for the current demand, there is a need to improve existing accommodation. Given the agenda to make significant improvements to the railway station, the surrounding public realm and to diversify the retail offer, the masterplan aspires improve the potential of this site.</p> <p>Trocoll House is one of a pair of buildings which bookend Barking Station. Trocoll House and Roding House (BS8) both retain detailing, such as the bands of green mosaic tiles on the exterior walls, which</p>

¹⁹ Demand for Office Use in Barking Town Centre, April 2008, King Sturge
Barking Stage 3 Market Analysis and Scenario Review, February 2010, Savills

	<p>were present when the buildings were constructed; at a similar time to the grade II listed station. Whilst not listed buildings themselves they do contribute to the setting and character of Barking Station. This site therefore provides the opportunity to restore and refurbish this building, retaining and enhancing its original features.</p> <p>Should this site be comprehensively redeveloped, site allocation BTCSSA3, of the Barking Town Centre Area Action Plan, clearly establishes that sites on or immediately adjacent to the station concourse are not suitable for tall buildings.</p>
<p>Design Requirements</p>	<ul style="list-style-type: none"> • Respect and enhance the grade II listed Barking Station. • This would not be an appropriate location for a tall building. Should the site be compressively re-developed then the height of the building must not exceed 5 storeys (in accordance with Policy BTC17). The exact height of this scheme will be determined by the planning application process. • Any future replacement building should mirror the approach at Roding House (Site BS8) in terms of height and not overly dominate the main station building in terms of massing. • The use of colour within any comprehensive redevelopment of this site should be muted and a comparable pallet to the existing building, rather than using strong colours that would draw the eye away from the understated grey-and-glass of the station. • The frontage of this building is well set back from the line of the carriage way. This enables clear views of the station from East Street, Station Parade and Longbridge Road. This approach should be taken forward in the design of any replacement building, so that these views can be retained. • Active retail frontage at ground floor is a key requirement for this building if it is to be successful and improve the character of Station Parade. • Both refurbishment and comprehensive redevelopment of this site should explore the possibility of the ground floor retail unit being accessible from the Station concourse. • Introduce ecological measures such as green roofs to increase urban biodiversity. • To be a car free development. • Provide secure cycle parking spaces, changing and shower facilities for staff. • Any comprehensive redevelopment will need to ensure opportunities for decentralised energy systems are fully exploited (subject to appropriate levels of predicted heatload) and compatibility with the district heating network. • Provide secure cycle parking spaces, changing and shower facilities for staff. • Incorporate sustainable urban drainage techniques to minimise surface run off and improve water quality. • Section 106 contributions to the public realm improvements including Leisure Square (BS13).

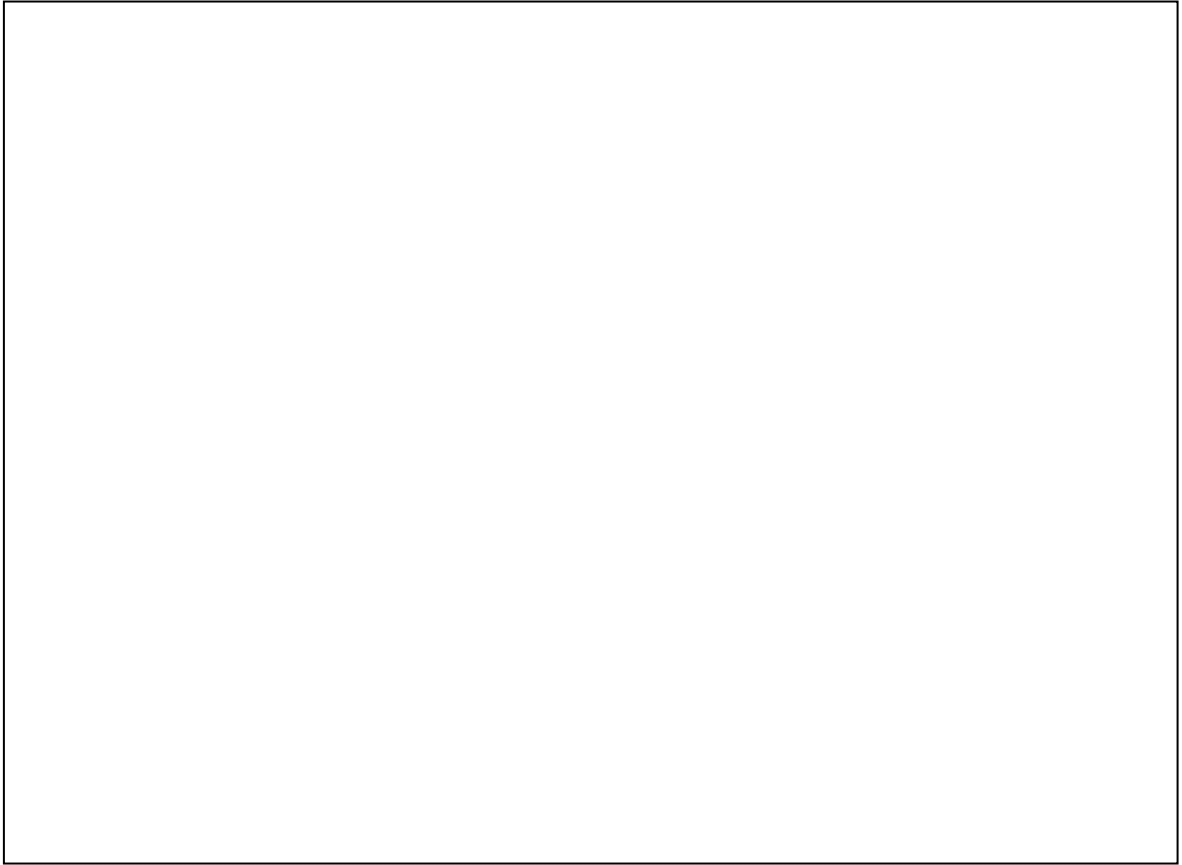


Figure 24: Model view of Trocoll House (Indicative Only).

BS5 Wakering Road

Objectives	<ul style="list-style-type: none"> • To develop this narrow site as a high quality hotel scheme. • Create a building which accentuates the arrival into Barking.
Location	Car park to the rear of Trocoll House on Wakering Road. The site abuts Barking Station to the south and the Signal Box to the west.
Size	1,030 sq.m
Timescale	SHORT TERM
Implementation	The site is privately owned and it depends on the landowners to implement the scheme.
Flood Zone	1
PTAL	6b
Existing Uses	An early 1960s car park arranged on two levels, with a raised ground level and basement below. It provides parking for 95 vehicles.
Proposed Uses	<ul style="list-style-type: none"> • Hotel • Leisure • Ancillary retail/commercial uses to activate the ground floor • Public realm improvements • Basement car park
Description	<p>The hotel market in Barking is currently underdeveloped, with the town centre deficient in good quality hotel accommodation²⁰. A hotel scheme in this highly accessible location will provide multiple benefits to the area. Generating local employment, its conferencing facilities will serve local business, whilst associated retail and leisure uses will provide evening activities, extending the vitality of the area beyond normal working hours.</p> <p>A hotel would also be beneficial in promoting tourism and supporting the longer-term aspiration for an improved business district to the north of the Masterplan area, stimulating further investment in the town centre (BS6 and BS7).</p> <p>In 2010 a planning application was approved for a hotel on this site which has determined proposed height of the development.</p> <p>At 22 storeys, and due to the topography of the site, it falls beneath the height of the permitted tall building at the Vicarage Field shopping centre, which is in close proximity. It is important that no buildings exceed or compete with the height of Vicarage Field, which will act as a marker to the town centre.</p>

²⁰ Hotel Requirements in Barking, April 2008, King Sturge
Barking Stage 3 Market Analysis and Scenario Review, February 2010, Savills

	<p>The slender, organic design of the scheme has been applauded by CABI and the GLA. It is imperative, given the strategic location of this tall building and its immediacy to the grade II listed Barking Station, the Abbey and Barking Town Centre Conservation Area and a number of other heritage assets that the integrity of the architecture is not subject to dumbing down. Whilst the site in its current form is of no architectural merit or quality, a tall building on this prominent site in the town centre must be sensitive to its surrounding context and be visually innovative and exciting.</p>
<p>Design Requirements</p>	<ul style="list-style-type: none"> • This site is considered to be a suitable location for a tall building of the highest quality, signifying the arrival into Barking Station. • Conserve or enhance the scale, height and setting of the Barking Station, a grade II listed building and the Spotted Dog public house, a locally listed building, located on the corner of Wakering Road. • The height of this building should not exceed that of Vicarage Field shopping centre (23 storeys). • Any tall building must be of exemplary quality in terms of design and accord with Policy BTC17: Tall Buildings, of the Barking Town Centre Area Action Plan and Policy BP4: Tall Buildings, of the Borough Wide Development Policies DPD. • Ground floor uses should animate the street frontage. • Introduce soft landscaping and ecological measures to increase urban biodiversity. • Provide secure cycle parking spaces for hotel staff and guests. • Provide the facility for charging electric vehicles. • Ensure opportunities for decentralised energy systems are fully exploited (subject to appropriate levels of predicted heatload) and compatibility with the district heating network • Incorporate sustainable urban drainage techniques to minimise surface run off and improve water quality. • Section 106 contributions towards public realm improvements to Wakering Road and the surrounding area, including the Station Forecourt (BS2).

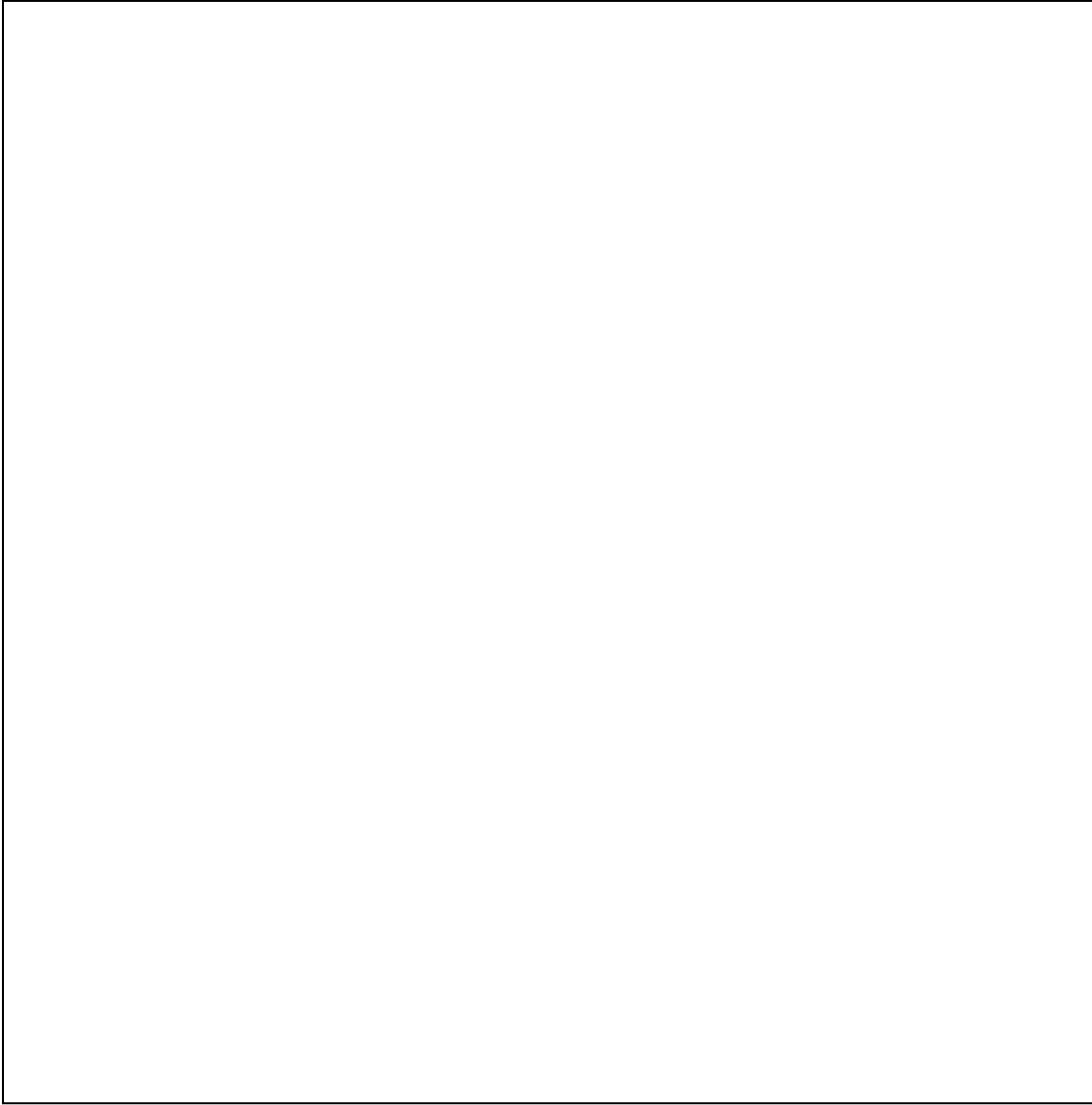


Figure 25: Illustrative view of Wakering Road hotel scheme

BS6 Wigham House Site A

Objectives	<ul style="list-style-type: none"> • Create a mixed office and residential development as part of a longer term phase of regeneration. • To establish a revitalised office and living quarter, retaining existing and attracting new businesses to Barking Town Centre.
Location	This site forms the north west corner of the Station Masterplan area. To the east is a part 2, 3 and 4 storey office block, Phoenix House. The northern boundary of the site abuts the Northern Relief Road. The prominent 9 storey Foyer building is to the immediate west of the site.
Size	643 sq.m
Timescale	LONG TERM
Implementation	<p>This is a long term aspiration for the Masterplan area which depends on being brought forward and delivered by a private developer.</p> <p>Redevelopment of this site will require the demolition of two existing office blocks, which span site allocations BS6 and BS7. Therefore, the Council seeks a comprehensive approach to the development of these sites to deliver the optimal scheme and to best realise the potential of this later component of the Masterplan.</p>
Flood Zone	1
PTAL	6
Existing Uses	The site is currently occupied by two office blocks. To the north west corner is Monteagle Court a 7 storey, 1980s office block. To the east of the site is Wigham House, this distinctive 1970s office accommodation stands at 10 storeys and is a predominant feature of Barking's skyline.
Proposed Uses	<ul style="list-style-type: none"> • Mixed office and residential scheme
Description	<p>There is a need to enhance the quality of office space in Barking Town Centre to encourage new organisations to locate in Barking, to take advantage of the excellent transport links²¹.</p> <p>A thriving office quarter to the north of the Station Masterplan area will rejuvenate this section of the town centre. An increase in the numbers of people working and living in the Barking Station Masterplan area will drive and sustain associated uses such as cafes, restaurants and the leisure economy.</p> <p>New development on this site should be outward facing, in contrast</p>

²¹ Demand for Office Use in Barking Town Centre, April 2008, King Sturge
Barking Stage 3 Market Analysis and Scenario Review, February 2010, Savills

	<p>to an inward-looking scheme. This will open up this site and better integrate it with the wider Station Masterplan area. Improvements to the public realm and pedestrian walkways to this site will dramatically improve the northern end of the station quarter, strengthening the sense of place.</p>
<p>Design Requirements</p>	<ul style="list-style-type: none"> • Buildings across this site should be comprehensively planned to ensure that there is a coherent transition from the low-rise residential accommodation to the south and the tall building element to the north on Wigham House Site B (BS7). • The residential element of this site should be orientated towards Waking Road and the Waking Road site (BS5) rather than the northern relief road. • Introduce soft landscaping and ecological measures to increase urban biodiversity. • An above ground area of parking is included to enhance viability. • Deliver the required amount of child play space or contributions to off-site provision and/or improvement of existing spaces. • Provide secure cycle parking spaces, changing and shower facilities for staff. • Ensure opportunities for decentralised energy systems are fully exploited (subject to appropriate levels of predicted heatload) and compatibility with the district heating network. • Incorporate sustainable urban drainage techniques to minimise surface run off and improve water quality.

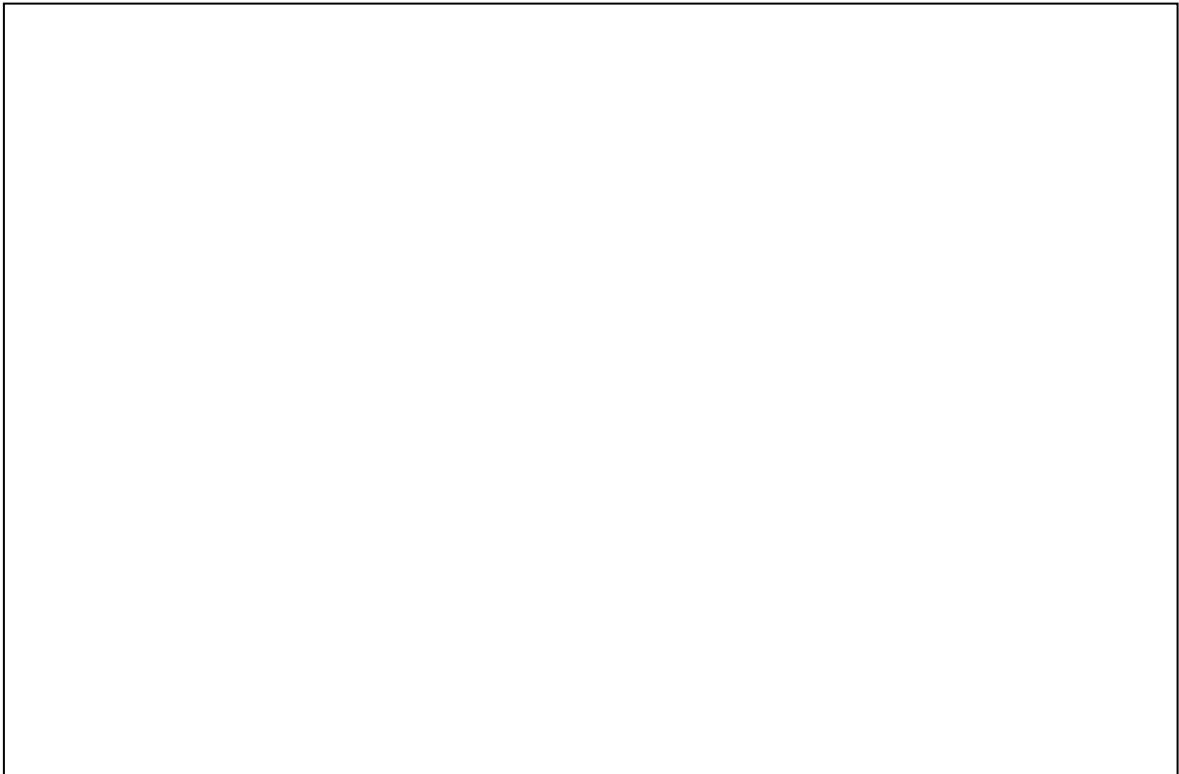


Figure 26: Model view of Wigham Site A and B (Indicative Only).

BS7 Wigham House Site B

Objectives	<ul style="list-style-type: none"> • Create an office development as part of a longer term phase of regeneration. • To establish a revitalised office and living quarter, retaining existing and attracting new businesses to Barking Town Centre.
Location	<p>This site forms the north west corner of the Station Masterplan area. To the east is Phoenix House, a part 2, 3 and 4 storey office block. The northern boundary of the site abuts the northern relief road. The south of the site fronts onto Wigham House Site A (BS6). The prominent 9 storey Foyer building is to the immediate west of the site.</p>
Size	1133 sq.m
Timescale	LONG TERM
Flood Zone	1
PTAL	6
Implementation	<p>This is a long term aspiration for the Masterplan area which depends on being brought forward and delivered by a private developer.</p> <p>Redevelopment of this site will require the demolition of two existing office blocks, which span site allocations BS6 and BS7. Therefore, the Council seek a comprehensive approach to the development of these sites to deliver the optimal scheme and to best realise the potential of this later component of the masterplan.</p>
Existing Uses	<p>The site is currently occupied by two office blocks. To the north west corner is Montague Court a 7 storey, 1980s office block. The east of the site is occupied by Wigham House, this 1970s office accommodation stands at 10 storeys and is a predominant feature of Barking's skyline.</p>
Proposed Uses	<ul style="list-style-type: none"> • Office
Description	<p>As stated previously (BS6), there is a need to enhance the quality of the outdated office space in Barking Town Centre to encourage new organisations to locate in Barking, to take advantage of the excellent transport links²².</p> <p>This site offers the opportunity to deliver a prominent new office development, to be constructed as part of the long term phased renewal of the northern corner of the study area.</p> <p>This site is clearly visible from the northern relief road and currently</p>

²² Demand for Office Use in Barking Town Centre, April 2008, King Sturge
Barking Stage 3 Market Analysis and Scenario Review, February 2010, Savills

	<p>does not give a good image of Barking Town Centre. A signature tall building of 10-12 storeys on the northern corner would accentuate and better define the edge of this site. This location accords with the Barking Town Centre Urban Design Principles Guidance (2006) which identifies that buildings could be higher where sites are adjacent to major access roads.</p> <p>New development on this site should be outward facing, in contrast to an inward-looking scheme. This will open up this site and better integrate it with the wider Station Masterplan area. Improvements to the public realm and pedestrian walkways to this site will dramatically improve the northern end of the station quarter, strengthening the sense of place.</p>
<p>Design Requirements</p>	<ul style="list-style-type: none"> • Buildings across this site should be comprehensively planned to ensure that there is a coherent transition from the mid-rise residential and office accommodation to the south (BS6) and the tall building element to the north of this site. • This site may be a suitable location for a tall building. A building of 10-12 storeys is considered to be appropriate on the north-west corner of this site to better define its edge. • Any design for a tall building will need to relate to the Foyer, an existing and distinctive neighbouring tall building (9 storeys). • This scheme should not seek to compete with Vicarage Field which, at 23 storeys is to be the tallest building in Barking Town Centre, it should also take into consideration the tall building allocation at Wakering Road (BS5). • Any tall building must be of exemplary quality in terms of design and accord with Policy BTC17: Tall Buildings, of the Barking Town Centre Area Action Plan and Policy BP4: Tall Buildings, of the Borough Wide Development Policies DPD. • The remainder of the site provides the opportunity for mid-rise buildings (4-6 storeys). These should relate sensitively to the adjacent part 2, 3 and 4 storey building. • Introduce soft landscaping and ecological measures to increase urban biodiversity. • As with Wigham House Site A, an above ground area of parking is included to enhance viability. • Provide secure cycle parking spaces, changing and shower facilities for staff. • Ensure opportunities for decentralised energy systems are fully exploited (subject to appropriate levels of predicted heatload) and compatibility with the district heating network • Incorporate sustainable urban drainage techniques to minimise surface run off and improve water quality.

BS8 Roding House

Objectives	<ul style="list-style-type: none"> • To add retail and a prominent office lobby to the ground floor to deliver an attractive public space. • Redevelop as a high quality office space. • To frame the view of the grade II listed Barking Station.
Location	Roding House abuts Barking Station to the south. The site fronts onto Station Parade and adjoins a residential development, Central House, to the rear. The site is bound by Cambridge Road to the south, while Barking Station forms the northern edge of the site.
Size	957 sq.m
Timescale	MEDIUM TERM
Flood Zone	1
PTAL	6
Implementation	<p>This is a medium term aspiration for the Station Masterplan which depends on being brought forward and delivered by a private developer.</p> <p>Roding House is one of a pair of buildings which bookend Barking Station. Trocoll House (BS4) and Roding House were part of the 1959-1963 Barking Station Masterplan. As such they exhibit similar features in terms of materials, height and massing. The Council therefore requires that any comprehensive development of this site maintain this relationship with Trocoll House and Barking Station.</p>
Existing Uses	<p>A 5-storey early 1960s building that fronts Station Parade with office accommodation above, accessed from Cambridge Road. There are seven units at the ground floor, these comprise:</p> <ul style="list-style-type: none"> • Cafe • Fast food restaurant • Bank • Pharmacy • Convenience store • Betting shop • Games, computer retailer
Proposed Uses	<ul style="list-style-type: none"> • Retail units at the ground floor. Uses should contribute to the vitality of Barking Town Centre – retail uses (A1), restaurants, cafes and or drinking establishments (A3 and A4) • Office accommodation above
Description	The office fabric in Barking Town Centre is outdated and of poor quality ²³ . Whilst the office stock in the area is suitable for the current

²³ Demand for Office Use in Barking Town Centre, April 2008, King Sturge

	<p>demand, there is a need to improve existing accommodation. Given the agenda to make significant improvements to the railway station, the surrounding public realm and to diversify the retail offer, the Masterplan aspires improve the potential of this site.</p> <p>Roding House is one of a pair of buildings which bookend Barking Station. Roding House and Trocoll House (BS4) both retain detailing, such as the bands of green mosaic tiles on the exterior walls, which were present when the buildings were constructed; at a similar time to the grade II listed station. Whilst not listed buildings themselves they do contribute to the setting and character of Barking Station. This site therefore provides the opportunity to restore and refurbish this building, retaining and enhancing its original features.</p> <p>Should this site be comprehensively redeveloped, site allocation BTCSSA3 of the Barking Town Centre Area Action Plan, clearly establishes that sites on or immediately adjacent to the station concourse are not suitable for tall buildings.</p>
<p>Design Requirements</p>	<ul style="list-style-type: none"> • Respect and enhance the grade II listed Barking Station. • This would not be an appropriate location for a tall building. Should the site be compressively re-developed then the height of the building should not exceed 5 storeys (in accordance with Policy BTC17 of the Barking Town Centre Area Action Plan). The exact height of this scheme will be determined by the planning application process. • Any future replacement building should mirror the approach at Trocoll House (Site BS4) in terms of height and not overly dominate the main station building in terms of massing. • The use of colour within any comprehensive redevelopment of the site should be muted and comparable pallet to the existing building, rather than using strong colours that would draw the eye away from the understated grey-and-glass of the station. • The frontage of this building is well set back from the line of the carriage way. This enables clear views of the station from East Street, Station Parade and Longbridge Road. This approach should be taken forward in the design of any replacement building, so that these views can be retained. • The ground floor of any new building on this site could incorporate a setback/canopy to further open up the view of the station from the south. • Active retail frontage at ground floor is a key requirement for this building if it is to be successful and improve the character of Station Parade. • Introduce ecological measures such as green roofs to increase urban biodiversity. • To be a car free development. • Any comprehensive redevelopment will need to ensure opportunities for decentralised energy systems are fully exploited (subject to appropriate levels of predicted heatload)

	<p>and compatibility with the district heating network.</p> <ul style="list-style-type: none">• Provide secure cycle parking spaces, changing and shower facilities for staff.• Incorporate sustainable urban drainage techniques to minimise surface run off and improve water quality.• Section 106 contributions to the public realm improvements including Leisure Square (BS13).
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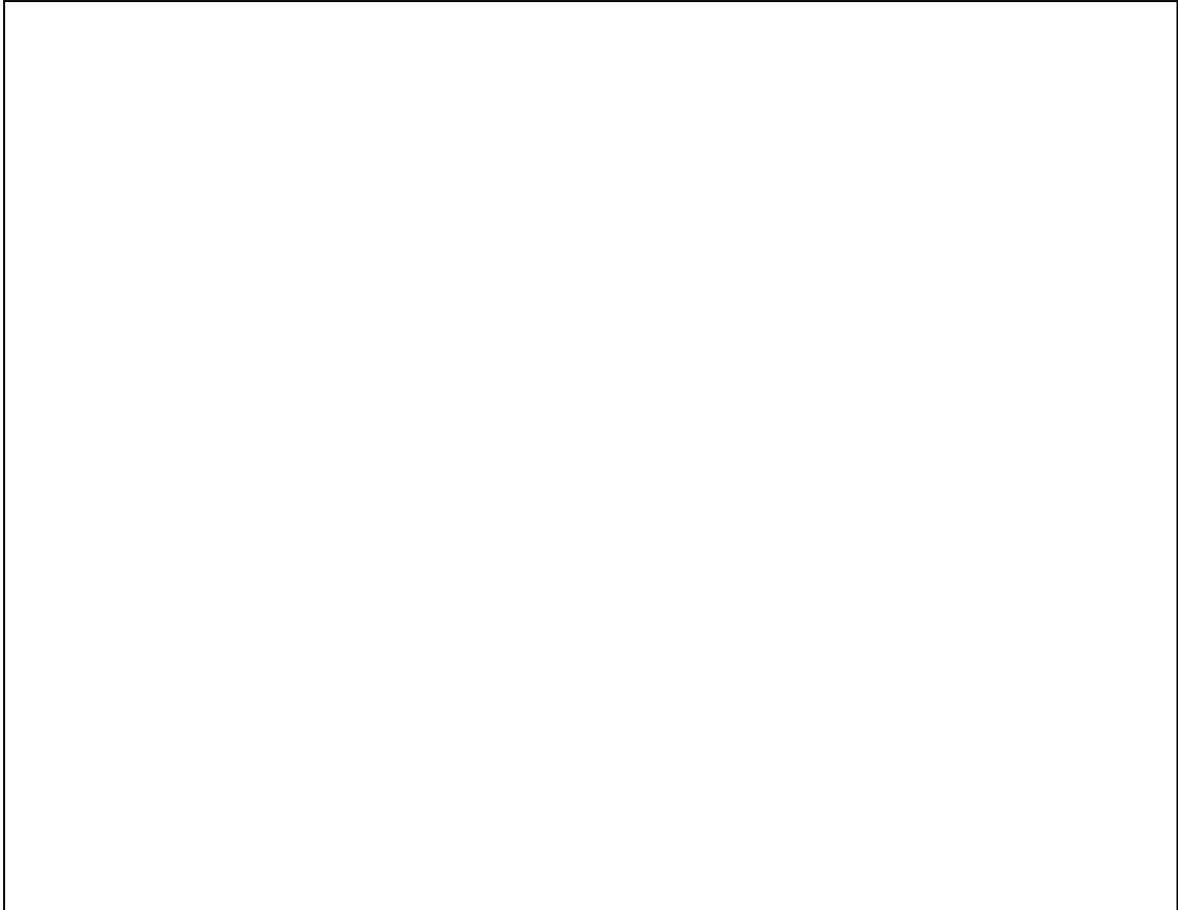


Figure 27: Model view of Roding House (Indicative Only).

BS9 Cambridge Road

Objectives	<ul style="list-style-type: none"> • To transform Cambridge Road into a thriving residential and mixed use quarter. • Deliver new housing in close proximity to the station. • Introduce recreational uses, such as a budget gym, to provide amenity for the new residents and to enhance the town centre's evening offer.
Location	This site is located to the south of Barking Station. The northern boundary of the site abuts the railway line while to the east is Central House a 7 storey residential development. The south of the site fronts onto Cambridge Road, to the west are the offices of Hapag-Lloyd.
Size	1,782 sq.m
Timescale	SHORT TERM
Flood Zone	1
PTAL	6
Implementation	This site is being brought forward by Swan Housing Association. In 2010 the Council received a planning application for the development of this site for a high density residential-led mixed use scheme. The application is currently (in 2011) undergoing a detailed design review following concerns from the Council, the GLA, LTGDC and CABE. Conversations are taking place with the GLA and the Council regarding a revised planning application for this site, taking into consideration concerns about the design form of development and over densification of the initial scheme.
Existing Uses	<ul style="list-style-type: none"> • Cleared brownfield land
Proposed Uses	<ul style="list-style-type: none"> • Residential • Retail at ground floor • Office • Leisure
Description	<p>This site has potential for new residential apartments with commercial uses at ground floor. The Council is working with Swan Housing Association to bring forward a residential-led mixed use scheme for this site. The excellent transport connections and central location of this site make it an ideal location for new homes. The residential element of this scheme will make a contribution to meeting the Barking Town Centre Area Action Plan housing target of some 6,000 additional homes.</p> <p>The Council would also encourage the exploration of opportunities for the inclusion of an appropriate recreational uses, potentially a private gym, to reflect the need for improved facilities in the Station</p>

	<p>Masterplan area²⁴.</p> <p>This is also a site identified as suitable for a tall building. Proposals for this site must consider the impact on the skyline and be of exceptional design and use materials which are appropriate to its setting.</p>
<p>Design Requirements</p>	<ul style="list-style-type: none"> • This site is a suitable location for a tall building. • The tall building element of this scheme should be designed in harmony with the hotel development at Wakering Road (BS5). It should not compete with, or exceed, the height of Vicarage Field and must relate positively to the Hapag Lloyd office block. • A tall building element of up to 20 storeys is considered to be appropriate to the western end of the site. The remainder of the site should relate to the height of the adjoining residential block Central House (7 storeys). • Any tall building must be of exemplary quality in terms of design and accord with Policy BTC17: Tall Buildings, of the Barking Town Centre Area Action Plan and Policy BP4: Tall Buildings, of the Borough Wide Development Policies DPD. • It must conserve or enhance the Abbey and Barking Town Centre Conservation area and the grade II Baptist Tabernacle and the locally listed Barking Tap which are in close proximity to the site. • The ground floor of this scheme must relate positively to Cambridge Road with active uses to animate the street frontage. • Deliver the required amount of child play space or contributions to off-site provision and/or improvement of existing spaces. • Should leisure use be delivered on this site, such as a private gym, it should be accessible to the public and not be exclusive to the residents of Cambridge Road. • Introduce ecological measures such as green roofs and soft landscaping to increase urban biodiversity. • Ensure opportunities for decentralised energy systems are fully exploited (subject to appropriate levels of predicted heatload) and compatibility with the district heating network • Provide secure cycle parking spaces for residents and changing and shower facilities for staff of the commercial units. • To be a car free development, except for the provision of the required number of disabled car parking spaces and car club bays. • Incorporate sustainable urban drainage techniques to minimise surface run off and improve water quality. • Section 106 contributions to the public realm improvements including Leisure Square (BS13).

²⁴ Barking Stage 3 Market Analysis and Scenario Review, February 2010, Savills

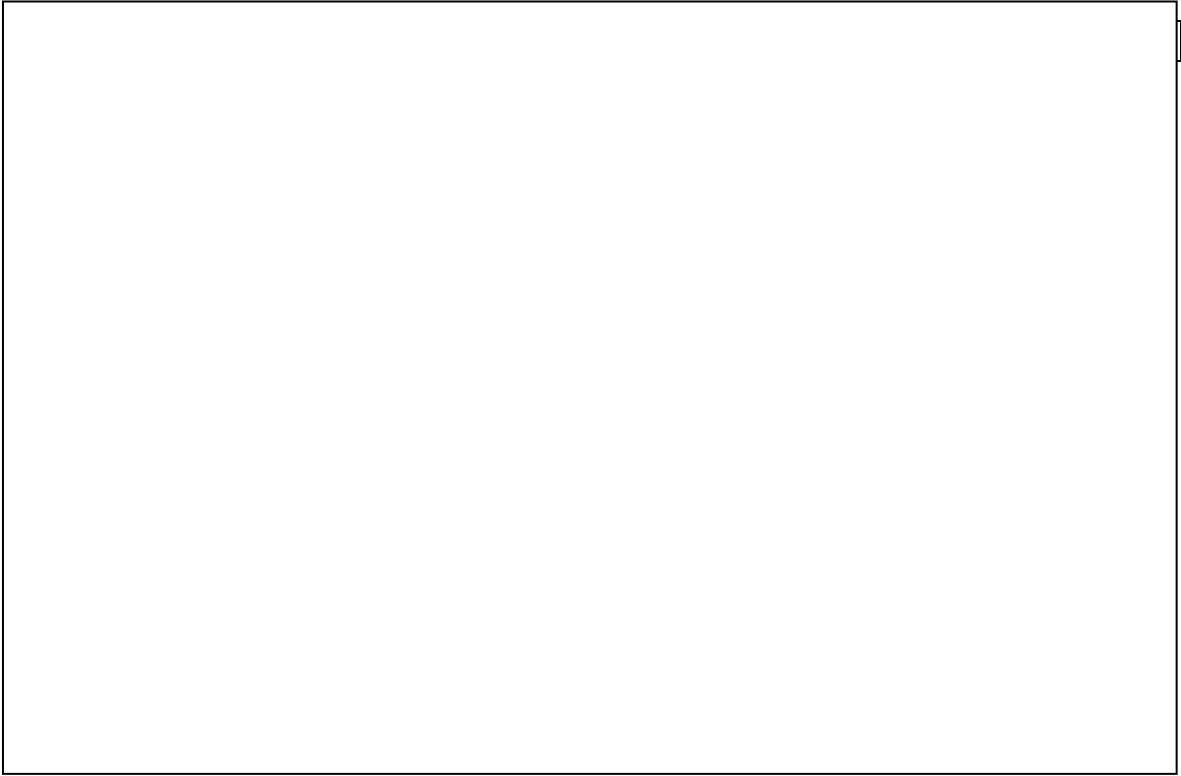


Figure 28: Model view of Cambridge House (Indicative Only).

BS10 Anchor Retail Store

Objectives	<ul style="list-style-type: none"> • Deliver a large floor plate for comparison retail. • Improve the quality of the retail offer in Barking Town Centre. • Provide a positive relationship with Leisure Square (BS13).
Location	The site is located in the south east corner of the Station Masterplan area. It sits beside an important junction, the meeting of East Street, London Road, Linton Road, Ripple Road and Station Parade.
Size	3,574 sq.m
Timescale	MEDIUM TERM
Flood Zone	1
PTAL	6
Implementation	<p>The site is in multiple ownership. This scheme would be brought forward and delivered by the private sector.</p> <p>There will be a need for Section 106 contributions from the developer towards public realm improvements, including Leisure Square (BS13).</p>
Existing Uses	<p>This site comprises a mixture of uses and buildings.</p> <p>To the north west of the site and fronting onto Cambridge Road is a 1950s office building, Cambridge House, and associated car parking.</p> <p>The eastern edge of the site includes units 1 – 25 Station Parade. These are retail units at ground floor, with the exception of no.25, which is the Barking Arms public house. The buildings are a mixture of residential and back office accommodation above.</p> <p>The locally listed Barking Tap public house forms the south west corner of the site.</p>
Proposed Uses	Anchor retail store(s) to provide comparison retail and leisure.
Description	Barking is defined in the London Plan as a Major Centre. In contrast to other comparable shopping destinations Barking has a relative undersupply of multiple retailers ²⁵ . This is particularly apparent in the comparison goods sector. The Town Centre has a strong independent retail presence, this is a positive quality but if Barking is to prosper it needs to attract a greater diversity of national multiples. The Station Masterplan area needs to provide a range of retail units from small, medium and large to ensure a balance between independent and large multiples.

²⁵ Barking Town Centre, Retail Study Update 2009, King Sturge LPP

This site has been established as an important opportunity within the town centre to provide a large floorplate of some 3,500 sq.m (net) of retail space. Barking does not currently have any department stores and this site, given its central and corner plot location, has been identified as having the potential to deliver an anchor retail store. Such a development will offer a hugely valuable contribution to regeneration and have a profound impact on the surrounding community.

However, this parcel of land also lies within the Abbey and Barking Town Centre Conservation Area. This encompasses retail frontage, which, although in a poor state of repair, are some of the last historic retail buildings in the Town Centre predating World War I (units 1-9 Station Parade).

The allocation also includes the Barking Tap Public House. This locally listed Victorian building is a prominent feature of Linton Road. Dating from 1894, it is all remains of the Barking Brewery, which was one of the traditional industries of the town.

To the west of the site and in immediate proximity is the grade II listed Baptist Tabernacle.

This site is a vital opportunity to provide comparison retail in Barking Town Centre but requires sensitive design to maximise the existing heritage assets whilst ensuring that the site remains viable and deliverable. One of the unique features of Barking Town Centre is its ability to integrate new and old architecture, as evidenced at Barking Central.

The development of this site would need to incorporate the existing buildings of historic interest unless a comprehensive scheme of exceptional architectural merit is proposed.

Any proposal for this site would need to reflect the distinctive curve of Station Parade / East Street junction, mirroring the line of the buildings opposite. The design of any new building should respond to this feature as it forms an important point in the Town Centre.

The development of this site will support the town centre as an attractive place to shop and relax. The associated Leisure Square to the west of the development will create a community focus, ensuring that this part of the town centre becomes a vibrant location within Barking, enhancing its sense of place.

The arrival of a large retail store to the town centre will also benefit the training of local people, providing service sector employment and improved skills.

The bandstand area, which is to the immediate south of the Anchor Retail Store site is an important space in the town centre. Whilst there have been improvements to the paving in this area, as a result of the works conducted to create the East London Transit Line 1a route (ELT) down Ripple Road, there remains an incoherent mixture

	<p>of street furniture - litter bins, public toilet and service cabinets. These are poorly maintained; this not only detracts from the area but breaks up the public space.</p> <p>The delivery of the Anchor Retail Store on this site presents an opportunity to create an enhanced public realm, providing a quality space for pedestrians. The comprehensive development of this site could also see the set back of the building line fronting Station Parade to align with Roding House and the Station. This will provide better sight lines towards Barking Station and create a wider pavement, assisting pedestrian flows.</p>
<p>Design Requirements</p>	<ul style="list-style-type: none"> • This would not be an appropriate location for a tall building. • Building heights should relate to articulation of 2 Station Parade (the Barclays bank opposite) and not exceed 5 storeys. • Respect and enhance the grade II listed Baptist Tabernacle. • Provide a heritage statement which evidences how the development preserves and enhances the character of the Conservation Area and enhances the setting of the listed and locally listed buildings. • The Council favours the partial retention of the Barking Tap public house in any scheme and would seek to preserve the units of historical merit on Station Parade. • Provide a unit of a minimum of 3,500 sq.m for comparison retail. Floorspace should be flexible to allow for subdivision if necessary. • A variety of smaller units ranging from between 140 sq.m and 470 sq. m (weighted towards the smaller sizes). • In accordance with the London Plan²⁶, the Council will seek contributions through Section 106, if viable, to support the provision of affordable shop units suitable for small or independent retailers. • Any building(s) in this location would need to be of an exceptional standard and relate to the fine grain of the buildings in the vicinity. • Any development of this site must be of high quality. New retail buildings in this area must be worthy of civic pride, appropriate to their location and enhance the urban environment. • Comprehensive development of this site could see the setting back of the building line fronting Station Parade to align with Roding House and Barking Station. • The design should respect and reinforce the rhythm of the curved facade at 1 Station Parade. • Active frontages are key on this corner location. • Connectivity is an important feature. The comprehensive development of this site would have to provide good connections through the site, between the store and the wider

²⁶ Policy 4.9, Small shops of the London Plan, Consultation Draft Replacement Plan (2009)

	<p>area. The scheme should not focus inwardly, but embrace its central setting.</p> <ul style="list-style-type: none">• The north east corner of the site faces onto Leisure Square (BS13). It is important that any development does not create a blank edge onto this space and that natural surveillance and pedestrian permeability is considered in the design of any scheme. The store should optimise this new public space and revitalise this area of the town centre.• To be a car free development.• Introduce ecological measures such as green roofs and soft landscaping to increase urban biodiversity.• Provide secure cycle parking spaces, changing and shower facilities for staff.• Ensure opportunities for decentralised energy systems are fully exploited (subject to appropriate levels of predicted heatload) and compatibility with the district heating network.• Incorporate sustainable urban drainage techniques to minimise surface run off and improve water quality.• Section 106 contributions to the public realm improvements to Leisure Square (BS13).
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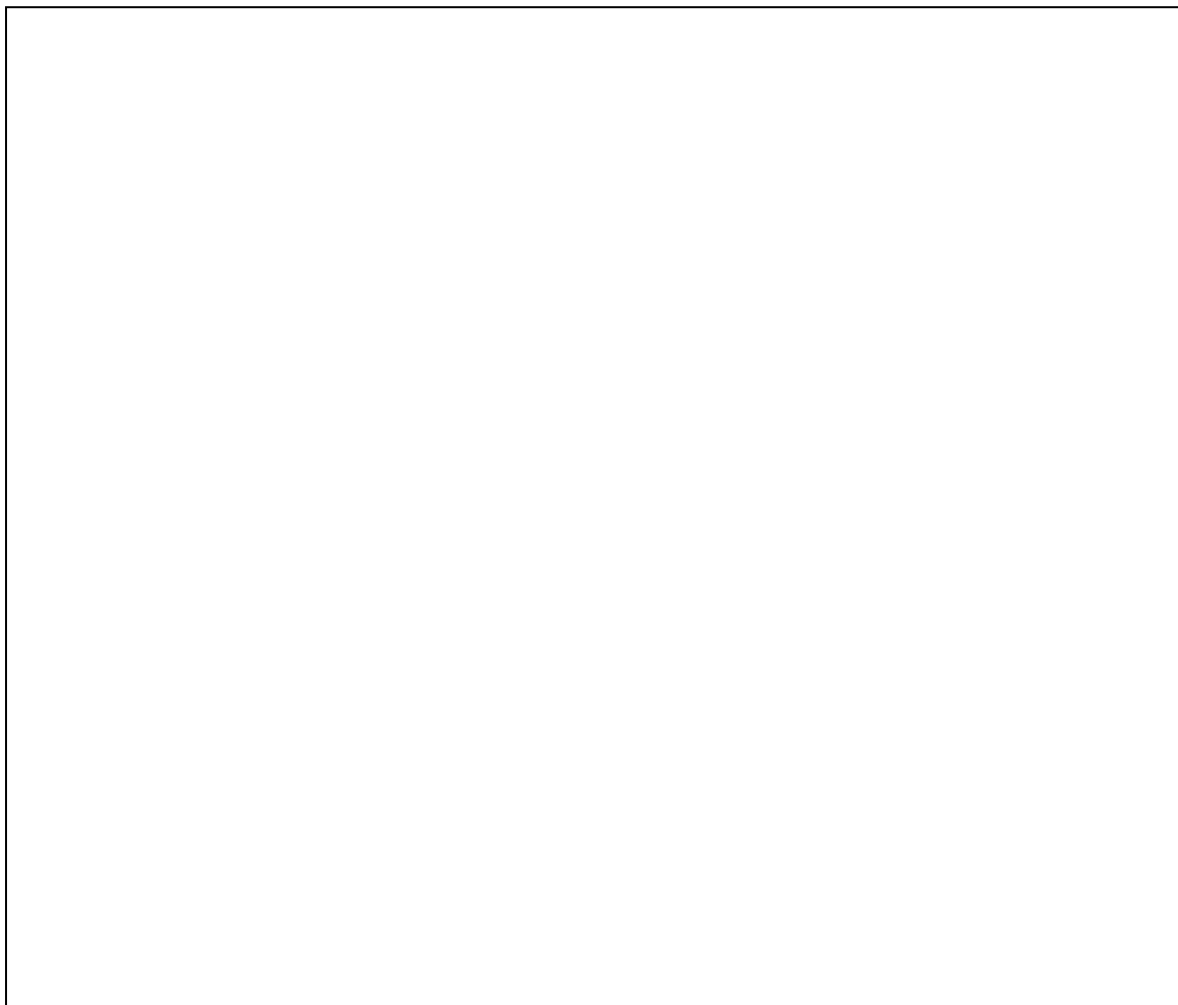


Figure 29: Model view of the anchor retail store (Indicative Only).

BS11 Crown House

Objectives	<ul style="list-style-type: none"> • Deliver better quality office accommodation. • Improve the vitality of the ground floor, introducing commercial uses to enliven the existing office accommodation. • Provide a positive relationship with Leisure Square.
Location	Crown House
Size	761 sq.m
Timescale	MEDIUM TERM
Flood Zone	1
PTAL	6
Implementation	This site depends on being brought forward and developed by the private sector.
Existing Uses	<ul style="list-style-type: none"> • Office accommodation • Ground floor car parking
Proposed Uses	<ul style="list-style-type: none"> • Retail units at ground floor. Uses should enhance the vitality of Leisure Square (BS13) – retail uses (A1) and cafes (A3) • Refurbished office accommodation above
Description	<p>Crown House falls within the Abbey and Barking Town Centre Conservation Area. In the Conservation Appraisal for this area the building is identified as a negative contributor. There is therefore a requirement to improve the visual impact of this building on the local setting.</p> <p>There is a need for an improved quality of office accommodation in Barking Town Centre²⁷. This site allocation sets out the need for a major refurbishment of the existing Crown House offices while creating a podium to enable the provision of commercial uses at ground floor level fronting Linton Road. This will create smaller retail and cafe units along the ground floor to enliven the front of the building.</p>

²⁷ Demand for Office Use in Barking Town Centre, April 2008, King Sturge
Barking Stage 3 Market Analysis and Scenario Review, February 2010, Savills

Design Requirements	<ul style="list-style-type: none">• Refurbishment of Crown House should must conserve or enhance the character of the Abbey and Barking Town Centre Conservation Area.• Any scheme on this site should respect and conserve or enhance the grade II listed Baptist Tabernacle to the immediate west of the site.• Refurbishment of office accommodation to include a full external makeover in addition to an internal refit.• Active frontage should be created to maximise the relationship to Linton Road and Leisure Square.• Introduce ecological measures such as green roofs to increase urban biodiversity.• Provide secure cycle spaces, changing and shower facilities for staff.• Incorporate sustainable urban drainage techniques to minimise surface run off and improve water quality.
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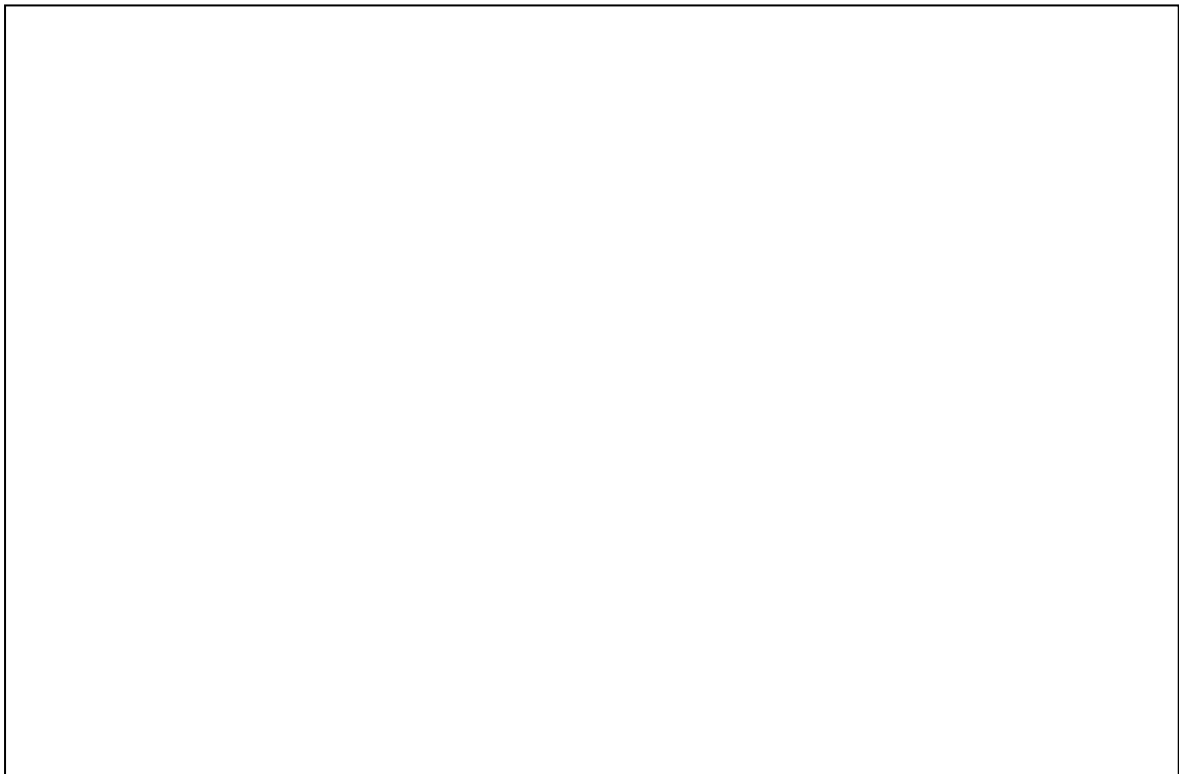


Figure 30: Model view of Crown House (Indicative Only).

BS12 Linton Road Car Park

Objectives	<ul style="list-style-type: none"> • Deliver a high quality residential and office scheme in close proximity to the station. • To reinstate the historic street alignment of Cambridge Road.
Location	This site is to the immediate west of the grade II listed Baptist Tabernacle. The north and west boundary of the site fronts onto Cambridge Road. Crown House and its surface level car park form the eastern boundary.
Size	1,536 sq.m
Timescale	MEDIUM TERM
Flood Zone	1
PTAL	6
Implementation	<p>This site is owned by the Council and it is anticipated that Barking and Dagenham will retain the freehold ownership of the land. The Council will prepare a brief for the site in order to appoint a development partner to deliver a comprehensive scheme in line with this site allocation.</p> <p>Prior to delivery of this site, any proposal for this site will need to ensure that suitable alternative parking is made available for the market traders who use the land for storing vehicles on market days.</p>
Existing Uses	<ul style="list-style-type: none"> • Car park used for market traders, 46 spaces
Proposed Uses	<ul style="list-style-type: none"> • Residential • Small office units
Description	<p>This proposal involves reinstating the historic street alignment of Cambridge Road by providing a new residential and small office development. The provision of small offices in this location will compliment the Enterprise Centre which is adjacent to this site.</p> <p>The introduction of new residential accommodation into Barking Town Centre will provide added vitality and vibrancy. This will support restaurants and leisure uses, which should help to change the perception of Barking which is currently has very little evening activity.</p>
Design Requirements	<ul style="list-style-type: none"> • This would not be an appropriate location for a tall building. • Positive street frontage and natural surveillance should be formed by a mix of residential and small

	<p>office units fronting onto Cambridge Road.</p> <ul style="list-style-type: none">• Introduce ecological measures such as green roofs and soft landscaping to increase urban biodiversity.• Deliver the required amount of child play space or contributions to off-site provision and/or improvement of existing spaces.• Provide secure cycle parking spaces for residents and changing and shower facilities for the staff of the office units.• Incorporate sustainable urban drainage techniques to minimise surface run off and improve water quality.
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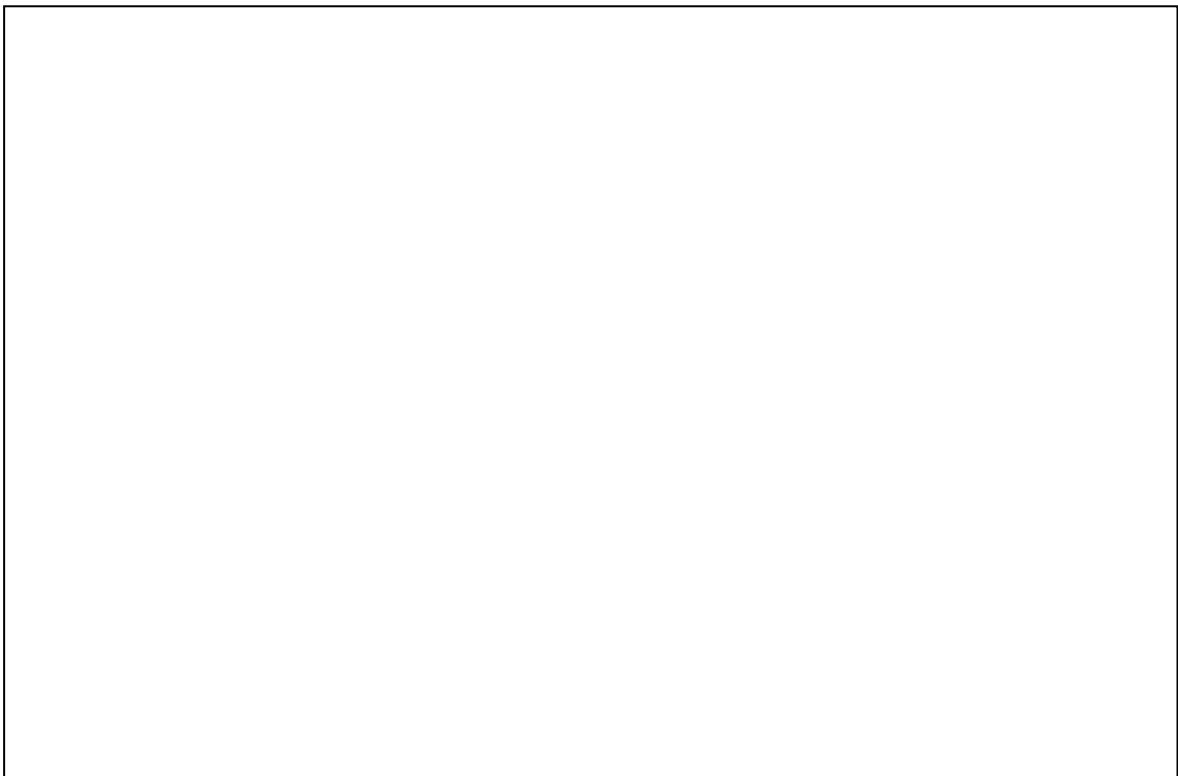


Figure 31: Model view of Linton Road Car Park (Indicative Only).

BS13 Leisure Square

Objectives	<ul style="list-style-type: none"> • Deliver a new amenity space for the station area. • Improve east-west connectivity from the new residential developments on Cambridge Road through to Linton Road. • Provide a contrast to the main activity on the high street at Station Parade. • Create a place of civic pride.
Location	This site is located to the north of Crown House and to the west of the retail units on Station Parade. The northern edge of the site is bound by Cambridge road. The Linton Road Car Park (BS3) is to the east of the site.
Size	932 sq.m
Timescale	MEDIUM TERM
Flood Zone	1
PTAL	6
Implementation	This scheme is subject to the existing landowners agreement and will be funded through monies collected through Section 106 from surrounding developments.
Existing Uses	<ul style="list-style-type: none"> • Car park
Proposed Uses	<ul style="list-style-type: none"> • Enhanced public realm
Description	<p>This neglected space to the rear of the retail properties on Station Parade provides a narrow pedestrian connection from Linton Road through to Cambridge Road but is intimidating at night. The conversion of this area into a public space will vastly improve the permeability of the town centre and make better use of this underutilised site.</p> <p>Leisure Square is to be located at the heart of the new residential core in the Barking Station Masterplan area. It will provide an important amenity for those living in the residential developments coming forward, especially those at Cambridge Road (BS9) and Linton Road Car Park (BS12). The renewal of this site will offer a welcoming and tranquil escape from the surrounding town centre uses.</p> <p>Given the more formal nature of Town Hall Square at Barking Central it would be desirable to introduce green landscaping into this space. Leisure Square needs to be flexible enough to accommodate a variety of activities across a range of times scales, from providing a space for surrounding office workers and shoppers to eat lunch and sit with friends to creating a</p>

	<p>route to the station which feels safe, especially at night.</p> <p>The design of Leisure Square provides an opportunity to involve the local community in the creation of a brief for this important space in the Masterplan area (Policy BTC20 of the Barking Town Centre Area Action Plan). The square should be seen as an opportunity to foster engagement from surrounding residents and those working in the station area.</p>
<p>Design Requirements</p>	<ul style="list-style-type: none"> • Enhance the area to complement the high street and Station Parade. • Provide seating for office workers and shoppers. • Use a pallet of materials which is consistent with the Barking Code. • Reduce the fear of crime and improve the perception of this area. • Create a positive environment which will interact with the frontages of the Anchor Retail Store site (BS10) and Crown House (BS11). • Introduce soft landscaping and ecological measures to increase urban biodiversity. • Incorporate sustainable urban drainage techniques to minimise surface run off and improve water quality.

Appendix A: Baseline analysis

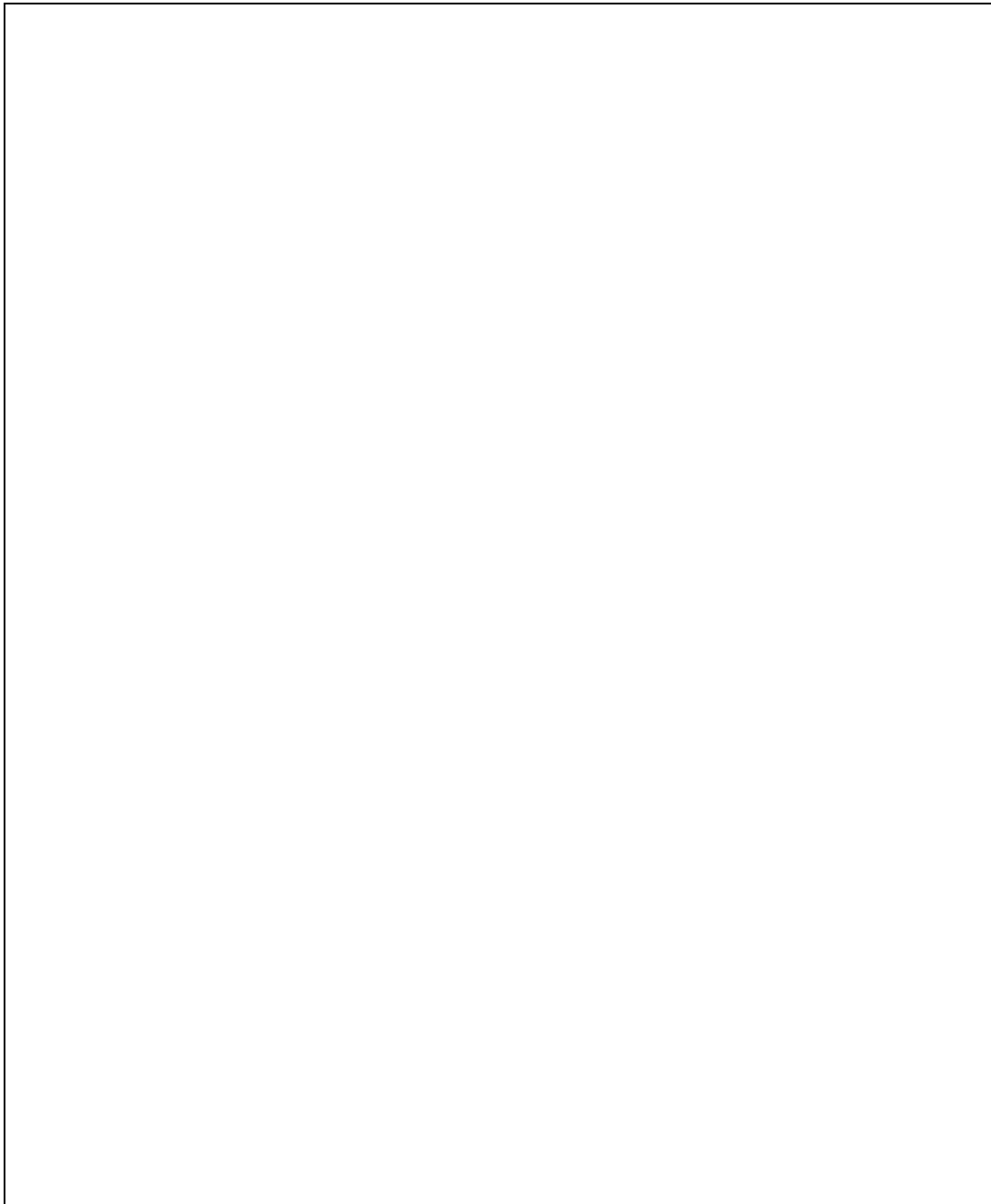
This section of the SPD provides analysis of the Barking Station Masterplan area through a series of plans which are drawn from the work which Atkins undertook in 2008 and 2009.

Urban grain



Barking Town Centre's figure ground form is dominated by late Victorian terrace streets, the railway cut, the retail corridor along Station Parade and 1960's estate developments. Vicarage Fields, is the only site in the town centre currently offering a larger floor plate which attracts key retailers, rather than the converted and extended Victorian units. However, North Street (BTCSSA1), to the south of the Station Masterplan area will be coming forward in 2011 and will include 3,700 sq.m (net) retail.

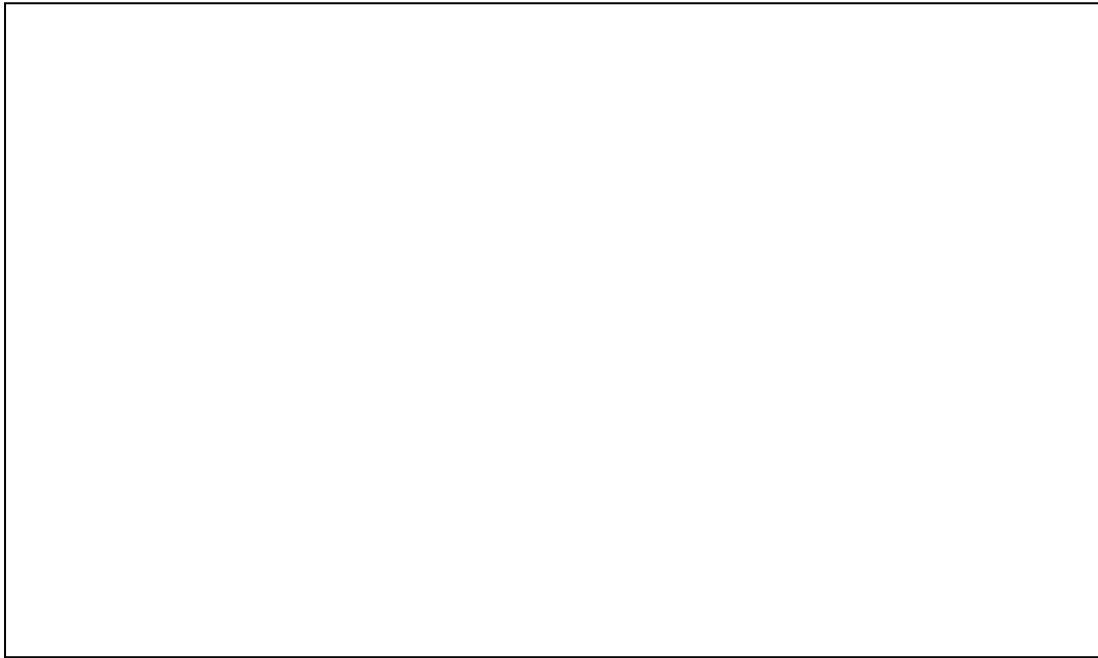
Existing character areas



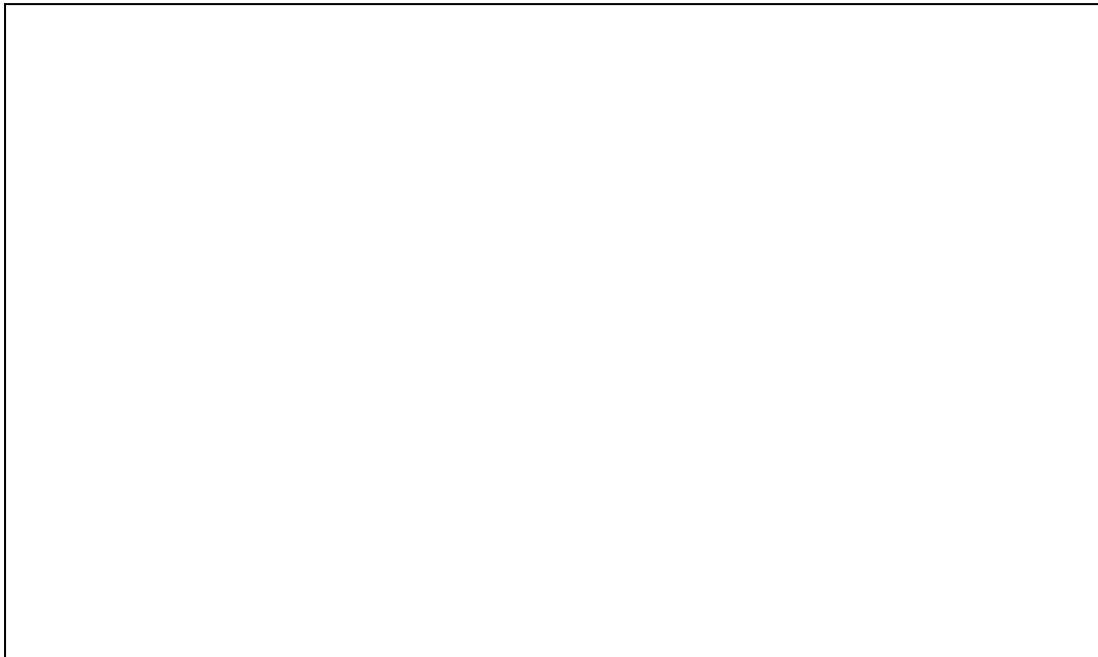
Much of the station's urban hinterland is characterised by the rapid expansion of the Victorian and post war periods, with a dominance of terrace and estate architecture.

The town's retail and commercial core takes a crucifix form from the Abbey, where it began, past the station as its secondary anchor. Barking's civic centre also punctuates the main retail parade, East Street.

Existing pedestrian movement links



Existing cycle movement links

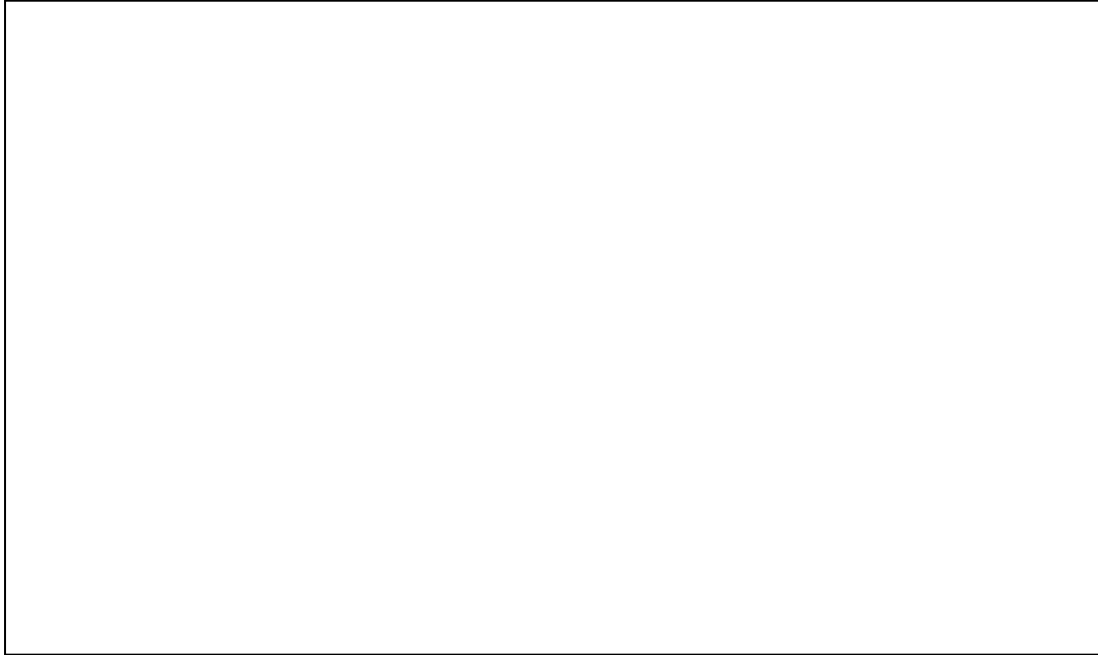


The local access patterns and street permeability are heavily dictated by the severance of the railway and River Roding Corridors.

There are a number of bus stops outside the station which create pedestrian interchange desire lines, although movement is made difficult by the combination of car, cycle, bus and taxi facilities.

The surrounding streets of Victorian terrace are generally permeable and well connected, although the effect of the railway means that much of the pedestrian and vehicular traffic moving across town is funnelled via the station, or the relief road further north.

Existing bus routes



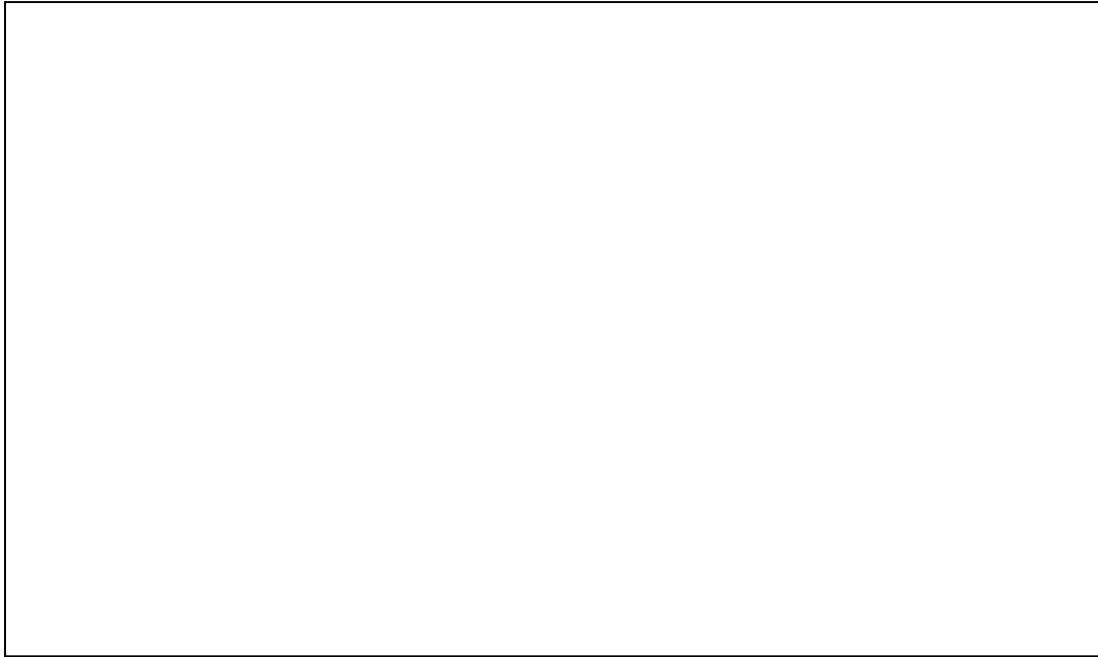
The station and its bridge deck accommodates a major bus corridor which includes ELT1, along with vehicular traffic by passing the pedestrianised Town Centre.

Existing vehicle links and parking



The major town centre highway network operates as a loop system, drawing the majority of Town Centre traffic across Station Parade.

Public realm

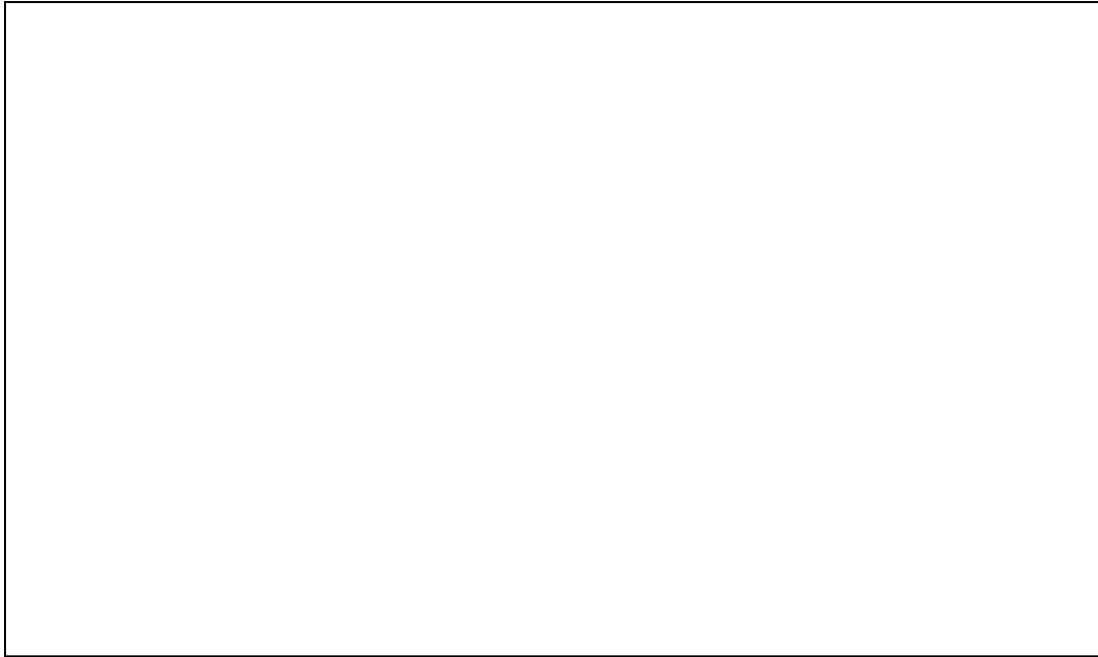


Public realm in the Station Masterplan area is currently dominated by space for vehicles with little provision for pedestrians.

Existing townscape qualities



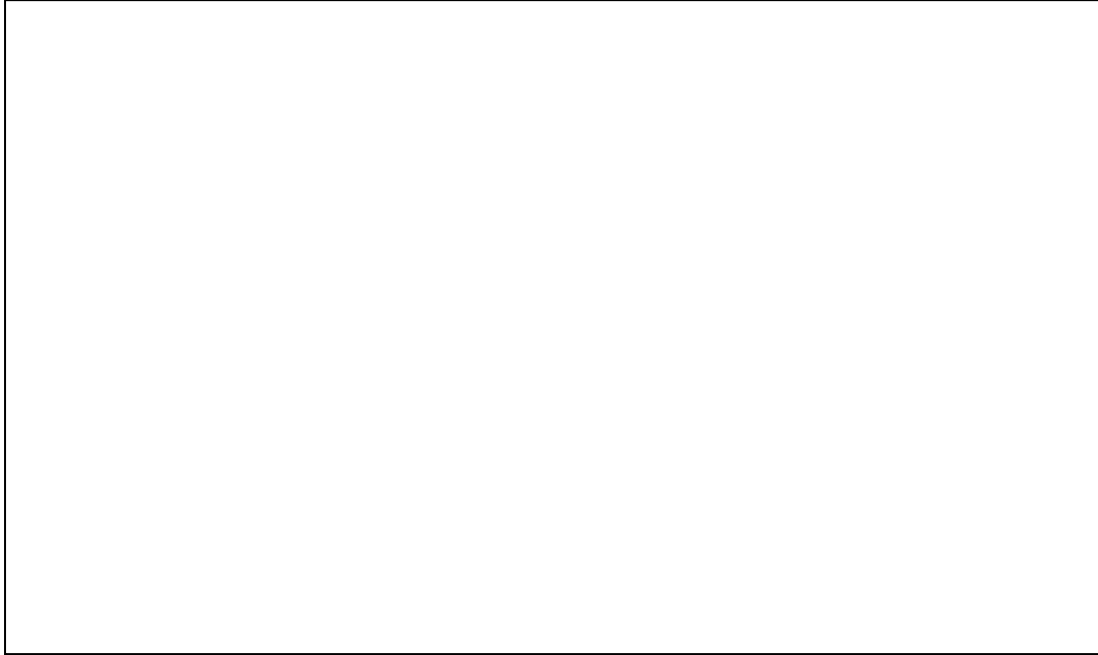
Existing building heights



Barking Town Centre is predominately low rise, with much of the context comprising two storey terrace housing. The main retail corridor does include some buildings of up to five storeys, although these tend to be in the heart of the town.

Redevelopment of the Vicarage Field shopping centre granted permission in 2010 for a tall building. At 23 storeys it will be the tallest building in the town centre.

Existing land use

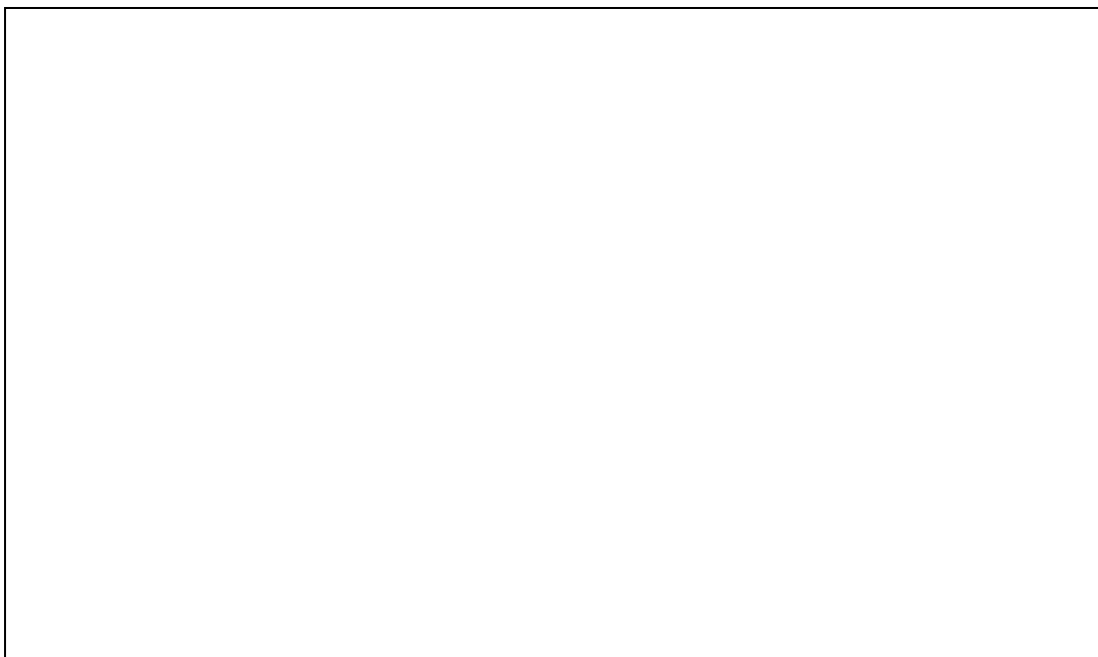


A corridor of retail uses form the main commercial axis along Station Parade. Much of the adjacent area is residential, while office development seems to cluster to the north of the commercial axis and either side of the station.

The civic heart of the town is where Barking Central has been developed, reinforced by the development of the Barking Learning Centre.

While there are a few industrial units within residential area, the majority are scattered along the waterways to the north and west (as recorded in 2008).

Existing major land ownership



This plan shows the major land ownership within the study area (as recorded in 2008).

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CABINET

10 MAY 2011

REPORT OF THE CABINET MEMBER FOR CULTURE AND SPORT

Title: Granting Statutory Status to Council Allotments	For Decision
<p>Summary:</p> <p>The Council wants to support more local people to grow their own food because it can have a positive impact on their health and well being by encouraging healthy eating, physical activity and social contact. One of the main ways that this is being achieved is through the provision of allotment sites across the borough. Good progress is being made in bringing derelict plots back into use and creating new ones to meet demand.</p> <p>This approach is endorsed in the Local Development Framework and the Mayor of London's policies around productive landscapes.</p> <p>This report recommends the Cabinet adopt a policy that when a Council site is used as an allotment, it be formally declared as Statutory Allotment Land, which would give them protection under the Allotments Act 1925.</p> <p>The Local Development Framework already provides protection for these sites. The additional benefit of a statutory designation is that a change of use of an allotment site would require the Secretary of State's consent to sell or change the use of any such site and to provide a replacement site.</p> <p>If this policy proposal is approved, the change in status of allotment land will make a very positive statement to the local allotment societies and the wider community about the Council's commitment to developing and protecting allotment provision within the borough.</p> <p>Wards Affected: All</p>	
<p>Recommendation(s)</p> <p>The Cabinet is asked to agree:</p> <p>(i) That the lands identified in the Appendix to this report and hatched on the supporting plan be appropriated for the purposes of statutory allotment under the Allotment Acts 1908 - 1950 for the purposes of providing persons resident in the borough with small plots of land for cultivation and that the Secretary of State be so advised; and</p> <p>(ii) That it shall be the policy of the Council to register with the Secretary of State allotment land in the borough.</p>	
<p>Reason(s)</p> <p>To support the achievement of the following community priorities:</p> <ul style="list-style-type: none"> • A clean, green and sustainable borough with far greater awareness of the actions needed to tackle climate change, with less pollution, waste, fly tipping and graffiti. • A healthy borough, where health inequalities are reduced with greater knowledge of lifestyle impacts on health. 	

Comments of the Chief Financial Officer		
There are no financial implications concerned with this proposal.		
Comments of the Legal Practice		
By law, the Council must assess whether there is a demand for allotments in its area and if it decides that there is such demand; it has a statutory duty under Section 23 of the Small Holdings and Allotments Act 1908 to provide a sufficient number of plots to meet the demand and to let them to persons residing in its area who want them. Furthermore, any six or more residents on the electoral register or persons liable to pay council tax, may make written representations to the local authority on the need for allotments and the local authority must take those representations into account.		
The acquisition of the status of allotment is not a planning matter as allotment land is the same as agricultural land.		
The legislation regarding allotments is contained across a number of statutes from 1908 to 1950 and no single primary legislation provision or statutory instruments setting out the process. Advice is the best approach would be a resolution to the effect that lands identified on a map be appropriated for the purposes of statutory allotments under the Allotment Acts 1908-1950 (for the purposes of providing persons resident in the borough with small plots of land for cultivation) and that the Secretary of State be so advised.		
In light of the above, the Council, having determined the need for additional allotments, is legally empowered to provide the areas identified as allotments.		
Cabinet Member: Councillor Herbert Collins	Portfolio: Culture and Sport	Contact Details: Tel: 020 8724 2892 E-mail: herbert.collins@lbbd.gov.uk
Head of Service: Paul Hogan	Title: Divisional Director of Culture and Sport	Contact Details: Tel: 020 8227 3576 E-mail: paul.hogan@lbbd.gov.uk

1. Background

- 1.1 An allotment is a piece of land which can be rented by an individual, usually through an association or society, for growing food crops such as fruit and vegetables for personal use.
- 1.2 The inherent nature of an allotment is that food is grown for personal use. If the food grown is sold then this would be classed as a commercial agricultural tenancy.
- 1.3 Under the Allotments Acts (1908-1950) a general duty is placed on each London borough to decide for itself how much of its resources to devote to allotments.
- 1.4 If an outer London borough believes there is a demand, it has a statutory duty (under Section 23 of the 1908 Act) to provide a sufficient quantity of plots and to lease them to people living in its area.

- 1.5 If people feel there is a need for allotments, which is not being met, they can get together a group of any six residents who are registered on the electoral roll and put their case to the local authority.
- 1.6 In preparing the London Borough of Barking & Dagenham's Local Development Framework Site Specific Allocation, the Planning Inspectorate agreed that this Council should provide 13.15 hectares (0.08 hectares per 1,000 head of population) of allotment land.
- 1.7 There are currently 16 allotment sites within the borough, two of which (Grovelway and Linkway) were re-opened recently. In addition, if it proves suitable for this purpose, it is planned that one further allotment site (Thatches Grove) will be re-opened in 2011. A list and their location is set out in appendix 1 of this report.
- 1.8 Provision of these 17 allotments will exceed the recommended level of allotment provision in the borough by about a hectare.

2. Proposal

- 2.1 This report recommends the Cabinet adopt a policy that when a Council site is used as an allotment it be formally declared as Statutory Allotment Land, which would give them protection under the Allotments Act 1925.

3. Financial Issues

- 3.1 There are no financial implications associated with this report.

4. Legal Issues

- 4.1 Once a site is declared a statutory allotment it is subject to protection under Section 8 of the Allotments Act 1925. This requires that the Council would need to obtain consent from the Secretary of State for either selling or changing the use of an allotment site and in addition a replacement site should be provided.

5. Other Implications

- **Customer Impact**

- 5.1 The impetus for this report dates back to the Leader's Question Time event in 2009 when a representative from the Barking Allotments Society asked the Council's Leader if all the borough's allotment sites could be declared as statutory, to give them greater protection under the Allotments Act.
- 5.2 If the recommendation contained in this report is approved it will send out a positive message to the allotment societies and the wider community about the Council's commitment to providing and protecting allotment sites within the borough.

- **Property / Asset Issues**

- 5.3 The Divisional Director of Regeneration and Economic Development has been consulted about this matter and is fully supportive of the proposal.

6. Options appraisal

- 6.1 The Select Committee on Environment, Transport and Rural Affairs 5th Report recommended that Local Authorities should make clear the designations of their allotment sites. Local authorities can declare allotments as statutory or temporary. The declaration of existing sites as statutory also applies to temporary sites and future sites.
- 6.2 Option 1: The Council could declare the allotments as temporary sites, but would need to prove that each site had an ultimate intended use and a likely date for the change of use.
- 6.3 Option 2: The preferred option is to declare the allotments as statutory. This is in keeping with the Local Development Framework Plan and the Council's desire to support more local people to grow their own food because it can have a positive impact on health and well being by encouraging healthy eating, physical activity and social contact.
- 6.4 Option 3: Do nothing. In 2009 Barking Allotments Society asked the Council's Leader if all the borough's allotment sites could be declared as statutory; the do nothing option would be seen as unresponsive by members of the local allotments society and has no benefits for the wider Council and community.

7. Background Papers Used in the Preparation of the Report:

None

8. List of appendices:

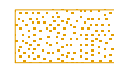
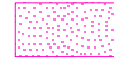



Appendix 1 - Map and list of allotments within the borough

Allotments and Parks

 Ward Boundaries

Allotments

TYPE

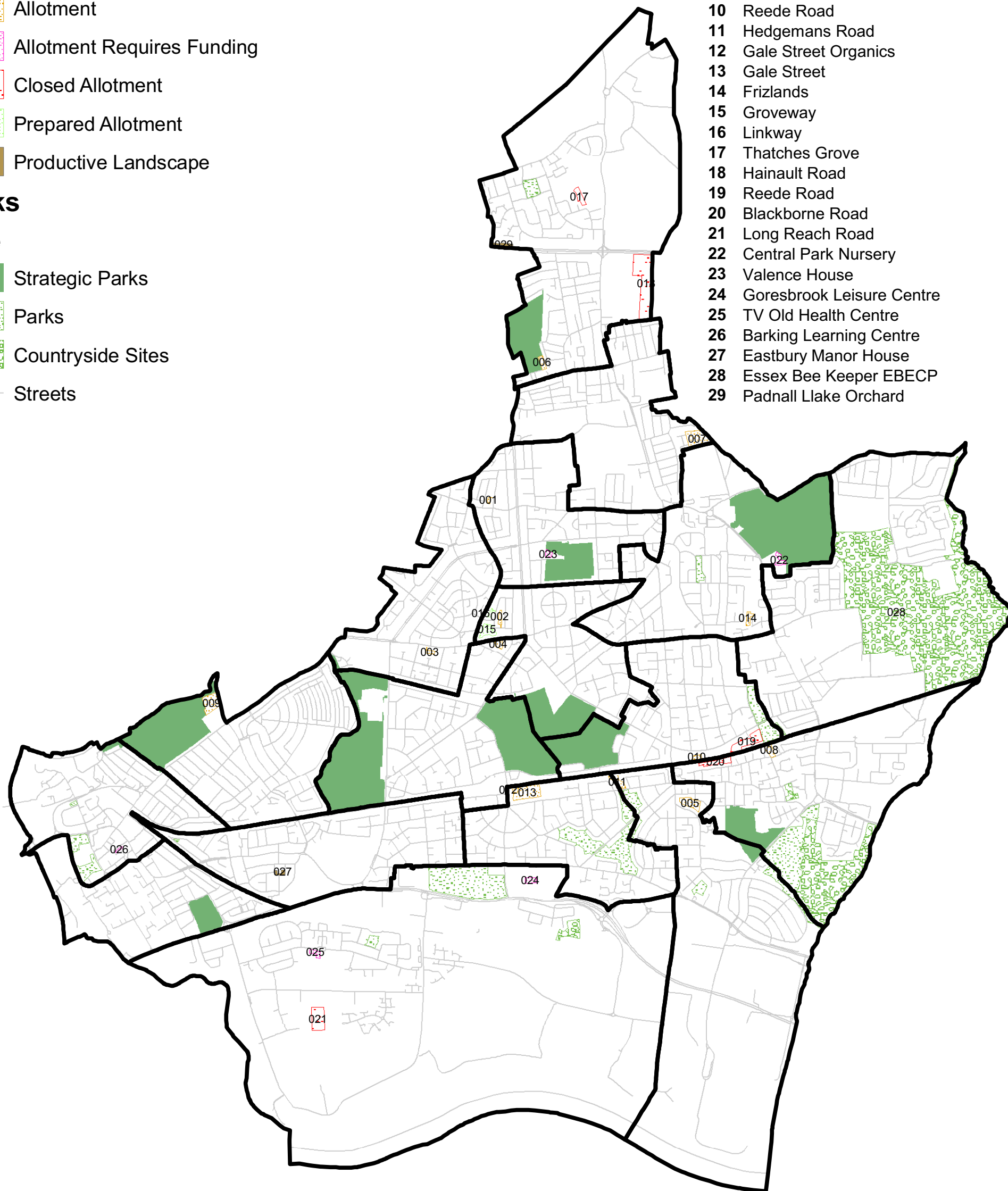
-  Allotment
-  Allotment Requires Funding
-  Closed Allotment
-  Prepared Allotment
-  Productive Landscape

Parks

Type

-  Strategic Parks
-  Parks
-  Countryside Sites
-  Streets

ID	Allotment
1	Chittys Lane
2	Bushway
3	Longbridge Road
4	Wood Lane
5	Manning Road
6	Field Road
7	Temple Avenue
8	Exeter Road
9	Barking park
10	Reede Road
11	Hedgemans Road
12	Gale Street Organics
13	Gale Street
14	Frizlands
15	Grovelway
16	Linkway
17	Thatches Grove
18	Hainault Road
19	Reede Road
20	Blackborne Road
21	Long Reach Road
22	Central Park Nursery
23	Valence House
24	Goresbrook Leisure Centre
25	TV Old Health Centre
26	Barking Learning Centre
27	Eastbury Manor House
28	Essex Bee Keeper EBECF
29	Padnall Lake Orchard



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CABINET

10 MAY 2011

REPORT OF THE CABINET MEMBER FOR CHILDREN AND EDUCATION

<p>Title: Re-tendering of Contracts for the Provision of Day Nurseries at Becontree, William Bellamy, Gascoigne and Sydney Russell Children's Centres</p>	<p>For Decision</p>
<p>Summary</p> <p>The Childcare Act 2006, Section 6, places a duty on local authorities to secure sufficient childcare for parents who are in education, training or work. The requirement to manage the market implies co-ordination of services and partnership working rather than direct delivery. In Barking and Dagenham the duty is discharged by working in partnership with the private and voluntary sector.</p> <p>There are eighteen children's centres in Barking and Dagenham, thirteen of which provide full day care for children aged 0-5. The Council currently manages two of the nurseries (Abbey and John Perry): the remainder are managed by a variety of voluntary sector and private providers.</p> <p>This report seeks the authority to commence a re- tender exercise to appoint provider/s of day-care nursery services at four children's centres - Becontree, William Bellamy, Gascoigne and Sydney Russell.</p> <p>The current providers of these services are Places for Children and Play-away Limited. Places for Children provide services at Becontree, William Bellamy and Gascoigne Children's Centres: this contract has been running for five years and is due to end on 31 August 2011. Play-away Limited provides services at Sydney Russell Children's Centre: this contract has been running for three years and is due to end on 2 November 2011.</p> <p>The new contract/s and lease/s to be awarded will be for a period of four years with an option for a further one year extension depending on performance. Costs will be met by parents' fees, not by the Council. The nursery fees will not be capped by the Council and so the provider/s will be able to determine the fee charged to parents.</p> <p>There will be no direct costs arising from the contract to run the four nurseries for the Council. The operational running cost of the four nurseries will be met by the contractor through parent/carer fees on a total cost recovery basis.</p> <p>Wards Affected: Becontree, Gascoigne, Heath and Parsloes.</p>	
<p>Recommendations</p> <p>The Cabinet is recommended to :</p> <p>(i) approve a competitive re - tender exercise for the appointment of provider/s of full day-care nursery services at Becontree, William Bellamy, Gascoigne and Sydney Russell Children's Centres, in accordance with the Council's Contract Rules, on the terms detailed in this report;</p>	

<p>(ii) advise, in accordance with the Constitution (Contract Rules 3.6) if Councillors wish to be further informed or consulted on the progress of the procurement and award of contract;</p> <p>(iii) authorise the Corporate Director of Children’s Services, in consultation with the Corporate Director of Finance and Resources and the Solicitor to the Council, to award the contract/s and coterminous lease/s for the four Children’s Centre Day Nurseries (Becontree, William Bellamy, Gascoigne and Sydney Russell) to the preferred bidder/s directly upon successful completion of the tender process.</p>		
<p>Reason</p> <p>To assist the Council in achieving its Community Priority of “Inspired and Successful” by ensuring the future sustainability of the nurseries.</p>		
<p>Comments of the Chief Financial Officer</p> <p>There will be no direct costs arising from the contract to run the four nurseries for the Council. The operational running cost of the four nurseries will be met by the contractor, through parent/carer fees on a total cost recovery basis. The costs of the provision will be borne solely by the provider, with no subsidy from the Council.</p>		
<p>Comments of the Solicitor to the Council</p> <p>The Council has the power under Section 111 of the Local Government Act 1972 and Section 2 of the Local Government Act 2000 to enter into service concession contracts for the provision of day nursery services on the basis that such services are properly required for the discharge of the Council’s duties. The value of the contracts would exceed £400,000 therefore there is a requirement under Council Contract Rule 3.6 for the strategy for the procurement of the contracts to be submitted to Cabinet for approval.</p>		
<p>Cabinet Member: Councillor R. Gill</p>	<p>Portfolio: Deputy Leader of the Council and Cabinet Member for Children and Education</p>	<p>Contact Details: Tel: 020 8227 2116 E-mail: rocky.gill@lbbd.gov.uk</p>
<p>Head of Service: Christine Pryor</p>	<p>Title: Head of Integrated Family Services</p>	<p>Contact Details: Tel: 020 8227 5552 E-mail: Christine.pryor@lbbd.gov.uk</p>

1. Background

- 1.1 In 1998 the Government launched the National Childcare Strategy. This was a joint initiative by the then Department for Education and Schools and the Treasury. It aimed to increase the stock of accessible, affordable childcare places in order to allow more parents, (especially lone parents), to re-enter the job market. It also aimed to improve the quality of the early education experience for children below five years of age.

- 1.2 The Neighbourhood Nursery Initiative, launched in 2001, recognised that while independent providers were developing sustainable childcare in moderately disadvantaged areas, extending this to the most deprived areas would require significant financial support. Funding was allocated to local authorities in order that pump-priming grants could be issued to providers from the statutory, private, or not-for-profit sectors thus creating a three-year lead-in period to achieve full sustainability.
- 1.3 In 2003 the Government introduced its children's centre Initiative. This aimed to integrate existing day-care provision with the health, family support, and training service developed through Sure Start, locating the full range of services for under-fives in appropriate neighbourhood locations. It was recommended that neighbourhood nurseries were absorbed into children's centres. Capital funding for new children's centres was allocated with the requirement that all major new-build projects provided at least 50 full day-care places.
- 1.4 There are currently 18 children's centres in the borough, 13 of which provide full day care. The Council manages two of the nurseries, the remainder are provided by a variety of providers in the voluntary and private sector as follows:

Children's Centre Nursery	Provider
Abbey	Council
Becontree	Places For Children
Castle Green	Lifeline
Eastbury	London Early Years Foundation
Ford Road	London Early Years Foundation
Furze	London Early Years Foundation
Gascoigne	Places for Children
John Perry	Council
Leys	London Early Years Foundation
Sue Bramley	Chestnut Nursery School Ltd
Sydney Russell	Play-away Ltd
Wellgate	London Early Years Foundation
William Bellamy	Places for Children

- 1.5 The Childcare Act 2006, Section 6, places a duty on local authorities to secure sufficient childcare for parents who are in education, training or work. The requirement to manage the market implies co-ordination of services and partnership working rather than direct delivery. In Barking and Dagenham the duty is discharged by working in partnership with the private and voluntary sector.
- 1.6 Our Childcare Sufficiency Assessment shows that there is a continued demand for full day-care in these areas. Demand for the free 15 hour entitlement for 3 and 4 year olds, is particularly high and increasing as a result of the rise in the 0-5 population. There is also an additional pressure to provide 15 hours of free education to the most disadvantaged 2 year olds.
- 1.7 In 2006, as part of phase two of the children's centre programme, three nurseries (Becontree, William Bellamy and Gascoigne) were outsourced: after a competitive tender exercise a five year contract was awarded to the preferred provider, Places for Children. Sydney Russell was originally operated by the Council but was

outsourced, following a competitive tender exercise, in 2008 to the preferred provider Play-away Limited.

- 1.8 The four nurseries are sustained through fees paid to the providers by parents/carers. At present the providers pay business rates, utility costs and recharges for various other services such as cleaning, waste disposal and grounds maintenance to the Council.
- 1.9 It is not a viable option for the Council to take on the running of the childcare. This is due to the high cost of running the nurseries in-house and the volatility of the childcare market, particularly during a recession. The key risk to the Council is that of employing staff who might have to be made redundant should the childcare market decline.

2. Proposal

- 2.1 The current contract with the provider Places for Children is due to expire on 31 August 2011 and the contract with Playaway Ltd is due to expire on 2 November 2011. The proposal is to re-tender the four children's centre day nurseries (Becontree, William Bellamy, Gascoigne and Sydney Russell) to a provider in the Private, Voluntary or Independent Sector.
- 2.2 There will be a competitive tender exercise for the appointment of provider/s of these nursery services in accordance with the Council's Contract Rules. The contract/s and coterminous lease/s will be awarded to the preferred bidder/s upon successful completion of the tender process. The contract/s will specify clearly the need for the childcare to be of the highest quality and will be closely monitored by Children's Services' officers.

3. Financial Issues

- 3.1 There will be no direct costs arising from the contract to run the four nurseries for the Council. The operational running cost of the four nurseries will be met by the contractor, through parent/carer fees on a total cost recovery basis. The costs of the provision will be borne solely by the provider, with no subsidy from the Council.
- 3.2 The indirect cost of the tender process will be managed through the existing staffing resources within Children's Services. The tender exercise will assist in assessing the financial stability of any prospective provider/s. One of the tender evaluation criteria will be based on the financial viability of the contractor/s to ensure the sustainability of the provision.
- 3.3 All prospective providers will be required to submit a business plan based on a specified template. This will be used to assess their financial viability. Providers will also be requested to submit a copy of their accounts for the last two years and credit checks will be requested for those providers who progress through to the second stage of the tender.
- 3.4 Fees are currently capped at a maximum of £200 per week. However this cap will be removed and the new providers will be enabled to determine their own level of fees in line with their business plans. As stated above the provider/s will be

expected to recover the operational running costs of the nurseries through the income generated.

- 3.5 The estimated income for any of the preferred provider/s, based on current fees of £200 per week for 51 weeks of the year, will be:
- Becontree Children's Centre Day Nursery: approximately £306,000 per annum, based on 30 places;
 - William Bellamy Children's Centre Day Nursery: approximately £550,800 per annum, based on 54 places;
 - Gascoigne Children's Centre Day Nursery: approximately £775,200 per annum, based on 76 places;
 - Sydney Russell Children's Centre Day Nursery: approximately £275,400 per annum, based on 27 places.
- 3.6 The successful provider/s will receive full use of the nurseries and equipment, which are owned by the Council, in return for an appropriate rent and service charge. The service charges will be calculated in line with the principles applied for the outsourcing of the Sue Bramley Children's Centre nursery, based on an assessment of shared and common spaces between the nurseries and the other occupants of the building. The service charges are estimated to be £8,900 (Becontree), £7,100 (Sydney Russell), £13,600 (William Bellamy) and £18,900 (Gascoigne).
- 3.7 There is currently an independent market valuation being undertaken on the properties to determine the level of rent to be charged; this will be at full market value. The rent will generate additional income for the Council as previously the buildings were leased to the providers on a peppercorn rent basis. The rent will be used to cover the cost of repairs and maintenance of the building and equipment.
- 3.8 The provider/s will also be recharged by the Council for insurance, utilities, telephone, cleaning and any other charges associated with the nurseries. This will be based on the actual usage.

4. Legal Issues

- 4.1 The Council has the power under Section 111 of the Local Government Act 1972 and Section 2 of the Local Government Act 2000 to enter into service concession contracts for the provision of day nursery services on the basis that such services are properly required for the discharge of the Council's duties. The value of the contracts would exceed £400,000 therefore there is a requirement under Council Contract Rule 3.6 for the strategy for the procurement of the contracts to be submitted to Cabinet for approval.
- 4.2 Service concession contracts fall outside the scope of the application of the Public Contracts Regulations 2006 (the EU public procurement regulations), therefore the full rigour of the EU public procurement regulations would not apply to the procurement of this contract. However, as the value of the contracts would exceed the EU threshold for services, the Council still has a legal obligation to comply with the EU Treaty principles of equal treatment of bidders, non-discrimination and transparency in procuring the contracts. This includes a requirement to publicise the contract opportunity in a manner that would allow any providers likely to be interested in the contract the opportunity to bid for the contract.

4.3 The procurement strategy outlined in this report complies with the EU Treaty principles of equal treatment of bidders, non-discrimination and transparency.

5. Risk Management

5.1 The tender exercise will assist in assessing the financial stability of any prospective provider/s. Providers will be requested to submit a copy of their accounts for the last two years and credit checks will be requested for those providers who progress through to the second stage of the tender. A potential risk is that the provider raises fees to a level that is not affordable to local people on low incomes. However this risk will be mitigated by a robust business plan.

5.2 Once financial stability has been established the main risk involved will be delivery of the service. Technical ability will be assessed during the tender stages.

Providers will be expected to demonstrate:

- five years relevant experience;
- a commitment to quality and continuous improvement;
- evidence of running Ofsted registered nurseries rated “good” or “outstanding”;
- evidence of providing inclusive childcare;
- evidence of how they intend to deal with the matter of TUPE for staff currently employed by the incumbent provider/s.

5.3 Once a provider/s has been chosen, written contractual arrangements will contribute to ensuring a quality service. The contract/s will have a dedicated contract manager. Quarterly monitoring reviews will be conducted and the preferred provider/s will be requested to complete a monitoring form on a quarterly basis before these reviews. The monitoring form will collect information about the service and will be based around the contract terms and conditions and service specification.

5.4 Council Officers will conduct unannounced monitoring visits to the nurseries focusing on general or specific matters. Quality surveys will be conducted by the provider/s and the Council and will be aimed at parents / carers and children attending the nursery. The provider/s will have to report any complaints made to the Council. The nursery will also be subject to external inspection from Ofsted.

6. Contractual Issues

6.1 The tender process will be conducted in compliance with European Union rules and principles and Council Rules. The tendering of the nurseries would be advertised on the Council’s website and on any other relevant websites and/or in appropriate trade journals. Interested parties would be invited to tender on the basis of an open tender three stage process.

6.2 In the first stage tender submissions would be invited from any providers who are able to demonstrate five years relevant experience, a commitment to quality and continuous improvement and have financial stability. Providers would also have to be running an average of Ofsted registered nurseries rated good or outstanding, have experience of working with a Local Authority Children’s Centre and either has proven TUPE experience or provide evidence of how they intend to deal with the matter of TUPE for staff currently employed by the incumbent provider/s.

6.3 Only Tenders submitted by organisations who satisfy the criteria contained in the Qualifying Questionnaire shall go on to be evaluated in accordance with the tender evaluation criteria. This process will result in a shortlist of a maximum of four preferred providers being invited to interview (stage three) and there will also be a visit to a nursery run by these provider/s (Stage two). The contract/s and lease will be awarded to the successful provider/s for a period of four years with an option to extend for a further year dependent on performance.

6.4 All tenderers will be advised of the detailed quality weightings in the tender documentation. The weightings are expected to be as follows:

Stage one

- 15% on service delivery and business planning
- 25% on management and staffing;
- 10% on communication and partnership working;

Stage two

- 20% based on an unannounced visit to a nursery operated by the selected provider/s;

Stage three

- 30% on a presentation and interview session. (Tenderers will be made aware of sub criteria that are expected to cover service delivery, monitoring and evaluation, staffing and business management in advance).

6.5 Expected Tender Outline

Cabinet approval / advertise	Mid May 2011
Qualifying Questionnaire and Invitation to tender sent out to interested parties	Mid May to early June 2011
Invitation to tender sent to be returned	Mid June 2011
Tender evaluations, nursery visits and interviews	Mid to late June/ Early July
Approval and award of Contract	Mid to late July
Facilitate possible TUPE meetings	Early August
Start of contract delivery for William Bellamy, Becontree and Gascoigne Children’s Centre Day Nursery Services.	Beginning of September 2011
Start of contract delivery for Sydney Russell Children’s Centre Day Nursery Services.	Beginning of November 2011

7. Staffing Issues

7.1 There are no staffing issues in respect of the Council’s workforce. However there could be possible TUPE implications for staff currently employed at the four nurseries by the incumbent provider/s. Where necessary this matter would need to

be dealt with by the preferred provider/s and the incumbent providers. The Council would be available to facilitate any required meetings in respect of this matter.

8. Customer Impact

- 8.1 Children's Services will be responsible for supporting the provider/s to provide high quality, inclusive childcare which is financially sustainable. The contract will specify expectations in this respect. Regular equality impact assessments will be made. Parents will be eligible for all current childcare support, including access to free early education places and access to the childcare element of Working Tax Credit.
- 8.2 Parents and carers will be kept fully informed of all events and processes. Once a preferred provider/s has been awarded the contract/s and leases/s for the provision of Becontree, William Bellamy, Gascoigne and Sydney Russell Children's Centre Day Nurseries all parents / carers of children attending the nurseries will be informed, where necessary, of any proposed changes in the service provider/s in writing. Parents and carers will also be invited to raise any concerns with a dedicated council officer at an open meeting at the nurseries.

9. Safeguarding Children

- 9.1 This re-tendering exercise will ensure that the childcare needs of working parents continue to be met. The chosen provider/s will be required to conform to all our local safeguarding procedures.

10. Property / Asset Issues

- 10.1 Children's Services will work closely with the Council's Legal and Property Services Departments to ensure that leases for the four Children's Centre Nurseries are put in place and run concurrently with the contract/s and are capable of being terminated, for whatever reason and justification, in accordance with the service contract/s awarded.

11. Background Papers Used in the Preparation of the Report

None

12. List of appendices

None

CABINET

10 MAY 2011

REPORT OF THE CABINET MEMBER FOR CUSTOMER SERVICES AND HUMAN RESOURCES

Title: People Strategy 2011-13	For Decision
<p>Summary:</p> <p>The proposed People Strategy for the Council is attached as Appendix 1.</p> <p>The Council depends upon its employees in order to deliver its priorities and services to the community. The recent changes to the organisation is clearly having an impact on our employees' capacity to deliver now and the modernisation process on which the Council is engaged will impact still further in the future.</p> <p>The aim of the People Strategy is to address some of the concerns staff have now and will ensure that the Council has the right people, with the right skills in the right places, with the right kinds of management and leadership, who are motivated to perform well.</p> <p>A range of actions are set out in the Strategy under the following themes:</p> <ul style="list-style-type: none"> • Supporting the savings programme • Workforce planning • Talent management • Performance management and reward • Well-being • Management development • Communications and employee engagement <p>The Council is investing specifically to deliver this People Strategy as when an organisation's processes and systems are changing, its employees need new skills to help make the change.</p> <p>The action plan is monitored through the People Board and the impact on employees is gauged through a range of indicators, such as the staff temperature checks and sickness absence rates.</p> <p>Wards Affected: None</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to agree the People Strategy 2011-13 attached at Appendix 1.</p>	
<p>Reason(s)</p> <p>To ensure that the Council has a plan for the effective management and development of its workforce in support of the overall service improvement and modernisation agenda.</p>	

<p>Comments of the Chief Financial Officer There is a transitional cost of people change when the organisation is changing its processes and systems. In recognition of this, Members agreed to £250,000 as a one-off investment in delivering the People Strategy.</p>		
<p>Comments of the Solicitor to the Council There are no specific legal implications associated with this proposal.</p>		
<p>Cabinet Member: Councillor John White</p>	<p>Portfolio: Cabinet Member, Customer Services and Human Resources</p>	<p>Contact Details: Tel: 020 8724 8013 E-mail: john.white@lbbd.gov.uk</p>
<p>Head of Service: Martin Rayson</p>	<p>Title: Divisional Director - Human Resources and Organisational Development</p>	<p>Contact Details: Tel: 020 8227 3113 E-mail: martin.rayson@lbbd.gov.uk</p>

1 Why is the People Strategy important?

1.1 An organisation's success depends on its people. The ability of this council to achieve its priorities and deliver excellent services is dependent upon staff being equipped and motivated to perform.

1.2 This council has embarked on a significant programme of change as a response to the funding position it faces. Maintaining staff engagement through a period of change is difficult. However the success of the council's improvement and modernisation programme and its ability to deliver the priorities set out in the Policy House is dependent on having **the right people, with the right skills in the right places, with the right kinds of management and leadership, who are motivated to perform well.**

1.3 The People Strategy sets out a range of actions which collectively will enable the above ambition to be achieved. The Strategy is also focused on building the right organisational "style" or culture, one that will support the delivery of the council's priorities.

2. How has the Strategy been developed?

2.1 The Strategy has been developed by undertaking a gap analysis between where the council needs to be in terms of people management and development and where it is at the moment. It has been developed through a dialogue with stakeholders; managers, staff, Trades Unions and the portfolio holder.

3. How do we want it to be?

3.1 The council is likely to employ fewer people in the future. It needs those people to continue to be fully productive. There will be an emphasis going forward on working

in partnership with the community and other organisations. We need to ensure people are empowered to deliver and compliant with policies and procedures.

3.2 The values which were developed in 2009 continue to reflect the way we want our people to work together and with the community. In addition we believe the council in the way it operates must:

- ✓ be outward-facing and connected with the community
- ✓ operate as one council, having clear plans and delivering against them
- ✓ be consistent and follow through on the things that we start, recognising good performance and tackling poor performance
- ✓ make sure everyone owns the problems and issues customers bring to us and work efficiently to address them
- ✓ empower the people who work for the council and encouraging innovation in a managed environment
- ✓ engage with our staff to make sure there is an effective dialogue with them

4. How it is now?

4.1 We are running regular temperature check surveys and have held a number of focus groups with managers and staff to build a sense of what it is like to work for the council now. The key messages from the survey and those events are that people:

- do understand why the council has to change
- want to know more about what the changes mean in practice and be involved in shaping the future
- are keen to see good performance recognised and poor performance managed
- are proud to work for the council, but are uncertain about the future
- do not always feel empowered

4.2 There is clearly a gap between “how it is” and “how we want it to be” in the council and the actions in the People Strategy are designed to fill that gap.

5. Proposed actions

5.1 The full action plan is outlined in the Strategy. The main themes are as follows and some example projects are given for each theme:

- Supporting the savings programme – redeployment and the Employee Assistance Programme
- Workforce planning – agency staff, establishment control, apprenticeships
- Talent management – succession planning
- Performance management and reward – appraisal process
- Employee well-being – sickness management, equality and diversity in employment
- Management development

➤ Engagement – Ideas Space, Let's Talk

5.2 The Strategy and the Action Plan in particular, is an evolving document. The Strategy was first drafted some months ago and some actions in it have already been completed or are in progress. Other actions involve the development of strategies for Learning and Development and talent Management for example, from which new actions will flow. The themes will remain consistent however as these are key to what we are seeking to achieve and the performance measures will also remain consistent.

6. Measuring Success

6.1 Progress will be measured through monitoring a range of performance indicators, such as sickness levels and the number of grievances and responses to key questions in the temperature check survey. In a couple of areas the mechanisms to monitor the indicator are still being developed, but these anomalies will be resolved in 2011.

6.2 Progress is discussed monthly with the portfolio holder, at the People Board (comprising managers responsible for implementing People Strategy actions) and at the Corporate Management Team.

7. Financial Issues

7.1 A one-off budget allocation was made for 2011/12 of £250k to support People Strategy actions and in recognition of the need to progress quickly people change activities alongside the broader improvement and modernisation programme. This supplement the resources allocated to HR/OD through the budget process.

8. Legal Issues

8.1 There are no specific legal implications associated with this proposal.

9. Other Implications

9.1 Risk Management – One of the risks in the Corporate Risk Management Plan relates to staff morale and the actions in the People Strategy are designed to sustain morale and staff engagement during a difficult period of change.

9.2 Staffing Issues – Staffing issues are covered in other parts of the report and in the Strategy itself

10. Background Papers Used in the Preparation of the Report:

None.

11. List of appendices:

Appendix 1 – People Strategy 2011-13

People Strategy

2011 to 2013



Purpose

The London Borough of Barking and Dagenham is an authority ambitious to improve the locality and the lives of local people. Our ambitions are described in our vision and priorities. We rely on our staff to deliver our ambitions and the quality services on which local people rely. We expect them to deliver those services and undertake their roles in ways which reflect our core values.

It is only through our people's skill, commitment and team work that we can make Barking and Dagenham a better borough. We want our employees to feel proud to work for the council, be passionate about what they do, and to feel that it's more than just a job. As the largest employer in the area, we recognise the important role we play in providing opportunities for improving skills and employment for local people.

However, the council faces an unprecedented challenge of sustaining services through a period of significant public sector spending cuts. Our ability to maintain an effective partnership with our staff through this period will be crucial to success. We need motivated, well-managed staff to succeed; staff working within systems that enable them to be successful.

This is a significant challenge and this People Strategy sets out how we will reshape the council in partnership with our staff.

Organisational vision

What are our priorities?

The council is changing its “shape” and “style” to meet the needs of the communities it serves with far fewer resources. We worked with Members to redefine the priorities of the council. We shaped our policies and strategies around these priorities, and through the policy-led budgeting exercise, reallocated resources to priorities.

The priority themes of the council as shown in the “Policy House” are:

- Better together
- Better homes
- Better health and well-being
- Better future

We developed the “Policy House” to show how our priorities, policies and strategies fit together, and to make clear what is important to the council and to the borough.

How do we deliver our priorities?

We will put the customer at the heart of what we do. To make sure we can meet customer needs we need a well run organisation that is:

- understanding and responds to its customers and citizens, and supports people to help themselves and their community
- innovative, leaner, and more efficient with lower support costs and lower costs of assets
- using technology to modernise working practices and open up new opportunities for sharing information and communicating better
- taking opportunities for sharing costs, minimising waste, and maximising external funding
- well managed with a well developed and motivated workforce
- respected with a good reputation for “doing business”
- delivering its statutory duties in the most practical and cost-effective way.

To be successful we also have to work together in the right way. Our values set out how we work together as one team to provide excellent services. They are:

- Putting our customers first
- Taking responsibility
- Treating each other fairly and respectfully
- Working together
- Achieving excellence

How do we change shape?

We will have to become a different organisation, re-shaped to deliver our priorities with far fewer resources. This will help us to take a fresh look at the way community needs can be better met; by bringing together public agency budgets and resources to an area.

Our approach is to become an organisation that commissions services, delivered through a mixed economy, some in-house, some by partners and other service providers, and some in the community. There will be more sharing of services and partnerships with other providers. We will manage the delivery of all services through a strong outcome-based model and a value for money framework

We will focus on continually improving how we deliver services, so we can do more with less, and in new and different ways.

Our approach underpins our transformation and modernisation of the council. It describes broadly what we are trying to achieve and the new shape of the council. The way in which we will make the changes that we need is described in our “transformation roadmap” and our People Strategy.

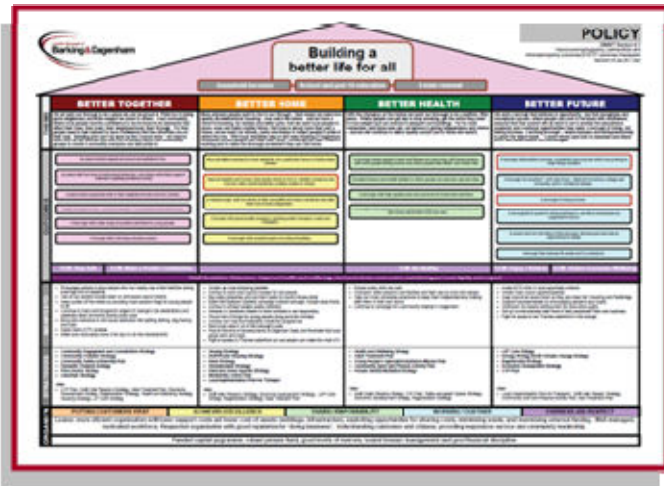
We will use customer and management information to drive business planning based on residents and service users needs, making sure that personal data is kept secure and sharing data to allow residents and service users to have open access to information relevant to their community wherever possible.

We will embrace the opportunities that the internet and growing web services provides for our community, and ensure that information about our services is accessible, relevant and up to date, whilst ensuring that we continue to support all of our communities and making sure services meet the needs of particular groups or communities.

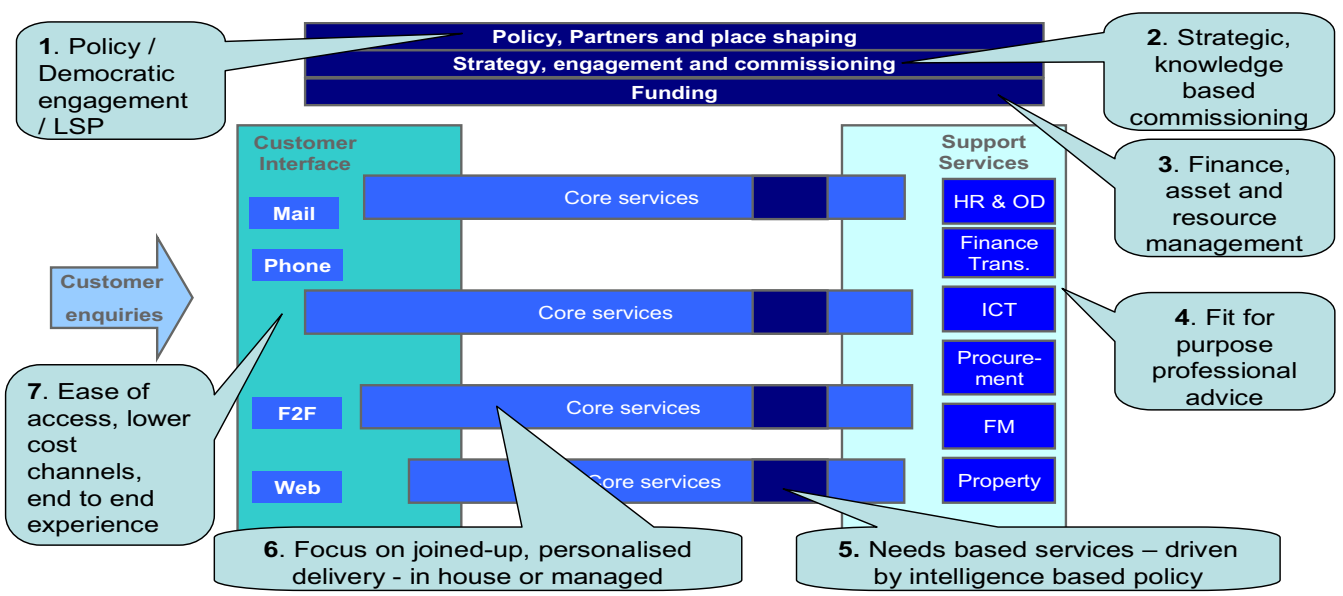
We will use flexible and modern communications methods to make sure staff can share ideas across traditional service lines and support each other in problem solving; looking for more effective ways to do things and for new opportunities to deliver better services for less money.

Our approach

The purpose of the model is to help managers explore and think through different and new ways of delivering their services, with their staff. Some managers may feel that their service does not fit in with the model. However, they will need to look at what would work for their service and the model is there to help them do this.



MTFS										
Year	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Notes
Revenue	100	100	100	100	100	100	100	100	100	
Capital	100	100	100	100	100	100	100	100	100	
Total	200	200	200	200	200	200	200	200	200	



How do we change our style?

If the transformation of the council is to be successful and we are to deliver excellent services within the agreed approach (operating model), then we need an organisational style (a way of doing things), which truly reflects our values and our focus on improving value for money and services to customers.

The People Strategy sets out the actions we will take to make sure that we have the right organisation style and that we have **the right people, with the right skills in the right places, with the right kinds of management and leadership, motivated to perform well.**

Getting it right

Introduction

In this section we set out what we mean by the statement “The right people with the right skills in the right places, with the right kinds of management and leadership, motivated to perform well”. We also define more closely the organisation style we are striving for, the journey the council has been on to get there, and the levers of change that will help to drive the shift in culture and style that the council needs to achieve its aims.

We have identified the levers of change that will drive the shift in culture or style that the council needs.

Defining the Style

We recognise that in future the council will be:

- smaller
- focused on commissioning
- exploring the co-creation of services
- working in partnership with others
- transparent in its operations
- insisting on compliance with policies and procedures.

Our underlying values remain the same, but our style of operating needs to adapt if we are to be successful. What this means in practice is that we will:

- ✓ be a values-based organisation
- ✓ operate as one council
- ✓ be consistent and follow through on the things that we start
- ✓ have clear plans and deliver against those plans
- ✓ focus on effective performance management and appraisals, being intolerant of poor performance
- ✓ make sure everyone owns the problems and issues customers bring to us
- ✓ take personal responsibility for issues
- ✓ be outward-facing and connected with the community
- ✓ empower the people who work for the council
- ✓ enable managed innovation
- ✓ work efficiently and tackle inefficiencies
- ✓ engage with our staff to make sure there is an effective dialogue with them
- ✓ build good relationships with all stakeholders.

The council has been on a journey of change for a number of years. The One Barking and Dagenham programme sought to improve value for money, enhance customer service and deliver increased employee satisfaction, enhanced productivity, a flexible and responsive work environment and greater employee advocacy. The People Strategy seeks to build on what has been achieved through the One Barking and Dagenham Programme.

As part of that programme, the council took a number of initiatives to promote the right culture:

- The values of the council were developed
- A new appraisal system was implemented

- Institute of Customer Services Awards and Effective Customer Conversation Programmes were run
- An Employee Assistance Programme was introduced
- Leadership development programmes for CMT and Heads of Service (Leading One B and D) and Group Managers and Team Leaders (IL²) were run
- The Modern Ways of Working programme was introduced
- The “Let’s Talk” programme of staff engagement activities was implemented.

There are many successes on which we can therefore build:

- 80 to 90% of people have had an appraisal and 80% know what is expected of them in their job.
- Sickness levels are reducing (from 11 days to nearly eight)
- External accreditation from Stonewall, Two Ticks and Level Five of the Local Government Equality Standard have been achieved
- Over 50% of staff speak positively about the council
- 70% of staff are positive about the services they provide.

The People Strategy seeks to build on these successes and reflect how the environment in which the council is operating and has changed markedly.

Levers of change

We are going to achieve the transformation we need by further adjusting the levers of organisation change.

Through systematic workforce planning we need to make sure that we are clear on the number of people we need within each of our services to effectively deliver our priorities. We need staff to have the skills they require to be productive. We need to reduce the number of staff we employ but do so in a way that reflects our values. We must make sure there is a transfer of knowledge to existing staff from those leaving, whether through downsizing or natural turnover. In the workforce that remains (and 75% are likely to remain) we must make sure that people have the skills to do their current role, but also have the flexibility to adapt as their jobs change over time.

Through effective performance management we must maximise the productivity of the people that we have, with clarity of objectives, effective assessment of performance and targeted interventions to up-skill when needed and we must deal effectively with under-performance.

Through focused management and leadership development programmes we need to understand the role of managers operating at different levels (Heads of Service, Group Managers, Team Leaders) and develop with them an understanding of their role and the importance of compliance and good governance as well as the knowledge and skills to manage in a commissioning environment and through a period of significant change. Members and senior leaders must build trust through authentic and inspirational leadership.

Through our health, safety and well-being work, we must keep our staff and customers safe, maximise attendance and create a healthy working environment. We must also create a council where there are opportunities for everyone.

Through our approach to staff engagement we need to build a sense of being one team, focused on our customers and committed to continually improving. Strong two-way communication will strengthen that engagement.

The cultural shift that we are seeking to achieve will be underpinned by the development of a new

employer brand, reflecting a changed employment relationship, one that supports the transformed organisation and support the organisational values.

Employer brand

The council recognises that to be successful in the future it needs to be able to recruit and retain high quality people. To do so, reflecting the changed environment in which we are operating, we need to redefine our “brand”: what we stand for as an employer and what we can offer people who work here.

The London Borough of Barking and Dagenham seeks to be **an organisation which encourages innovation, where talent is developed and nurtured and people are treated fairly and with respect.**

What this means in practice is that we commit to:

- ✓ encouraging people to be innovative, we accept we sometimes fail and we learn when things go wrong and celebrate where they go right
- ✓ giving opportunities to people to maximise their potential
- ✓ building a healthy, resilient and diverse organisation
- ✓ focusing on efficiency, capacity and performance to maximise productivity
- ✓ providing inspiring leadership and effective management to build employee engagement and motivation
- ✓ being flexible in the way we employ staff and the way that they work to meet customer needs
- ✓ building a true sense of partnership with our people

We will do further work to define and develop our brand over the course of 2011/12.

Baseline data

If the above represents our aspirations, it is important that we set out our current position (baseline) to help us better identify the gaps and how we will address them.

Workforce – size and demographics:

Our workforce strategy position statement (2009) tells us:

There is an overall increase in the borough's population and a decrease in fte council employees

There is one job title for every four employees

Our turnover rate is rising compared to a general decline in rates across the sector

We estimate that well over 1,700 of our employees do not have school leaving (Level Two) qualifications (including people in schools)

Sickness absence rate is greater than the local government average

Nearly two thirds of the workforce is over the age of 40

Survey ranks Barking and Dagenham lowest in London for degree level qualifications and highest for no qualifications (across the whole population)

The workforce is not representative of the community it serves

The borough has the third lowest average weekly pay in London.

The action in the People Strategy we plan to take to address current workforce issues are:

- ✓ Continue to offer opportunities for apprenticeships, both as a council,
- ✓ supporting other partners in the borough, and through the JV
- ✓ Undertaking specific actions to achieve the sickness target of eight days by September 2011, within a broader approach to staff well-being
- ✓ Continued tight controls over agency spend
- ✓ Creating a more systematic approach to managing talent, including succession planning to prepare for staff leaving the council and actions to unlock the talent in all groups
- ✓ Establishing a "New Deal" for staff that seeks to protect earnings
- ✓ The introduction of generic role profiles within job families.

Workforce costs:

The council needs to save at least around £45m over the next three years. There have been a number of studies to that suggest generally that productivity levels in the public sector are lower as compared to the private sector. Productivity is not routinely and widely captured, making it difficult to establish a baseline position.

The actions in the People Strategy we plan to take to reduce workforce costs are:

- ✓ Supporting the implementation and growth of the Joint Venture (JV) and potentially shared service arrangements
- ✓ Working to establish mechanisms to capture unit costs and measurement of productivity across our workforce

- ✓ Enhancing productivity by reviewing key people management policies, ensuring the robustness of the performance management system (to support the compliance culture)
- ✓ The implementation of a New Deal that seeks to ensure pay and reward arrangements are affordable
- ✓ Encouragement to staff to contribute their ideas on how to reduce waste and improve performance
- ✓ Training for managers on managing people and budgets effectively.

Our culture:

The cultural web (developed in 2009) provides a useful diagnostic of where we are as an organisation and where we need to be. The main issues arising from the analysis undertaken were:

As the council is...

- Hierarchical, bureaucratic and process driven
- Resistant to change
- Prevailing blame culture
- Lack of corporate direction
- Lack of support for innovation
- Silo working.

What we want to be...

- Problem-solving
- Inclusive
- Empowering and taking responsibility
- Values-driven
- Focused
- Efficient, effective, agile and responsive
- Joined-up and collaborative
- People have a sense of belonging to the council as a whole and act as ambassadors.

The actions in the People Strategy we plan to take to build an appropriate culture are:

- ✓ Development programmes for managers and organisational leaders
- ✓ Encourage positive conversations around change with our people
- ✓ Development of a strong identity as an employer
- ✓ Identifying and overcoming the barriers to being “one organisation”
- ✓ The competency programme and the development of the appraisal process

Working for the council:

As part of the employer brand workshops staff were asked to identify the most important factors that made the council a good place to work. The top ranked factors were as follows:

Location

The most commonly cited attraction for working for the council was the location. Many employees live locally. They said that weighing up other factors proximity to home was an over-riding positive feature.

Public service ethos

Staff felt that working for the council would mean having the opportunity to make a difference to the lives of customers.

- Only 25% of staff believe that change is well-managed
- 50% of people feel valued and recognised for what they do
- Over 50% of people would speak positively about the council
liP assessors

Career advancement

Some participants claimed that they were attracted to the job rather than the organisation. The roles employees took up when joining the council represented either a promotion or a salary increase for doing the same job elsewhere. They also saw the relatively large size of the authority as representing an opportunity for career advancement without having to change organisations in the future.

Good total package

A number of participants cited the 'whole package' of terms and conditions as a contributing factor to their joining the organisation. Flexibility in terms of work hours, pay structures, annual leave and a shorter working week were all mentioned as attractive factors to potential employees.

In addition there is also the following evidence about what it is like to work here from recent staff surveys:

- Have consistently found dissatisfaction among staff about the extent of consultation that takes place over major decisions

Our last full staff attitude survey highlighted that staff find it difficult to act as ambassadors and advocates for the council. This is for a range of potential reasons – silo working, opportunities to engage and participate, and lack of a clear strong brand.

The actions in the People Strategy that we plan to take to build on the views of the staff and ensure the council remains a place where people want to work are:

- ✓ Actions to improve staff engagement – surveys, communications, opportunities to have dialogue, creating a healthy and safe place to work, creating a sense of purpose around a shared vision
- ✓ Actions that demonstrate a concern for staff well-being
- ✓ The development of the employer brand and ambassador/advocacy role
- ✓ The implementation of Total Reward and the New Deal

We will review progress in addressing the issues identified through an analysis of the baseline data by:

- 1) Maintaining a set of People Strategy indicators that are reported regularly to the People Board and Corporate Management Team (CMT)
- 2) Undertaking regular surveys of staff
- 3) Seeking external assessment against recognised accreditations, such as liP and Two Ticks

Detailed delivery plan

Actions in the delivery plan are set out below by themes. There is a significant overlap between themes. Alignment between the different actions is essential if cultural shift is to be achieved.

Downsizing and supporting organisational transformation	
Project	Timescale
Develop a corporate toolkit for change management	October 2010 (achieved)
Voluntary severance scheme	By Spring 2011
Reduction in agency staff and consultants (and response to Working Time Directive)	By October 2011
Enhanced approach to redeployment Extended Employee Support Programme – “supporting staff through tough times”	Feb 2011 Feb 2011
New ways of doing business to interact with JV (“sharper business practices”).	By March 2011
Exploit the value of ICS membership in its final year and take actions to support delivery of the Customer Services Strategy	November to April 2012
Develop an on-going approach to developing customer skills post ICS membership	By December 2011
Agree and implement a home working policy which supports the New Ways of Working initiative	December 2010 to March 2011

Workforce planning	
Project	Timescale
Implementation of establishment control procedures	Final Quarter 2010/11
Development and implementation of new workforce planning process, encouraging scenario planning as a means to deal with uncertainty	By October 2011
Development of New Learning and Development Strategy, which builds new skills and flexibility/agility into the organisation	November to April 2011
Identification of job families and implementation of generic role profiles	April to December 2011
Take actions necessary to ensure the workforce profile reflects the community served (see links to talent management)	As outlined in the Single Equality Scheme
Review aspirations around apprenticeships, agree new targets and work alongside Joint Venture on delivery	By June 2011

Talent management	
Project	Timescale
<p>Implement a systematic approach to talent management:</p> <ul style="list-style-type: none"> ○ Identify the barriers to people fulfilling their potential ○ Development of “career conversation” to support career planning ○ Create career pathways, so people can see how they can build their careers in the council ○ Use appraisal to support effective succession planning ○ Develop a recruitment strategy for the council, proactively searching for the talent we need ○ Support people seeking to extend their qualifications and make themselves more employable 	April to September 2011

Performance management and reward	
Project	Timescale
Agree changes to existing Reward arrangements (terms and conditions)	November 2010 to April 2011
Develop new Employee Value Proposition (the New Deal)	April to October 2011
Review draft competency framework to ensure it reflects organisational needs and determine how it can be used in appraisal	By April 2011
Assess the quality of appraisals being undertaken to ensure that they are meeting the needs of the Council	May to July 2011
Review the appraisal system and its application within Oracle (to tie in with new Oracle version)	June to November 2011
Development and implementation of a Total Reward approach: <ul style="list-style-type: none"> - Total reward statements - Review of benefits offered - Flexible benefits 	April 2011 to June 2012
Implementation of new staff recognition scheme	By July 2011

Employee well-being	
Project	Timescale
Run “creating productive workplaces” – seminars for managers	Completed
Take actions to reduce levels of sickness absence	November 2010 to September 2011
Review the effectiveness of the staff health and welfare programs	April 2011 to June 2011
Review quality and effectiveness of training programs on equality and diversity	By June 2011
Introduce a mediation scheme as a means of resolving conflicts in the workplace	By June 2011

Management development	
Project	Timescale
Development of review Leadership and Management Development Strategy within overall Learning and Development Plan to make sure that managers have the right skills, knowledge and behaviours. Build this around a definition of what it means to be a manager at different levels (which means Heads of Service, Group Manager, Team Leader)	November 2010 to April 2011
Establish Group Managers' Network and work with them to define role	November 2010 to April 2011
Engage Team Leaders in a debate about their role and the barriers to fulfilling that role	February 2011 to June 2011
Re-launch manager charter as a means to define what is expected of managers	January to June 2011
Ensure managers have skills necessary to be effective people managers within new model, to include: <ul style="list-style-type: none"> - commissioning skills - managing change - building productive environments - working in partnership - innovation - compliance and ethical governance 	November 2010 to November 2012 (Programme to be developed and activity prioritised)
Run the Capital Ambition programme on managing numbers	February to June 2011
Embed the four-box model as a means to assess the performance and potential of managers	April 2012
Pilot 360° appraisal of managers	February to March 2011
Implement 360° appraisal of managers	November 2012

Staff engagement	
Project	Timescale
On-going programme of “Let’s Talk” briefings and sessions with senior leaders – to provide two-way communication and feedback on strategic priorities	Ongoing
Create a strategic narrative, describing the vision for the future organization and the steps to get there	January – February 2011
Regular “pulse” survey to test engagement with change	First in December 2010 Second in March 2011
Create opportunities for staff to contribute suggestions – “Ideas Space”	January 2011 to June 2011
Identify Change Champions in each service, to support engagement and the liP process	March 2011
Create opportunities for real “open” conversation with our people	April 2011

Alongside the actions within the delivery plan outline above, the Human Resources and Occupational Development (HR and OD) function delivers a range of “business as usual” activity, which supports both the transformation of the council and the development of the employment brand.

This activity includes:

- the review of policies and procedures
- the recruitment and induction of staff
- mandatory training for managers, on equality and diversity, on health and safety at work and on our procedures
- occupational health activity to keep people healthy and get them back to work when they are not

We are seeking to transform the way people are managed at the council and the role of the HR and OD function. Alongside enhancing our approach to the above, we will be creating new intranet-based knowledge banks and enhancing people management systems and this will support the sense of change and the employer brand.

The action necessary to enable the council to reach an agreed standard in the Equality Framework for Local Government have been incorporated into the delivery plan above.

Roles and responsibilities

Delivery of the People Strategy is not the responsibility of the Human Resources Team alone. Everyone has their part to play and all must fulfil their responsibilities. Every member of staff must be committed to working in accordance with the council's values. Corporate Management Team and Heads of Service must role model the style which underpins the employment brand.

In the sections below we have focused on the key role to be played by four groups.

The People Board

The role of the board is to oversee the development and delivery of the People Strategy. It will have representatives from each part of the council and their role will be to sense-check the strategy as it is developed, to assist in making sure it is consistent in its delivery across services, making adjustments as appropriate.

The board will also act as a filter for CMT, but that group will have ownership of the strategy as a key tool in changing the council.

The board will receive regular reports on the evaluation, return on investment and impact of the people strategy delivery interventions, including regular reports on learning and development programmes, well-being and engagement.

Our managers

Managers in Barking and Dagenham have primary responsibility for managing people. They must manage people within frameworks which are developed by Human Resources, in consultation with managers. These frameworks will be values-driven, and make sure that the organisation as a whole is efficient and effective and that people are treated fairly.

Managers need the skills, confidence and information necessary to equip them to be effective Human Resources managers.

Managers to take ownership, be responsible for their actions and be accountable for outcomes and deliverables, through the performance management process

The Human Resources (HR) function

We will develop an HR Business Plan which will outline what the function itself will do to take forward the People Strategy. The function itself needs to be fit-for-purpose, to enable it to meet the needs of the corporate client (delivery of this strategy essentially), to provide the support necessary to managers and be effective in responding to the needs of other stakeholders (staff, unions, members).

It is important to recognise that the ability of HR to support the basic functions of recruiting people, paying them accurately, providing mandatory training on health, safety and well-being, equality and diversity and management skills, ensuring that appropriate safeguarding checks are in place and dealing with issues as and when they arise, underpins the spirit of the employer brand we wish to develop.

The function will make sure that high quality evaluation and review systems are in place to measure the effectiveness of the activities outlined in the strategy, and will propose and implement changes as a result of these findings.

Members

The Portfolio Holder provides the key link through to the Cabinet and Members. The support of the Portfolio Holder is essential to the delivery of the People Strategy and he has been fully engaged in the process of developing the strategy.

The Personnel Board have a key role in monitoring the overall health of the relationship between staff and the organisation, as well as a specific role in respect of the disciplinary procedure.

Trades Unions (TU)

The council expects to sustain a positive relationship with the TUs and to develop that relationship, so that a positive working environment is maintained. The People Strategy has been discussed at both informal and formal meetings with the Trades Union. We will continue to use the monthly informal TU meeting and the Corporate Joint Consultative Committee (CJCC) as a means to report progress on delivery of the People Strategy.

Measuring progress

The following measures will be used to measure progress in delivering the People Strategy and make sure the council is in reality the kind of employer it is aspiring to be:

Indicator	Current baseline	Public sector comparison	Target
Hard measures			
Average sick days per employee (excluding schools)	9.68days <i>Av of last 3 months</i>	9.7 days	8 days (Sept. 2011) 2010/11)
Long-term sickness (excluding schools)	5.7days <i>Av of last 3 months</i>	5.3 days (<i>Cipfa benchmarking group local authorities</i>)	5 days (Sept. 2011)
Short-term absence (excluding schools)	3.99 days <i>Av of last 3 months</i>	4.5 days (<i>Cipfa benchmarking group local authorities</i>)	2.9 days (Sept. 2011)
% of sickness absence due to stress, depression, anxiety, neurasthenia, mental health and fatigue (excluding schools)	15.02% <i>Av of last 3 months</i>	15.4% (<i>London Councils' Survey December 2009</i>)	13%
Number of employees with less than level 2 qualifications	50% estimated and tbc	36% - <i>LGE data</i>	36%
Number of non-fatal RIDDOR reportable injury per 100,000 workers	27	55 (London – all industries)	25
Number of grievances per 100 employees	1.85 <i>Av of last 3 months</i>	n/a	1.7
Number of disciplinaries per 100 employees	1.64 <i>Av of last 3 months</i>	n/a	1.7

Speed with which disciplinarys are progressed: No. at and length of time to reach stage one hearing No. at and length of time to reach stage two hearing No. at and length of time to reach stage three hearing	To be introduced in 2011/12, when new case management system is implemented		
Turnover (excluding redundancies)	15% <i>Av of last 3 months</i>	12.6% <i>London Councils 2009</i>	12%
Number of people leaving within 12 months of appointment	tbc	tbc	tbc
Number of staff who would want to work for the council again (via exit survey)	To be introduced in 2011/12 when exit interview process is established		
Staff Survey Measures:	<i>Baseline taken from June Temperature Check survey</i>		<i>Target for Dec 2011</i>
% of staff who are satisfied with their working relationship with their line manager	72% 73%	n/a	75% satisfied
% who have a clear understanding of what is expected in their job	81% have	70%	84% have
My team has clear targets to achieve	73% agree 2% disagree	n/a	80% agree
Good ideas and best practice are shared	35% agree 33% disagree	n/a	40% agree
Change is well managed in the council	24% agree 38% disagree	20% agree 46% disagree	27% agree
I have been a victim of, or witnessed offensive behaviour to staff	35% disagree 36% agree	n/a	40% disagree

How satisfied or dissatisfied are you in your present job?	63% satisfied 20% dissatisfied	63% satisfied 22% dissatisfied	65% satisfied
I feel valued and recognised for the work I do	42% agree 37% disagree	39% agree 41% disagree	45% agree
Feeling you have accomplished something at work	74% satisfied 12% dissatisfied	63% satisfied 17% dissatisfied	78% agree
I would recommend the council as a good employer	47% agree 17% disagree	60% agree 16% disagree	50% agree
I feel proud to work for The London Borough of Barking and Dagenham	43% agree 14 % disagree	51% agree 14% disagree	46% agree
% of staff agreeing that the council is committed to providing learning and development	65% agree 17% disagree	Not available from Ipsos Mori database	68% agree
I achieve the correct balance between my work and home life	53% agree 29% disagree	56% agree 25% disagree	56% agree

Manager gives me feedback on my job performance	64% Always or Usually	48% Always or Usually	67% Always or Usually
External assessments			
To be assessed positively against the “achieving” level of the Modern and Diverse workforce standard of the Equality Framework for Local Government	Level five (passport to “excellent”)	n/a	Achieving level
To be reassessed for two ticks	Accredited	n/a	Retain accreditation
To be reassessed for Stonewall Workplace Equality Index	50	n/a	Retain Top 100 employer status
To be reassessed for IIP	IIP accredited	71% of local authorities have assessment for whole LA.	Successful reassessment 2011.

Cost of delivery

There is a cost in taking forward the People Strategy. A proportion of the cost of the Human Resources (HR) function (approximately £220k) is specifically focused on the delivery of People Strategy projects. The HR function also manages the Corporate Learning and Development budget, which in 2011/12 is £240k. Of this, £140k is committed to delivering mandatory training, covering topics such as health and safety and equalities and diversity, leaving £100k to support the People Strategy.

In recognition of the need to address “style” issues, if the overall transformation is to be a success, an additional £250k has been allocated in 2011/12 to support the change agenda in the council.

This expenditure should be seen as an investment as the projects in the People Strategy are designed to deliver transformation and efficiency. Whilst it is difficult to specifically identify the savings that will follow from this investment, it should be recognised that a 1% improvement in productivity can potentially lead to savings of around £700k.

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Date: February 2012



INVESTORS
IN PEOPLE



Stonewall
DIVERSITY CHAMPION

CABINET

10 MAY 2011

REPORT OF THE CABINET MEMBER FOR CUSTOMER SERVICES AND HUMAN RESOURCES

Title: Grievance Resolution Procedure		For Decision
Summary:		
<p>The Human Resources Service is carrying out a review of key employment policies and procedures to bring them in line with the latest employment legislation and best practice.</p> <p>The Grievance Resolution Procedure was previously identified as a priority for review and this has recently been completed. The Procedure was subject to extensive consultation with managers and trade unions and their comments and feedback were taken into account in the final document, which is attached at Appendix 1.</p> <p>The draft final Grievance Resolution Procedure was considered by the Employee Joint Consultative Committee at its meeting on 16 November 2010 and recommend to Cabinet for approval.</p>		
Wards Affected: None		
Recommendation(s)		
The Cabinet is recommended to agree the Grievance Resolution Procedure as set out at Appendix 1.		
Reason(s)		
To ensure that the Council is compliant with the latest ACAS guidance, employment and equalities legislation and "best practice", as well as help contribute to developing a highly effective, motivated workforce.		
Comments of the Chief Financial Officer		
The relevant considerations appear at Section 2 of the Report.		
Comments of the Solicitor to the Council		
There are no specific legal implications associated with this proposal.		
Cabinet Member: Councillor John White	Portfolio: Cabinet Member, Customer Services and Human Resources	Contact Details: Tel: 020 8724 8013 E-mail: john.white@lbbd.gov.uk

Head of Service: Martin Rayson	Title: Head of Human Resources and Organisational Development	Contact Details: Tel: 020 8227 3113 E-mail: martin.rayson@lbbd.gov.uk
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1. Introduction and Proposal

- 1.1 The Human Resources Services is carrying out a review of key employment policies and procedures, in consultation with managers and trade unions.
- 1.2 The Grievance Resolution Procedure brings together the arrangements for dealing with workplace grievances under one procedure which is clearer and easier to follow. The emphasis is on grievance resolution and trying to resolve issues as quickly and as fairly as possible, in accordance with ACAS guidance etc.
- 1.3 The Procedure also sets out the Council's commitment to providing a working environment where individuals are treated with fairness, dignity and respect and free from all forms of bullying and harassment; this includes both the managers and employees personal responsibility for their own behaviour.
- 1.4 The Procedure has been equalities impact assessed and there is no adverse impact for any groups of employees; the new arrangements are objective, fair and easier to follow. The application of the Procedure will be monitored closely to ensure that it is applied fairly and consistently across the Council and in departments.

2. Financial Issues

- 2.1 There are no specific financial implications associated with this proposal.
- 2.2 The new grievance arrangements and the emphasis on resolving issues at the lowest possible level where possible, should lead to a reduction in both the amount of time spent on grievances as well as a general reduction in the number of formal grievances arising. The benefits arising from these changes are likely to include both a reduction in sickness absence through stress etc (which will increase overall service productivity) and a potential reduction in the number of grievances escalating to become Employment Tribunal cases. Currently any costs associated with ET's are funded from existing budgets and therefore any reduction in these cases will result in less being spent on such activities.
- 2.3 At this stage it is difficult to assess what the full financial benefits of these new arrangements would be until the scheme has been fully implemented and been in operation for a period of time. Officers will therefore need to monitor the new arrangements and report back accordingly on the quantitative benefits that have arisen.

3. Other Implications

- 3.1 **Risk Management** – The Grievance Policy and Procedure follow ACAS guidance, employment legislation and “best practice” and as such should help reduce the

number of tribunal claims by encouraging workplace resolution of issues in a more efficient way.

- 3.2 **Staffing Issues** – The trade unions (and staff support networks) have been consulted on the proposals and their comments and feedback taken into account in the final document; they will be consulted on the arrangements for communicating and implementing these if agreed.

Background Papers Used in the Preparation of the Report:

None

List of appendices:

Appendix 1 – Grievance Resolution Procedure

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Grievance Resolution Procedure

(incorporating allegations of bullying and harassment)



1. Introduction

Council Policy

The Council is committed to providing a working environment where individuals are treated with fairness, dignity and respect; this procedure allows employees to raise genuine workplace grievances and have them dealt with fairly, consistently, promptly and objectively and with a view of trying to achieve an agreed resolution.

The Procedure applies to all employees employed directly by the Council and follows the guidance contained within the ACAS statutory Code of Practice for Disciplinary and Grievance Procedures, and ACAS guidance on Bullying and Harassment at Work (effective from 6 April 2009).

The Procedure is not intended to punish employees, but to try and resolve any grievances as quickly and as fairly as possible, at the lowest appropriate level in the Council and to avoid minor issues developing into more serious matters. It is not to be used to pursue malicious or vexatious complaints and to do so will be considered a disciplinary matter that may lead to dismissal.

Grievances - Definition

The ACAS Code of Practice defines grievances as concerns, problems or complaints that employees raise with their employer.

Grievances may be concerned with a wide range of issues such as the allocation of work, physical working environment, working hours, health and safety, working relationships or general treatment at work.

Bullying and Harassment - Definition

The ACAS guide “Bullying and Harassment at Work” defines bullying and harassment as follows:

Bullying, as “offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient”.

Harassment, as “unwanted conduct affecting the dignity of men and women in the workplace. It may be related to age, sex, race, disability, religion, sexual orientation, nationality or any personal characteristic of the individual, and may be persistent or an isolated incident. The key is that the actions or comments are viewed as demeaning and unacceptable to the recipient”.

Appendix 1 sets out the Council’s policy on bullying and harassment, including allegations of a sensitive sexual, homophobic or racial nature etc.

Advice and Support

Human Resources will support and advise managers considering grievance matters raised through the Procedure. They will also monitor all formal grievances raised to ensure they are dealt with in accordance with the Procedure, employment and equalities legislation, and “best practice”.

Employees are entitled to be accompanied by a trade union representative or a fellow work colleague at any meetings under the “Formal Resolution” process of the Procedure. Further details of the additional advice and support available to employees are attached at Appendix 2.

Whistle-Blowing

The Council has a Whistle-Blowing Procedure, for raising concerns about any alleged wrongdoing in the workplace e.g. fraud or corruption, unlawful acts or dangers to health and safety. Matters raised under the Whistle-Blowing Procedure may be dealt with as a grievance.

The Corporate Director of Resources, or nominated officer acting on the advice of the Head of Human Resources, will decide whether allegations are more appropriately dealt with under the Whistle Blowing or Grievance Procedure. There is no right of appeal against that decision.

Work colleagues not directly employed by the Council

Managers must seek advice from Human Resources on dealing with any grievance or bullying and harassment matter raised by agency workers or work colleagues not directly employed by the Council.

2. Matters outside the scope of the Procedure

This Procedure is available to all employees directly employed by the Council, except in the following circumstances: -

- Complaints about the Council’s statutory responsibilities as an employer.
- In response to being subject to another formal investigation or hearing under the Disciplinary, Managing Performance, Grievance or Sickness Absence procedures etc.
- To restart the procedure within 12 months of the completion of action in respect of the same or a similar grievance, (unless agreed recommendations have been broken or ignored).
- Any issues for which there is a separate appeals procedure e.g. grading, disciplinary or redundancy.

- Any personal matter not directly related to the member of staff's employment or conditions of service over which the council has no control.
- Collective disputes or matters, which are properly the subject of collective bargaining between the Council and trade unions, e.g., pay issues.
- To pursue malicious or vexatious complaints, (to do so will be considered a disciplinary matter, that may lead to dismissal).
- A matter that occurred more than 3 months ago.
- As a response to a grievance taken out by another member of staff.

3. Informal Resolution

It is in everyone's interest for work place concerns to be dealt with on an informal basis and both employees and managers have a responsibility to resolve concerns at the lowest possible level.

Employees Responsibility

Employees must first try to resolve the matter informally by talking to their immediate line manager, (if the line manager is the subject of the grievance, they should speak to their manager's manager). The employee should:

- Explain the nature of their concern(s) and what action they feel should be taken to enable a resolution to be met
- Agree, where possible, any appropriate action necessary to resolve their grievance

Managers Responsibility

Managers must arrange a confidential time and place to meet with the employee, as soon as possible, to discuss the matter. The manager should:

- Consider the grievance seriously
- Ensure that the employee is given a full opportunity to explain their grievance
- Ensure they have a full understanding of their grievance and how the employee thinks it should be resolved
- Seek a means of resolving the grievance to the employee's satisfaction if this is possible, taking into account Council policies, procedures, rules and the need for consistency and fairness

Most issues should be resolved within 20 working days. Managers and employees should keep a written note of informal discussions.

To conclude the informal process, managers should provide the employee with a brief written summary of the outcome, including any actions agreed.

4. Formal Resolution

This is only available on completion of “Informal Resolution” process at Section 3; employees cannot go directly to the “Formal Resolution” process.

Grievance Hearing

Where the grievance has not been resolved informally, the employee should write to Human Resources, using the pro-forma at Appendix 3.

The employee should outline clearly the reason(s) for their grievance with details of any events/actions (including dates, times and any witnesses), that triggered the complaint and how they would like it resolved. If the grievance or desired outcome is unclear, the employee may be asked to clarify their grievance before any meeting takes place.

Human Resources will acknowledge receipt of the grievance in writing, normally within 5 working days. Human Resources will also liaise with the employee’s department to enable an officer to be nominated who will hear the grievance and undertake a detailed investigation. The nominated officer will then arrange a meeting with the employee to discuss their grievance.

Ideally a grievance hearing will be arranged within **10 working days** of receipt (in Human Resources) of the grievance. If this is not possible, the nominated officer must write to the employee to explain the reason for the delay and give an indication of when the hearing can be expected; this will be within a maximum 20 working days from the date the grievance was received.

The nominated officer is responsible for the “conduct” of the hearing which will vary depending on:

- The nature of the grievance
- Whether evidence is readily available to clarify the facts of the case
- The form of resolution being sought

The nominated officer will notify the employee in writing of their decision and any action that is proposed to resolve the grievance raised, within 5 working days of the grievance hearing. The timescale may be extended, (up to a further 10 working days or in some cases longer with the employee’s agreement), if further investigations are necessary.

Appeal

If the employee is dissatisfied with the outcome of the grievance hearing they have the right of appeal. The employee should write to Human Resources within 10 working days of receipt of the outcome decision letter*, using the pro-forma at Appendix 4.

***Employees must register their appeal within this period otherwise they will be deemed to have accepted the decision at the Grievance Hearing; appeals will not be accepted after this period.**

The appeal pro-forma must be completed clearly stating:

- Why the employee is dissatisfied with the outcome decision
- What alternative solution they are seeking to resolve their grievance

No new evidence, i.e. evidence that was not raised and submitted previously at the grievance hearing, by either party can be presented at the appeal.

On receipt of the appeal pro-forma Human Resources will liaise with the employee's department to enable a more senior officer to be nominated to hear the appeal, normally at least Group Manager level.

The nominated officer will contact the employee within 10 working days of receipt (in Human Resources) of the appeal to arrange an appeal hearing. If this is not possible, they will write to the employee to explain the reason for the delay, and give an indication of when the hearing will be held; this will be within a maximum 20 working days from the date the appeal was received.

If the nominated officer cannot arrange an appeal hearing within the timescale i.e. within 20 working days from the date the appeal was received, they must notify Human Resources and another officer may be appointed.

The purpose of the appeal hearing is to consider the grounds that have been put forward and to assess whether or not the conclusion reached at the grievance hearing was appropriate. The appeal is not a rehearing of the original grievance, but rather a consideration of the specific areas of which the employee is dissatisfied in relation to the original grievance.

Following the appeal hearing, the nominated officer will notify the employee in writing of their decision and any action that is proposed to resolve the grievance raised, within 5 working days of the appeal hearing. The timescale may be extended, (up to a further 10 working days or in some cases longer with the employee's agreement), if further investigations are necessary.

This is the final stage; there is no further right of appeal.

Human Resources will automatically update the Procedure to comply with any changes to legislation and / or ACAS guidance and notify employees of the amendments.

Appendix 1:

Allegations of Bullying and Harassment

Policy

The Council is committed to providing a working environment for all its employees that is comfortable and free from all forms of bullying and harassment. Any employee who is found to have bullied and/or harassed a work colleague or customer of the Council will be subject to disciplinary action, up to and including summary dismissal.

Employees are encouraged to report any incidents of bullying and/or harassment they experience or witness so that the Council can investigate and resolve the matter. The Council will take all such complaints seriously and an employee who makes a genuine complaint of bullying and/or harassment will be protected and not be penalised or victimised in any way.

Note: The Council will also instigate an investigation into alleged bullying or harassment if it has grounds to believe that an employee may have been bullying and/or harassing another work colleague or customer, whether or not there has been a formal complaint.

Managers and Employees Responsibilities

Managers are responsible for implementing and raising awareness of this Policy. **All managers and employees** have personal responsibility for their own behaviour and for ensuring that they comply with this Policy.

Bullying and Harassment – Definition

ACAS defines bullying and harassment as;

Bullying as offensive, intimidating, malicious or insulting behaviours, an abuse or misuse of power through means intended to undermine, humiliate, or injure the recipient.

Harassment as unwanted conduct affecting the dignity of men and women in the workplace. It may be related to age, sex, race, disability, religion, sexual orientation, nationality or any personal characteristic of the individual, and may be persistent or an isolated incident. The key is that the actions or comments are viewed as demeaning and unacceptable to the recipient.

Examples of unacceptable behaviour may include:

- Picking on someone or setting them up to fail
- Inappropriate behaviour or language at meetings
- Spreading malicious rumours, or insulting someone (particularly on the grounds of age, race, sex, disability, sexual orientation and religion or

belief); this includes postings on notice boards and social networking sites

- Copying and/or circulating memos/letters/e-mails/texts/reports or any other written or electronic communications that are critical about someone to others who do not need to know
- Exclusions or victimisation
- Unwelcome jokes or comments of a sexual or racial nature or about and individual's age, disability, faith and gender etc
- Unwelcome sexual advances – touching, standing too close, display of offensive materials, asking for sexual favours, making decision on the basis of sexual advances being accepted or rejected.

Dealing with Allegations of Bullying and Harassment

General

Bullying and harassment are potentially serious disciplinary offences and the Council will use the Disciplinary Procedure to address such issues where, in its view, that is the appropriate course of action. The alleged victim(s) will be consulted but will not have a veto over the course of action decided upon.

Bullying must be distinguished from the right of, and obligation placed on managers, to exercise proper direction and supervision of employees in the course of their duties. The Council will not tolerate the abuse of this Procedure to challenge and undermine managers exercising legitimate authority. Such instances will be dealt with as disciplinary offences.

Working Arrangements During Investigations

Allegations of bullying and/or harassment can place particular stresses on both the alleged victim and alleged perpetrator. As such, they must be dealt with promptly and, wherever possible, in ways that seek to minimise the stress on the parties involved.

Whilst individual circumstances and service needs must always be taken into account, the presumption is that working arrangements will be adjusted whilst complaints under this procedure are being investigated so that the alleged victim and alleged perpetrator are separated. Reporting arrangements may be changed and either or both parties required to work at a different location.

Human Resources will advise on the options and the Head of Service will take account of the wishes of the parties involved and service needs in reaching their decision; decisions will make no inferences regarding relative guilt and no such inferences may be drawn.

Other considerations

In very exceptional circumstances, where the alleged victim can demonstrate plausible grounds for feeling particularly intimidated or threatened by the alleged perpetrator, and on the advice of Human Resources, it may be necessary to offer a degree of anonymity and/or make arrangements to ensure that the parties do not have to meet directly at meetings or hearings called under this or any other Council procedure.

Procedure

The procedural arrangements for dealing with allegations of bullying and/or harassment are the same as detailed for grievances. However, there are four possible outcomes for allegations of bullying and/or harassment made;

1. The investigation of the allegation(s) demonstrates sufficient preliminary evidence to justify referring the matter directly to be dealt with under the Disciplinary Procedure. Then a disciplinary investigation will be set up and all further action will be taken under that procedure. No further action will be taken under the Grievance Procedure.
2. In exceptional cases there may be a recommendation of transfer, (unless provided for in the employee's terms and conditions if they suffer a detriment by it, for example additional expense or a less responsible role).
3. There is substance to the allegation(s) and informal means, such as mediation, conciliation, coaching, counselling, training, should be used to address the issue.
4. The allegation(s) was unfounded.

Appendix 2:

Additional Advice and Support

Occupational Health – Any employee that is involved in a claim of bullying and/or harassment may find it helpful to talk to the Occupational Health Adviser and therefore will be given the option of a referral.

Counselling – The Council provides a confidential external service for staff through our Occupational Health Service.

EAP – Employee Assistance Programme - is a welfare initiative available by telephone to give counselling, information, signposting and support.

Note: To include contact details

Trade Unions – The Council recognises the important role that trade unions have in resolving and supporting such issues and encourages employees to approach their TU Representatives for support in addressing unacceptable and inappropriate behaviours. The recognised trade unions are as follows:

Non-Teaching:

- APEX
- GMB
- Unison
- Unite

Teaching:

- ATL
- NAHT
- NASUWT
- NUT

Note: To include contact details

Staff Support Networks - The Council has well established support networks that provide valuable support, including confidential advice, on both work related and personal matters. The staff support networks are as follows:

- BME Staff Support Network
- Disabled Staff Network
- LGBT Staff Support Network

Note: To include contact details

Other Support

Note: To include contact details

Grievance Pro-Forma – Formal Resolution

Section 1: Employee Details

Name: Contact No:

Post: Location:

Department: Section/Service:

Section 2: Employee Representative Details

Please detail the name of your representative. (You are entitled to be represented by a trade union representative or a work colleague at any stage of the formal procedure).

Name: Contact No:

Name of trade union (if applicable):

Section 3: Grievance Details

Please detail your grievance overleaf giving full details of dates, incidents, parties involved, witnesses, circumstances, etc. Additionally, where possible, please ensure that you include or reference the following specific details:

- The date that this issue commenced
- Whether this is a one-off issue, or part of a sequence of events
- Which policies, procedures or employment terms do you believe have been breached
- What action/steps you have taken to resolve the issue informally, when and who with?
- Copies of any relevant documentary information
- What you are looking for as a satisfactory outcome

Please note that the procedure is not intended to punish staff, but to try and resolve any grievances as quickly and as fairly as possible, at the lowest appropriate level in the organisation and to avoid minor issues developing into more serious matters. It is not to be used to pursue malicious or vexatious complaints and to do so will be considered a disciplinary matter that may lead to dismissal.

Please state your grievance:

(Please continue onto a separate sheet if necessary)

B) Please state what you are seeking as a satisfactory outcome to your grievance

Signed:..... **Date:**.....

Name (Please Print):

.....

Grievance Pro-Forma – Appeal

Section 1: Employee Details

Name: Contact No:

Post: Location:

Department: Section/Service:

Section 2: Employee Representative Details

Please detail the name of your representative. (You are entitled to be represented by a trade union representative or a work colleague at any stage of the formal procedure).

Name: Contact No:

Name of trade union (if applicable):

Section 3: Appeal

Where you are appealing against the outcome at the Grievance Hearing; ensure that you detail the specific reason(s) why you are dissatisfied with the Nominated Officer's decision.

A) Please state your reasons for appealing against the outcome at the Grievance Hearing:

(Please continue onto a separate sheet if necessary)

B) Please state what you are seeking as a satisfactory outcome to your grievance:

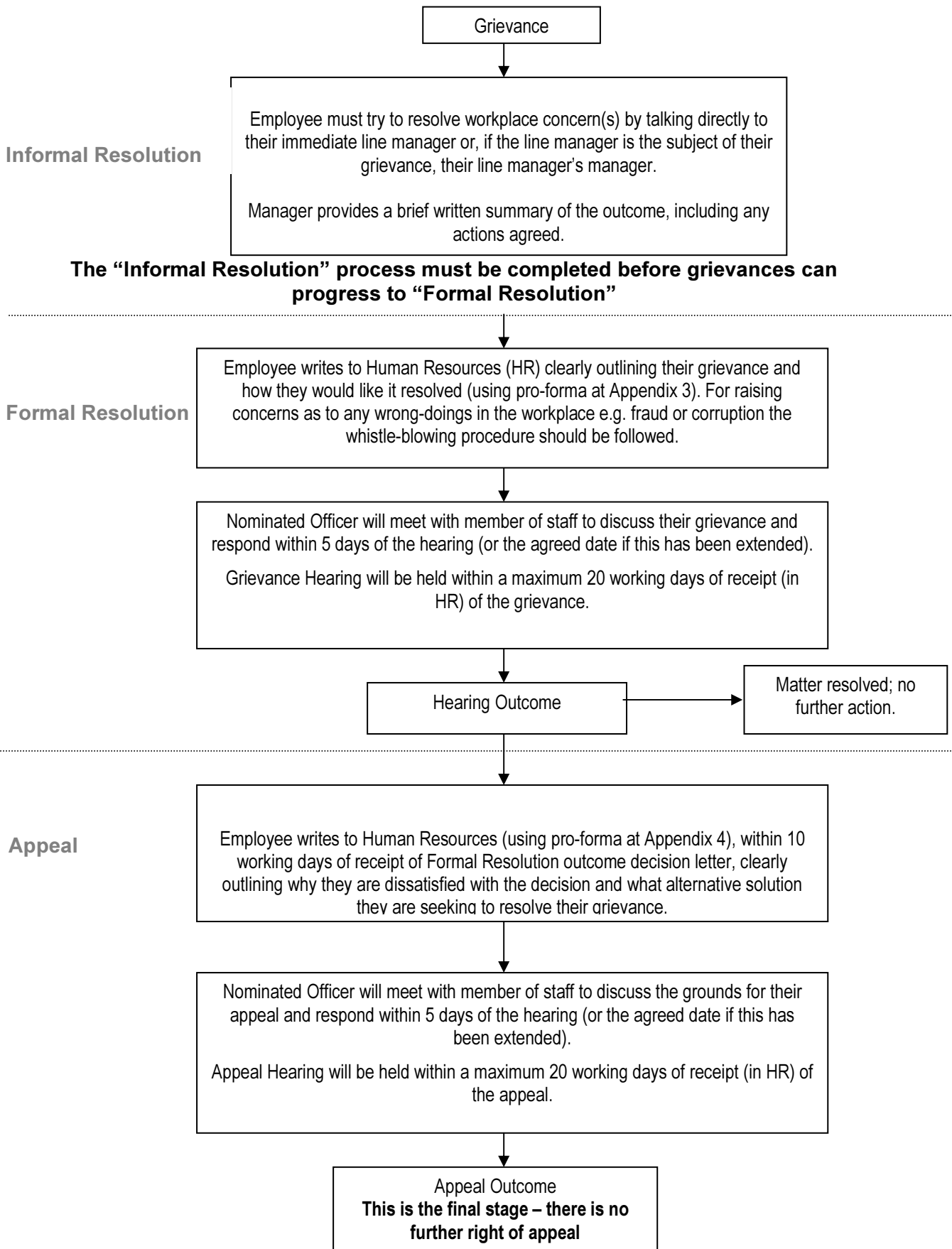
C) How the Nominated Officer's reasons for rejecting the alternative solution might be addressed (if applicable)

Signed:..... **Date:**

Name (Please Print):

.....

Grievance Procedure - Flowchart



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CABINET

10 MAY 2011

REPORT OF THE CABINET MEMBER FOR CUSTOMER SERVICES AND HUMAN RESOURCES

Title: Home-Working Policy		For Decision
Summary:		
<p>The Human Resources Service is carrying out a review of key employment policies and procedures to bring them in line with the latest employment legislation and best practice.</p> <p>The Home-Working Policy is a new policy and is being introduced as part of the Council's "Modern Ways of Working" programme. The Policy was subject to extensive consultation with managers and trade unions and their comments and feedback were taken into account in the final document, which is attached at Appendix 1.</p> <p>The Home-Working Policy was considered by the Employee Joint Consultative Committee at its meeting on 16 November 2010 and recommend to Cabinet for approval.</p>		
Wards Affected: None		
Recommendation(s)		
The Cabinet is recommended to agree the Home-Working Policy as set out at Appendix 1.		
Reason(s)		
To ensure that the Council is compliant with the latest ACAS guidance, employment and equalities legislation and "best practice", as well as help contribute to developing a highly effective, motivated workforce.		
Comments of the Chief Financial Officer		
The relevant considerations appear at Section 2 of the Report.		
Comments of the Solicitor to the Council		
The relevant considerations appear at Section 3 of the Report.		
Cabinet Member: Councillor John White	Portfolio: Cabinet Member, Customer Services and Human Resources	Contact Details: Tel: 020 8724 8013 E-mail: john.white@lbbd.gov.uk
Head of Service: Martin Rayson	Title: Head of Human Resources and Organisational Development	Contact Details: Tel: 020 8227 3113 E-mail: martin.rayson@lbbd.gov.uk

1. Introduction and Proposal

- 1.1 The Human Resources Services is carrying out a review of key employment policies and procedures, in consultation with managers and trade unions.
- 1.2 The Home-working Policy is a new policy and is being introduced as part of the “Modern Ways of Working” programme, which involves looking at new approaches to how and where employees work. These will support the delivery of excellent services and help employees to manage their work-life balance
- 1.3 The Policy provides a framework and guidance as to when home working may be considered, and the principles that will apply to help to ensure a consistent approach across the Council. The emphasis is on managers planning ahead and reviewing with their employees how work is organised within teams.
- 1.4 The Policy has been equalities impact assessed and there is no adverse impact for any groups of employees; the new arrangements are objective, fair and easier to follow. The application of the Policy will be monitored closely to ensure that it is applied fairly and consistently across the Council and in departments.

2. Financial Issues

- 2.1 There are no specific financial implications associated with this proposal.
- 2.2 The new home-working arrangements will create a more flexible workforce which is likely to see increases in work productivity as well as being an aid to recruitment and retention. The potential benefits are likely to include improved sickness absence (by helping employees back into work), reduced accommodation needs and reduced travelling for staff. There may be some initial increased costs with home working arrangements e.g. IT equipment etc and these will need to be funded within existing service budgets.
- 2.3 At this stage it is difficult to assess what the full financial benefits of these new arrangements would be until the scheme has been fully implemented and been in operation for a period of time. Officers will therefore need to monitor the new arrangements and report back accordingly on the quantitative benefits that have arisen.

3. Legal Issues

- 3.1 There are no specific legal implications associated with this proposal. However, the report includes a significant move towards home working which necessitates careful attention to risk management and data protection compliance. The draft Home-working Policy addresses issues of such compliance. Members will wish to be satisfied that risks associated with home working have been properly addressed in the policy.

4. Other Implications

- 4.1 **Risk Management** – Employees working from home are required to comply with the Council’s rules with respect to information protection and security; this includes

the purchasing and use of IT equipment and software, as well as e-mail usage and internet access and the storage of electronic/non electronic information etc. Employees will be made aware of their contractual responsibilities in regard to the Data Protection Act and that failure to follow these rules may result in disciplinary action being taken.

- 4.2 **Staffing Issues** – The trade unions (and staff support networks) have been consulted on the proposals and their comments and feedback taken into account in the final document; they will be consulted on the arrangements for communicating and implementing these if agreed.

Background Papers Used in the Preparation of the Report:

None

List of appendices:

Appendix 1 – Home-working Policy

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Modern Ways of Working

“Home-working” Policy



1. Introduction

Council Policy

The Council is committed to providing a modern, flexible work environment to support the delivery of excellent services.

“Modern Ways of Working” involves looking at new approaches to how and where employees work, and moving away from the traditional concept of a permanent base and/or desk for all employees. These will support the delivery of excellent services and help employees to manage their work-life balance.

Home-working may be considered where this will meet the needs of the Council, its customers and employees.

Benefits

Home-working, as part of an agreed flexible working arrangement, can provide a range of benefits for the Council and its employees, including:

- Reduced costs / accommodation needs
- Reduced travelling for employees
- Greater flexibility as to the hours times worked (“work life balance”)
- Greater flexibility to cover emergencies e.g. transport disruptions
- Increased productivity

Key Principles

The introduction of Modern Ways of Working is an opportunity for managers and staff to review how work is organised within teams and at new ways of working; the key principles that will help enable a successful outcome are to:

- i) Consider the needs of your internal and external customers;
- ii) Involve all team members when reviewing how work is organised;
- iii) Be open to new ideas and to give these a chance to succeed;
- iv) Think about what support is needed and take advice;
- v) Review the situation if arrangements do not work as expected.

It is important to consider the potential impact of home working arrangements on the service and other employees e.g. maintaining cover and taking leave etc and the following principles will also apply:

- i) There are subject to the needs of the service and will be reviewed regularly, (not agreed on an open ended basis)
- ii) These will be subject to an initial trial period to ensure there is no adverse impact on service delivery or to other employees
- iii) Employees are not required to work from home and do so on a voluntary basis, (they will not be paid for electricity/telephone etc)
- iv) Employees must demonstrate that they can provide a safe and secure working environment at home

2. Home-working - Planning

General

Home-working is different to other forms of flexible working; it is reliant on the information technology available and a different approach to managing work, monitoring performance and maintaining relationships with colleagues.

The main consideration is how home-working impacts on service delivery and team working and it may not be suitable for some areas / job roles. Home working is on a voluntary basis only and is subject to regular (annual) review.

Planning

Managers should regularly review with staff how work is organised and the cover required at peak periods, as well as the arrangements for emergencies such as transport disruptions etc. (These should be set down in writing and included with the induction for new employees).

Employees need to know in advance when home-working may be considered e.g. what work can be done from home and IT needs etc. This information will also be helpful when considering applications under the statutory right of parents and carers to request flexible working.

Job Roles / Work

The most suitable job roles where home-working may normally be considered include those which:

- Work independently, have a high level of self-management and do not require close supervision
- Work out of the office / workplace each day (at meetings, site visits, with customers or working at other locations)
- Do not require constant access to files, IT databases or other confidential information

Examples of the situations when home-working may normally be considered include:

- As part of an agreed flexible working arrangement when moving into open plan / shared work accommodation
- To complete specific pieces of work (to meet urgent deadlines)
- As a reasonable adjustment for disabled staff
- As part of phased return to work from long-term sickness (to meet the new 'Statement of Fitness to Work from the DWP')
- During office moves
- There is disruption to public transport (bad weather or industrial action)
- Other disruptions to public services (pandemic flu)
- As part of an agreed flexible working arrangement (dependent on the job role) e.g. under the statutory right to request flexible working

3. Home-working – Implementation

Managing Employees

Managing employees working away from the workplace requires a different approach with performance measured by result rather than by attendance.

Employees working from home are still subject to the same performance measures, processes and objectives that apply to their colleagues. To ensure that this is applied fairly and consistently, it may be helpful to break down the duties and tasks of the job and / or look at output as defined pieces of work.

It is important to be clear from the outset as to what is required in terms of the work to be completed and timescales for doing so and remaining in contact.

Practical Considerations

There are a number of practical considerations that managers and employees need to consider and must be agreed from the outset, including the:

- Work to be undertaken and timescales for completion
- Arrangements for maintaining contact with the manager/colleagues and attendance for;
 - team meetings
 - 1 to 1's / supervision
 - training or development
- Times where employees can be contacted at home, which may be different to normal office hours, (and times they cannot be contacted)
- Employee's responsibility for complying with IT security and data protection requirements, and e-mail and internet usage guidelines
- Employee's responsibility for completing and returning the "Safety Self Assessment for Homeworking"* to their manager for a risk assessment, (* see the links to the Health and Safety Intranet pages at Section 4)
- Employee's responsibility to check and ensure that they are "covered" on their household insurance for working from home.
- Arrangements for reporting illness/accidents
- Arrangements when home-working may be suspended/cancelled

The arrangements should be confirmed in writing and subject to a pilot period after which the manager should review the outcome with the employee.

Pilot Period

It is important to be clear from the outset as to purpose and arrangements i.e.:

- Duration of the pilot period
- Arrangements being piloted
- Any support to be provided (e.g. a work lap-top / phone etc)
- Arrangements for reviewing the outcome and measuring "success"

The timescale should be sufficient to give the arrangements a fair chance to succeed e.g. 4-6 weeks, but must not be left “opened ended” so they become accepted practice by default.

Alternatively, if it is clear that the arrangements are not working or need adjusting, then this needs to be addressed promptly and should not be left to the end of the pilot period.

Managers must review the outcome, (including any impact on the service and colleagues), with the employee before agreeing any arrangements, which will be for a fixed period only.

Monitoring

Home-working arrangements should only be agreed for a fixed period of up to 12 months only after which period they must be reviewed.

Any extension beyond 12 months will need the approval of the Head of Service following consultation with the Head of Human Resources.

Statutory Right to Request Flexible Working

The statutory right to request flexible working applies to employees, (not agency workers), who have worked for the employer continuously for 26 weeks before applying and:

- have or expect to have parental responsibility of a child aged 18 or under
- are the parent/guardian/special guardian/foster parent/private foster carer or as the holder of a residence order or the spouse, partner or civil partner of one of these and are applying to care for the child
- are a carer who cares, or expects to be caring, for an adult who is a spouse, partner, civil partner or relative; or who although not related to you, lives at the same address as you

There is no right to flexible working or to work from home but any requests should be consider sympathetically, subject to the needs of the service and implications for other employees.

4. Advice and Support

Guidance on risk assessments and the Statutory Right to Request Flexible Working” Policy can be found on the HR Intranet pages at:

<http://lbbd/hr/health-and-safety/risk-assessment.htm>

<http://lbbd/hr/health-and-safety/display-screen-equipment-vdu.htm>

<http://lbbd/hr/hours-of-work/docs/right-to-request-flexible-work.doc>

Human Resources will automatically update the Procedure to comply with any changes to legislation and / or ACAS guidance and notify employees of the amendments.

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CABINET**10 MAY 2011****REPORT OF THE CABINET MEMBER FOR FINANCE, REVENUES & BENEFITS**

Title: Council Debt Write-Offs 2010/11 - 1 January 2011 to 31 March 2011(Quarter 4)	For Information
<p>Summary: The Council's Financial Rules require that debts written off by the Revenues and Benefits Service are done so in accordance with the Cabinet approved write-off strategy for the service.</p> <p>Since the transfer of the Revenues and Benefits operations to Elevate in December 2010 the service has maintained LBBB's existing approval framework for write offs.</p> <p>This write-off strategy states that the write-off of debts under £2,000 will be approved by the head of business units within the service, debts over £2,000 but under £10,000 will be approved by the Head of Revenues and Benefits, and debts over £10,000 will be approved by the Council's Director of Customer Services.</p> <p>The strategy is currently under review by Elevate as part of a wider improvement in our Debt Management processes.</p> <p>This report summarises the delegated decisions that have been made on these debts for the fourth quarter of 2010/11, provides the totals written off for each of the first three quarters and details of the top ten debts that have been written off.</p> <p>Wards Affected: None</p>	
<p>Recommendation(s)</p> <p>The Cabinet is asked to note the contents of this report as it relates to debt write-offs for quarter 4 of 2010/11 and that a number of these debts will be publicised in accordance with the policy agreed by Minute 69 (6 November 2007).</p>	
<p>Reason(s)</p> <p>As a matter of good financial practice and to accord with the Council's Financial Rules.</p>	
<p>Comments of the Chief Financial Officer</p> <p>This report is written in accordance with the Council's current debt write-off strategy. There is however a need to review the whole strategy and existing processes to ensure that the Council maximises its debt collection and minimises the occurrences of debt in the first instance</p>	
<p>Comments of the Solicitor to the Council</p> <p>The relevant legal issues are set out in section 7 of the report.</p>	

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1. Background

- 1.1 Responsibility for the operation of the Council's Revenues, Benefits, General Income and Rents Service transferred to Elevate East London LLP (Elevate) on 10 December 2010. The Service is responsible for the collection of the vast majority of debts falling due to the Council by way of statutory levies and chargeable services.
- 1.2 Where a debt is written off it is the case that measures have been taken to collect all debts and levies due; it is also the case that some debts will remain unpaid, even after concerted efforts have been made to collect them.
- 1.3 Debts are categorised and recommendations made to write-off amounts deemed to be irrecoverable. The write-off of debt allows the service to focus on debts that are more likely to be recovered. At the same time the Council makes provision within its accounts for debts that are likely to be written-off.

2. Write-off rules and process

- 2.1 Elevate ensures that write-offs are completed in accordance with the Council's Financial Rules. For the service this means authority to approve write-offs lies with the Head of Service for amounts up to £10,000 and with the Director of Customer Services for debts over £10,000.
- 2.2 The write-off policy dates from May 2008 and Elevate will be working with the Council in the coming months to update this and put in place a debt management policy.
- 2.3 In order to decide which debts to consider for write-off, the policy sets out the criteria or circumstances where the service is required to use as the basis for writing off debts:
 - The customer is deceased and has left no estate
 - The customer has absconded and cannot be traced
 - It is uneconomical to take action to enforce payment
 - The amount is a small balance
 - The customer is living outside the UK and is unlikely to return
 - The customer is living in another part of the UK and it is uneconomical to transfer proceedings to the appropriate court
 - It is in the Council's interests to agree a negotiated settlement of part of the debt
 - The debt has been remitted by the Court
 - The Court has refused to make an order in respect of the debt
 - The customer has served a prison sentence to discharge the debt

- It would cause the customer hardship, financial or otherwise, to enforce payments, or it is in the interests of the Council or the wider community to write off the debt
- The debt is an overpayment of HB or CTB which is deemed to be irrecoverable in accordance with the Housing benefit General Regulations 1987 as amended and the Department for Work and Pensions overpayment guidance
- The age of the debt precludes recovery or the debt is Statute Barred

3 Assurance

- 3.1 In May 2010 the Service received an Internal Audit report concerning write-offs. The outcome of this audit was that the write-off of debt was given a Substantial Assurance rating, meaning that Audit are satisfied with the processes in place for dealing with the write-off of debt. These processes remain in place within Elevate.

4 Debt Write-off: Quarter 4 2010/11

- 4.1 The value of debts written off for the fourth quarter of 2010/11, i.e. January to March 2011 total: £1,395,307.
- 4.2 Details of the amounts written off by service area for the fourth quarter of 2010/11 are provided at appendix A. Summaries of the debts written off in the first three quarters of 2010/11 and for the year's total are at appendix B. Appendix C lists the top 10 debts written off.

5. Publication of individual details of debts written off (Appendix C)

- 5.1 A number of Authorities publicise the details (names, addresses etc.), of residents who have had debts written off. In the majority of cases, these debts have been written off where the debtor has absconded.
- 5.2 The Cabinet agreed in November 2007 (Minute 69, 6 November 2007) that a list showing the details of debtors, who have had debts written off, would be attached to this report. A list has been attached at Appendix B. The list has been limited to the top ten debts excluding those cases where debtors should not be named due to vulnerability or other factors outlines in 5.3 below.
- 5.3 As was previously outlined within the 6th November 2007 Cabinet report, It was recommended that the following types of debt write offs are excluded from this publicised list:
- a) Debts that have been written off following a corporate complaint being upheld
 - b) Debts that have been written off due to the debtor falling within one of the many vulnerable groups (e.g. elderly, disabled, infirm etc.)
 - c) Where the original debt was raised in error
 - d) Where debts have been written off, but no legal action has been taken to prove that the debt was legally and properly due
 - e) Where the debt has been written off following bankruptcy or insolvency action (the majority of these cases will be individually publicised)

- 5.4 The exclusion of the category of debts listed above will eliminate the possibility of any unnecessary and potentially costly legal challenges from debtors, who take issue with their details being publicised. It is intended that where the details or whereabouts of debtors become known following publication, those debtors will be pursued as far as is possible, to secure full payment of the debt.
- 5.5 The list provided at appendix C does not include debts or debtors that fall within categories a-e above, so the list as it stands can be publicised after the removal of date of birth and national insurance number details.

6. Financial Issues

- 6.1 All debts written off will have been provided for within the Council's Bad Debt Provision and as such there should be no specific financial implications. However, there is the possibility that unforeseen and unplanned additional write offs occur, which lead to the value of debts written off in any year, exceeding the agreed bad debt provision.
- 6.2 Where this is likely to happen, this quarterly report will act as an early warning system and will enable additional control measure to be agreed and taken, to either bring the situation back under control, or to make appropriate adjustments to the bad debt provision.

7. Legal Issues

- 7.1 It was decided at the meeting of 6 November 2007 of the Cabinet to publish the names of debtors whose debts have been written off subject to certain exceptions set out in the report. The publicising of the names of debtors constitutes processing of their personal data under Data Protection Act 1998 (DPA). In order to process i.e. publish this information lawfully the legislation sets out a number of requirements the most pertinent being that processing must be fair, lawful that any one of the permissible grounds listed in schedule 2 DPA be found.
- 7.2 The relevant ground in schedule 2 DPA to the publication of debtor names is that *'the processing is necessary for the purposes of legitimate interests pursued by the data controller or by the third party or parties to whom the data are disclosed, except where the processing is unwarranted in any particular case by reason of prejudice to the rights and freedoms or legitimate interests of the data subject'*. This means that the Council may lawfully publish the data on the basis that it is thereby pursuing some legitimate interest.
- 7.3 One possible interest through publication may be the identification of named debtors who the Council could then pursue to recover the debt. The Council must also be satisfied that no prejudice to the rights and freedoms of the data subjects (named debtors) would be occasioned by the publication. The Legal Partner has not seen any basis for suggesting such prejudice would be occasioned. If any individual had concern as to publication of their details they could raise objection with the Council who could then revisit the issue in the light of the legal considerations here outlined.
- 7.4 It is not suggested that the debtors named have committed any offence in which case the data would be 'sensitive' personal data requiring a further additional

ground form schedule 3 to be also identified. This aspect can thus be discounted. It has been highlighted in previous reports that the sums being written-off in the report were quite substantial. This report is no different. Members will be concerned as to what efforts are being made to recover debts before they are written-off.

- 7.5 The Legal Partner for Corporate Law has advised that a summary of efforts to recover bad debt are addressed in these reports. The report author has indicated he is unable to do so for this report but can in relation to future reports. This will hopefully give Members confidence that debt is only being written off after the fullest efforts to recover have been made.

8. Other Implications

8.1 Risk Management

- 8.1.1 No specific implications save that of this report acting as an early warning system to any problems in the area of write off's.

9. Background Papers Used in the Preparation of the Report:

- 9.1 Customer Services Department Revenues and Benefits Services: Policy for write-off of irrecoverable debts and treatment of accounts in credit. This is dated 6 May 2008.

10. List of appendices:

- Appendix A – Debt Write Off Table for Quarter 4 2010/11
- Appendix B – Debt Write Off Summary Tables for Quarters 1 to 3 2010/11 and total write-offs for 2010/11.
- Appendix C – Top 10 Debts Written Off

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Table 1: Debts Written Off during 2010/11 Quarter 4

Write Offs		Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	PSL Homeless	Home Care	Residential Care	Council Tax	NNDR	TOTAL
Jan-11	Under £2k	£3,620.33	£91,412.08	£91,055.35							£186,087.76
	Over £2k										£0
	Over £10k									£18,067.82	£18,067.82
	Total	£3,620.33	£91,412.08	£91,055.35	£0	£0	£0	£0	£0	£18,067.82	£204,155.58
Feb -11	Under £2k	£14,581.40	£24,778.92	£47,348.58	£1,181.07				£336.97	£48.75	£88,275.69
	Over £2k	£19,364.50	£7,529.27			£7,394.94					£34,288.71
	Over £10k										£0
	Total	£33,945.90	£32,308.19	£47,348.58	£1,181.07	£7,394.94	£0	£0	£336.97	£48.75	£122,564.40
Mar-11	Under £2k	10,694.21	£42,294.69	£18,170.78	£519.72	£3,273.49			£328,520.73	£3,412.47	£406,886.09
	Over £2k	£6,060.73	£10,687.51	£412,341.15		£17,867.20				£191,748.10	£638,704.69
	Over £10k		£10,855.81			£12,140.89					£22,996.70
	Total	£16,754.94	£63,838.01	£430,511.93	£519.72	£33,281.58	£0	£0	£328,520.73	£195,160.57	£1,068,587.48
Quarter 4 Totals		£54,321.17	£187,558.28	£568,915.86	£1,700.79	£40,676.52	£0	£0	£328,857.70	£213,277.14	£1,395,307.46

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Table 1: Debts Written Off during 2010/11 Quarter 1

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	PSL Homeless	Home Care	Residential Care	Council Tax	NNDR	TOTAL
Quarter 1 Totals	£30,115.16	£57,875.55	£0	£0	£0	£0	£0	£0	£26,649.95	£114,640.66

Table 2: Debts Written Off during 2010/11 Quarter 2

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	PSL Homeless	Home Care	Residential Care	Council Tax	NNDR	TOTAL
Quarter 2 Totals	£9,400.41	£36,110.73	£0	£0	£0	£0	£0	£0	£0	£45,511.14

Table 3: Debts Written Off during 2010/11 Quarter 3

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	PSL Homeless	Home Care	Residential Care	Council Tax	NNDR	TOTAL
Quarter 3 Totals	£23,360.74	£88,768.12	£125,301.43	£124,796.90	£5,583.54	£0	£0	£0	£458,572.08	£826,382.81

Table 4: Debts written off during 2010/11

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	PSL Homeless	Home Care	Residential Care	Council Tax	NNDR	TOTAL
2010-11 Totals	£117,197	£370,313	£694,217	£126,498	£46,260	£0	£0	£328,858	£698,506	£2,381,842

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Table 1: Top 10 debts written off in Quarter 4

Excluding those debts or debtors that fall within the Councils exclusion categories for publication as stated in section 5.3 above:

NAME	ACCOUNT NUMBER	AMOUNT	DEPARTMENT	REASON
Judith Schrodt	63274972	£10,855.81	GI- Salaries	Unable to trace
P Atanda Adulmoka	090005951	£9,811.3	PSL/FTA	Unable to trace
Mr Anil Kumar	200151720	£9,568.36	NNDR	Unable to trace
Brian Peterson	200236519	£7,860.52	NNDR	Unable to trace
Mr M M Rahman	200224372	£7,763.18	NNDR	Unable to trace
Gurinder Kaur	62133150	£7,742.16	GI- Environmental Service	All recovery action exhausted
Mr M A Coplen	000057391	£7,714.42	FTA	No forwarding address of tenant
Fola Beckley	62126118	£7,529.27	GI- Salaries	All recovery action exhausted, no assets
Amina Asanga	000039063	£7,394.94	PSL/FTA	Unable to trace
Europ –Trans Ltd	200239613	£7,151.19	NNDR	Company dissolved

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