

Notice of Meeting



CABINET

Tuesday, 8 April 2014 - 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 P T Waker, Councillor J R White and Councillor M M Worby

Date of publication: 31 March 2014

Graham Farrant
Chief Executive

Contact Officer: Alan Dawson
Tel. 020 8227 2348
E-mail: alan.dawson@lbbd.gov.uk

AGENDA

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

In accordance with the Council's Constitution, Members are asked to declare any interest they may have in any matter which is to be considered at this meeting.
3. **Minutes - To confirm as correct the minutes of the meeting held on 18 February 2014 (Pages 3 - 11)**
4. **Budget Monitoring 2013/14 - April 2013 to January 2014 (Month 10) (Pages 13 - 47)**
5. **Corporate Priority Performance Reporting - Quarter 3, 2013/14 (Pages 49 - 58)**
6. **Council Housing Allocations Policy Review (Pages 59 - 82)**
7. **Provision of Private Sector Licensing Services (Pages 83 - 87)**
8. **Highways Funding - Capital Schemes (Pages 89 - 97)**

9. **Park Development Project: Central Park, Eastbrookend Country Park and Parsloes Park (Pages 99 - 117)**
10. **The Broadway Theatre - Proposed New Management Arrangements (Pages 119 - 126)**
11. **Local Government Pensions Scheme - London Collective Investment Vehicle (Pages 127 - 137)**
12. **Essex and Suffolk Water Agreement (Pages 139 - 142)**
13. **Extension of Contract for the Supply of Security Industry Authority (SIA) Licensed Security Personnel (Pages 143 - 148)**
14. **Extension of Age Range at Eastbrook and Eastbury Comprehensive Schools and Expansion of Eastbrook School (Pages 149 - 163)**
15. **Schools' Annual Results 2013 and Performance Update (Pages 165 - 186)**
16. **Programme of Meetings 2014/15 (Pages 187 - 190)**
17. **Debt Management Performance and Write-Offs 2013/14 (Quarter 3) (Pages 191 - 209)**
18. **Freehold Disposal of 1, 2, 3 and 7 The Triangle, Tanner Street, Barking, IG11 8QA (Pages 211 - 221)**
19. **Any other public items which the Chair decides are urgent**
20. **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 paragraph of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

21. **Freehold Disposal of 1, 2, 3 and 7 The Triangle, Tanner Street, Barking, IG11 8QA - Appendix D (Page 223)**

Concerns the financial and business affairs of the Council and another party (paragraph 3)

22. Review of the Elevate Joint Venture Arrangements (Pages 225 - 234)

Concerns the financial and business affairs of the Council and contractors
(paragraph 3)

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

This page is intentionally left blank

Barking and Dagenham's Vision

Encourage growth and unlock the potential of Barking and Dagenham and its residents.

Priorities

To achieve the vision for Barking and Dagenham there are five priorities that underpin its delivery:

1. Ensure every child is valued so that they can succeed

- Ensure children and young people are safe, healthy and well educated
- Improve support and fully integrate services for vulnerable children, young people and families
- Challenge child poverty and narrow the gap in attainment and aspiration

2. Reduce crime and the fear of crime

- Tackle crime priorities set via engagement and the annual strategic assessment
- Build community cohesion
- Increase confidence in the community safety services provided

3. Improve health and wellbeing through all stages of life

- Improving care and support for local people including acute services
- Protecting and safeguarding local people from ill health and disease
- Preventing future disease and ill health

4. Create thriving communities by maintaining and investing in new and high quality homes

- Invest in Council housing to meet need
- Widen the housing choice
- Invest in new and innovative ways to deliver affordable housing

5. Maximise growth opportunities and increase the household income of borough residents

- Attract Investment
- Build business
- Create a higher skilled workforce

This page is intentionally left blank

MINUTES OF CABINET

Tuesday, 18 February 2014
(5:00 - 6:22 pm)

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

Also Present: Councillor A K Ramsay and Councillor D Twomey

Apologies: Councillor L A Smith

91. Declaration of Members' Interests

There were no declarations of interest.

92. Minutes (21 January 2014)

The minutes of the meeting held on 21 January 2014 were confirmed as correct.

93. Budget Monitoring 2013/14 - April to December 2013 (Month 9)

The Cabinet Member for Finance presented a report on the Council's capital and revenue position for the 2013/14 financial year, as at 31 December 2013.

The General Fund showed a projected end of year surplus of £8.4m against the total approved budget of £178.3m, which exceeded the planned surplus of £5.2m and would result in a projected General Fund balance of £25.9m at the year end. The Housing Revenue Account (HRA) was projected to have a year-end surplus of £0.2m while the Capital Programme showed a projected spend of £129.6m against the total revised budget of £138.2m.

Cabinet resolved:

- (i) To note the projected outturn position for 2013/14 of the Council's General Fund revenue budget at 31 December 2013, as detailed in paragraphs 2.4 to 2.9 and Appendix A of the report;
- (ii) To note the progress against the 2013/14 savings targets at 31 December 2013, as detailed in paragraph 2.10 and Appendix B of the report;
- (iii) To note the position of the Housing Revenue Account at 31 December 2013, as detailed in paragraph 2.11 and Appendix C of the report; and
- (iv) To note the projected outturn position for 2013/14 of the Council's capital budget at 31 December 2013, as detailed in paragraph 2.12 and Appendix D of the report.

94. Fees and Charges 2014/15

The Cabinet Member for Finance presented a report on the proposed fees and charges for Council services, to come into effect from 1 April 2014.

The Cabinet Member advised that the majority of charges were set to increase by an average of 3%, in line with inflation. In respect of the parking fees for shopping parade areas as listed in Appendix A to the report, it was noted that the schedule incorrectly showed an increase being applied to the hourly charges for 2014/15 whereas those charges should have been shown as remaining at the 2013/14 levels.

Cabinet resolved:

- (i) To approve the proposed fees and charges as set out in Appendix A to the report, to be effective from 1 April 2014, with the exception of the proposed increase to Shopping Parade parking charges at lines 443 to 446 and 454 to 456 in Appendix A which shall remain at the 2013/14 levels shown in the table headed "On-Street Pay & Display - Secondary Shopping Parades e.g. Broad Street, High Road Chadwell Heath, Faircross Parade (Monday to Sunday)" in Appendix B to the report;
- (ii) To note the fees and charges no longer applicable from 31 March 2014, as set out in Appendix B, subject to the amendment referred to in (i) above;
- (iii) To delegate authority to the Corporate Director of Children's Services, in consultation with the Chief Finance Officer and the Cabinet Members for Finance and Children's Services, regarding the setting of fees and charges which are applied from September for schools and academic year based activities; and
- (iv) To delegate authority to the Corporate Director of Adult and Community Services and the Corporate Director of Housing and Environment, in consultation with the Chief Finance Officer and the relevant Cabinet Members, to amend the fees and charges for Park Events once the policy decision on service direction has been agreed.

95. Housing Revenue Account Estimates and Review of Rents and other Charges 2014/15

The Cabinet Member for Housing presented a report on the Housing Revenue Account (HRA) estimates, rents and other related charges for 2014/15.

The Cabinet Member advised that the proposed average rent increase of 1.9% was expected to be the second lowest increase by any London borough and would mean that Barking and Dagenham continued to have the lowest Council house rents in London. Other proposals included a 13% decrease to tenant service charges, equivalent to £3.49 per week, a 9% (£1.32 per week) increase to communal heating and hot water charges to reflect the anticipated increase in energy costs to the Council and a single, standard charge of £11 per week for garages.

The Cabinet Member stated that in order to present a balanced budget for

2014/15, the importance of keeping to a minimum any increase in rents and other charges in such difficult times for local residents had been balanced against the need to continue to provide high quality services. To that end, the Cabinet Member referred to other key aspects of the overall HRA budget for 2014/15 which included:

- The significant investment in, for example, new kitchens and bathrooms via the Housing Capital Programme which would help to reduce on-going revenue costs in these areas;
- The delivery of the repairs and maintenance service via the in-house Direct Labour Organisation;
- A reduction in management costs as part of an overall £6.1m package of savings;
- A restructuring of the Estate Management service as part of the overall savings package which would include centralising the service into one team, rather than separate Barking and Dagenham teams, and based from a single location in Pondfield Road, Dagenham alongside the repairs and maintenance service;
- Continuing to work towards a fairer distinction between rents for houses and those for flats;
- The introduction of new 'local supplier' contracts to enable local businesses to successfully bid for work on behalf of the Council;
- Supporting new skills initiatives such as the "Step Up" programme via the HRA to help local people into work; and
- Initiatives aimed at tackling fuel poverty in the Borough.

With regard to the £6.1m package of savings to be achieved during 2014/15, the Cabinet Member confirmed that the savings options would be the subject of consultation along the lines of previous years' savings for General Fund services, with the final proposals presented for the Cabinet's approval as appropriate.

Cabinet resolved:

- (i) To approve the Housing Revenue Account estimates for 2014/15 as detailed in Appendix 6 to the report, subject to the agreement of saving proposals which will be reported to Cabinet separately;
- (ii) To approve the use of HRA balances where savings are not fully delivered in 2014/15, in order to achieve a balanced budget;
- (iii) To approve an overall average Council dwelling rent increase of 1.9%, equivalent to £1.69 per week and comprising the following:
 - New build and acquired Council homes (rents set at 50% of local market rents or at affordable rents above this (65%)) - 3.7% average increase, consistent with Government policy of RPI+0.5% as per Affordable Homes Programme.
 - Other houses - 2.3% average increase.
 - Other flats - 1.4% average increase.
- (iv) To approve a decrease to tenant service charges of 13% (£3.49 per week);

- (v) To approve an additional provision for communal heating and hot water charges of 9% (£1.32 per week), which represents the anticipated rise in energy costs to the Council for these services;
- (vi) To approve a single, standard charge of £11 per week for garages and a further review of parking spaces;
- (vii) To approve the increase in rents for commercial properties in line with lease agreements; and
- (vii) That the above changes shall take effect from 1 April 2014.

96. Budget Framework 2014/15

The Cabinet Member for Finance introduced the Council's proposed budget framework for 2014/15 which incorporated the following:

- The Medium Term Financial Strategy (MTFS) for 2014/15 to 2017/18
- The General Fund budget for 2014/15
- The level of Council Tax for 2014/15
- The financial outlook for 2015/16 onwards
- The Capital Programme for 2013/14 to 2015/16

The proposed General Fund net budget for 2014/15 was £165.3m, compared to a revised net budget for 2013/14 of £178.3m. The Cabinet Member advised that a range of budget savings for 2013/14 and 2014/15 had been approved by the Cabinet on 19 December 2012 (Minute 64) in anticipation of continued Government cuts in public service expenditure. As a consequence and following confirmation by the Department for Communities and Local Government of the grant allocation for 2014/15, there was an overall budget gap of £1.1m for 2014/15 which, it was proposed, would be met from a one-off contribution from reserves. A Capital Programme of £250.2m for 2014/15 and 2015/16 was proposed, which included £134m for HRA-related schemes.

The Cabinet Member commented that the prudent approach that had been taken meant that it was possible for the Council to keep its Council Tax at the same level for the sixth consecutive year, as a means of helping local residents during these difficult times. However, further savings in excess of £70m would need to be found over the next few years against the backdrop of increasing pressures such as the Care Bill which was currently progressing through Parliament. The Cabinet Member confirmed that detailed reports on children and adult care funding would be presented to future meetings of the Cabinet.

Issues which arose during the discussions included:

- Children's placement costs - the Cabinet Member for Children's Services referred to improvements to the referral processes that were being discussed with the Police and the vital role of the Borough's Children's Centres in improving outcomes for families, particularly through early intervention. It was noted that while early intervention was considered crucial from both a moral and financial perspective, the non-statutory nature of much of this work would have to be balanced against the pressures

- arising from other statutory functions;
- Section 106 Funding - it was noted that the projected reduction in future years' revenue was partly due to the new Community Infrastructure Levy arrangements which would typically replace Section 106 agreements as the principal source of funding relating to new planning applications;
- Reduction in the GLA precept - the Mayor of London's budget for 2014/15 meant a reduction in the GLA precept of 1.3%, which equated to a reduction of £4 per year for Barking and Dagenham residents. The Cabinet Member for Housing suggested that the Mayor's budget should have reduced further now that the 'top up' funding to support the 2012 Olympics was no longer required and he also questioned the use of public money to subsidise the sale of the Olympic Park. It was noted that the Crossrail project could be one reason for the minimal reduction in the GLA precept.

The Cabinet Member for Finance also advised on the opportunity for the Council to offer discretionary rate relief of up to £1,000 during 2014/15 for premises with a rateable value is less than £50,000. Approximately 1,400 businesses in the Borough could benefit from the arrangement which would be at no cost to the Council.

Cabinet resolved to recommend the Assembly:

- (i) To approve a base revenue budget for 2014/15 of £165.3m, as detailed in Appendix A to the report;
- (ii) To approve the adjusted Medium Term Financial Strategy (MTFS) position for 2014/15 to 2017/18 allowing for other known pressures and risks at this time, as detailed in Appendix B to the report;
- (iii) To delegate authority to the Chief Finance Officer, in consultation with the Cabinet Member for Finance, to vary the contribution required from reserves in respect of the 2014/15 budget gap, pending confirmation of levies and further changes to Government grants prior to 1 April 2014;
- (iv) To approve the Statutory Budget Determination for 2014/15 as set out at Appendix C, which reflects a freeze on the amount of Council Tax levied by the Council, plus the final Council Tax announced by the Greater London Assembly on 14 February 2014 (1.3% reduction), as detailed in Appendix D to the report;
- (v) To approve the Council's Capital Programme for 2013/14 to 2015/16 as detailed in Appendix E to the report; and
- (vi) To approve the grant of business rate relief of £1,000 to all eligible retail premises with a rateable value of less than £50,000 in 2014/15 and 2015/16, as detailed in paragraph 7 of the report.

97. Treasury Management Strategy Statement 2014/15

The Cabinet Member for Finance presented the Council's draft Treasury Management Strategy Statement (TMSS) for 2014/15.

The Cabinet Member advised that the overall TMSS included details of the

proposed borrowing limit for the year and a range of other aspects aimed at ensuring that the Council had prudent and robust arrangements in place to meet all of its financial commitments and responsibilities, in line with the requirements of Section 15(1) of the Local Government Act 2003.

Arising from discussions on issues relating to the ethical nature of the banking industry, the Council's current cash investment arrangements and the need to explore other opportunities for local authority investments, the Chief Finance Officer undertook to present a discussion paper for Cabinet Members' future consideration.

Cabinet resolved to recommend the Assembly:

- (i) To adopt the Treasury Management Strategy Statement for 2014/15 attached as Appendix 1 to the report and, in doing so, to:
 - (a) Note the current treasury position for 2013/14 and prospects for interest rates, as referred to in sections 6 and 7 of Appendix 1 to the report;
 - (b) Approve the Council's Borrowing Strategy, Debt Rescheduling Strategy and Policy on borrowing in advance of need for 2014/15 as referred to in sections 9 - 12 of Appendix 1 to the report;
 - (c) Approve the Authorised Borrowing Limit (General Fund and HRA) of £500m for 2014/15, representing the statutory limit determined by the Council pursuant to section 3(1) of the Local Government Act 2003, as set out in Appendix 1B to the report;
 - (d) Approve the Treasury Management Indicators and Prudential Indicators for 2014/15, as set out in Appendix 1B to the report;
 - (e) Approve the Minimum Revenue Policy Statement for 2014/15, representing the Council's policy on repayment of debt, as set out in Appendix 1C to the report; and
 - (f) Approve the Annual Investment Strategy and Creditworthiness Policy for 2014/15 outlining the investments that the Council may use for the prudent management of its investment balances, as set out in Appendix 1D to the report.

98. Pay Policy Statement 2014/15

The Cabinet Member for Adult Services and Human Resources presented the draft Pay Policy Statement for the Council for 2014/15, setting out the Council's key statements of its pay policy as required under the Localism Act 2011.

As well as covering areas such as the level and elements of remuneration for each chief officer, the policy also examined the relationship between the remuneration of chief officers and the lowest paid employees within the Council. The Cabinet Member referred to the decision taken last year to set a minimum pay rate equal to £9.03 per hour for all Council employees (excluding those on apprenticeship schemes) and agency staff working on Council assignments, which meant that the

Council continued to have the highest minimum wage across London. Furthermore, the Council paid the inner-London weighting allowance to its teachers.

The Chief Executive advised that staff surveys continued to indicate that the Council was a 'good' employer.

Cabinet **resolved to recommend the Assembly** to approve the Pay Policy Statement for the London Borough of Barking and Dagenham for 2014/15 as set out at Appendix A to the report, for publication on the Council's website with effect from 1 April 2014.

99. Private Rented Property Licensing Scheme

The Cabinet Member for Crime, Justice and Communities presented a report on the proposed introduction of new schemes which would mean that all private rented sector housing in the Borough was covered by compulsory licensing.

Borough-wide Selective Licensing and Additional Licensing schemes would provide for much greater interaction between the Council and landlords and seek to increase the responsibility of landlords to deal with issues such as anti-social behaviour through conditions attached to a license, as well as to improve the conditions for private tenants. The Cabinet Member advised that many local residents lived in poor quality private rented accommodation, particularly those in houses in multiple occupation (HMOs), and suggested that it was important that the Council led by example and required private landlords to register and maintain at least minimum standards.

It was noted that Newham Council had recently received approval to introduce similar arrangements and the evidence base to support the introduction of the schemes in Barking and Dagenham was equally as strong. With regard to publicity and registration issues, officers explained that all private tenants and landlords on the Council's records would be written to in the lead up to the implementation of the new schemes and tenant and landlord packs would be produced. It was confirmed that the packs would be made available to letting agents in the Borough to ensure that new tenants were aware of what standards they should expect and that there would also be flexibility in the registration process to encourage landlords to take advantage of the early application discount.

Cabinet **resolved**:

- (i) To note the representations received in response to the consultation on the proposed introduction of additional licensing of houses in multiple occupation (HMOs) and selective licensing of other private rented property;
- (ii) **To recommend the Assembly to resolve:**
 - (a) To designate a selective licensing area of the district of the London Borough of Barking and Dagenham as delineated and edged red on the map at Appendix 1(a) to the report;
 - (b) To designate an additional licensing area of the district of the London

Borough of Barking and Dagenham as delineated and edged red on the map at Appendix 1(b) to the report;

- (c) That the selective licensing scheme shall be cited as the London Borough of Barking and Dagenham Designation for an Area for Selective Licensing No 1, 2014;
- (d) That the selective licensing designation shall come into force on 1 September 2014;
- (e) That the additional licensing scheme shall be cited as the London Borough of Barking and Dagenham Designation for an Area for Additional Licensing of Houses in Multiple Occupation No 2, 2014;
- (f) That the additional licensing designation shall come into force on 1 September 2014;
- (g) That the schemes shall be known collectively as the Barking and Dagenham Private Rented Property Licensing Scheme;
- (h) To adopt the Private Rented Property Licensing Scheme Conditions as set out in Appendix 2 to the report;
- (i) That the fees and charges set out in Appendix 3 to the report be applied to the Private Rented Property Licensing scheme;
- (j) To delegate authority to the Corporate Director of Housing and Environment to make changes to the proposed implementation where necessary and ensure that all statutory notifications are carried out in the prescribed manner for each designation; and
- (k) To delegate authority to the Corporate Director of Housing and Environment to grant licences under the Council's Private Rented Property Licensing Scheme.

100. Private Business

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

101. Implementation of Phase 1 of the Leys Estate Redevelopment and Purchase of Units at 699 Rainham Road South

The Cabinet Member for Housing introduced a report on the proposed housing mix and financial arrangements for Phase 1 (Birdbrook Close) of the Leys Estate redevelopment, the appointment of the main contractor for that site and the purchase of 29 residential units at a separate development at 699 Rainham Road South, Dagenham.

The sum of £12.746m had been allocated within the Housing Capital Programme for the Phase 1 redevelopment. However, design changes required by the Mayor

of London as part of the grant support conditions and other amendments arising from the planning approval process had resulted in a total project cost estimate of £14.884m inclusive of fees and contingencies. In view of the additional budget requirement, the Cabinet Member advised that officers had been asked to consider options which would enable the Phase 1 project to proceed within the overall budget parameters.

The preferred option (Option 3a) to achieve that aim involved the sale of approximately 19 of the 89 units to be developed under Phase 1, with the receipt used to offset the £2.3m budget deficit, meet additional costs of approximately £600,000 associated with the increased specification for the circa 19 units to be sold and other related costs, and to contribute towards the purchase of 29 flats and the site freehold at the Weston Homes development at 699 Rainham Road South, Dagenham. The remaining shortfall would be met from the reallocation of the £2.5m Street Purchase budget within the Housing Capital Programme.

The Cabinet Member commented that the proposed approach represented the best outcome in view of the financial constraints and would enable the Phase 1 redevelopment works to commence without further delay.

Cabinet resolved:

- (i) To approve the appointment of the preferred tenderer, Mulalley and Co Ltd, as main contractor for the construction of Phase 1 (Birdbrook Close) of the Leys Estate redevelopment in the total contract sum of £14,884,008 inclusive of fees and contingencies;
- (ii) To approve the outright sale of circa 19 houses at the Leys Phase 1 development (Option 3a) to offset the increase in construction costs beyond the £12.6m set aside in the Housing Capital Programme, with any surplus to be allocated towards the purchase of the 29 units at 699 Rainham Road South;
- (iii) To approve additional expenditure of £601,287 to cover the cost of the increased specification for the private sale units, Stamp Duty Land Tax, Community Infrastructure Levy payments and sales, marketing and legal fees;
- (iv) To approve the purchase of 29 flats and the reversionary site freehold at 699 Rainham Road South on the terms set out in the report; and
- (v) To delegate authority to the Chief Executive, in consultation with the Cabinet Member for Housing, the Corporate Director of Housing and Environment and the Head of Legal and Democratic Services, to agree the final terms in respect of (ii) and (iv) above.

This page is intentionally left blank

CABINET**8 April 2014**

Title: Budget Monitoring 2013/14 - April 2013 to January 2014 (Month 10)	
Report of the Cabinet Member for Finance	
Open Report	For Decision
Wards Affected: All	Key Decision: No
Report Author: Kathy Freeman Group Manager, Corporate Finance	Contact Details: Tel: 020 8227 3497 E-mail: kathy.freeman@lbbd.gov.uk
Accountable Director: Jonathan Bunt, Chief Finance Officer	
Summary	
<p>This report provides Cabinet with an update of the Council's revenue and capital position for the ten months to the end of January 2014, projected to the year end.</p> <p>The Council began the current year in a better financial position than the previous year with a General Fund (GF) balance of £17.5m.</p> <p>The Council's approved budget of £178.3m for 2013/14 includes a budgeted surplus of £5.2m, agreed by Assembly in February 2013. The budgeted surplus is earmarked to address the funding issues of 2014/15.</p> <p>At the end of January 2014 (Month 10), the projected in-year surplus is £3.2m, the same as at the end of December.</p> <p>The total service expenditure for the full year is projected to be £169.9m against the budget of £178.3m. The in-year surplus of £3.2m combined with the budgeted surplus of £5.2m results in a projected surplus of £8.4m. The projected year end surplus will increase General Fund balances to £25.9m at the year end.</p> <p>The Housing Revenue Account (HRA) is projected to make an in-year surplus of £0.2m, increasing the HRA reserve to £8.7m. The HRA is a ring-fenced account and cannot make or receive contributions to/from the General Fund.</p> <p>The Capital Programme has been updated to reflect changes approved at Cabinet, including roll forwards and re-profiles. The capital budget at 31 January stands at £138.2m. Capital budgets cannot contribute to the General Fund revenue position although officers ensure that all appropriate capitalisations occur.</p>	

Recommendation(s)

The Cabinet is recommended to:

- (i) Note the projected outturn position for 2013/14 of the Council's General Fund revenue budget at 31 January 2014, as detailed in paragraphs 2.4 to 2.9 and Appendix A of the report;
- (ii) Note the progress against the 2013/14 savings targets at 31 January 2014, as detailed in paragraph 2.10 and Appendix B of the report;
- (iii) Note the position for the HRA at 31 January 2014, as detailed in paragraph 2.11 and Appendix C of the report; and
- (iv) Note the projected outturn position for 2013/14 of the Council's capital budget 31 January 2014, as detailed in paragraph 2.12 and Appendix D of the report.

Reason(s)

As a matter of good financial practice, the Cabinet should be regularly updated with the position on spend against the Council's budget. In particular, this paper alerts Members to particular efforts to reduce in-year expenditure in order to manage the financial position effectively.

1 Introduction and Background

- 1.1 This report provides a summary of the Council's General Fund and HRA revenue and capital positions. It also provides an update on progress made to date in the delivery of the agreed savings targets built into the 2013/14 budget setting out risks to anticipated savings and action plans to mitigate these risks.
- 1.2 It is important that the Council regularly monitors its revenue and capital budgets to ensure good financial management. This is achieved within the Council by monitoring the financial results on a monthly basis through briefings to the Cabinet Member for Finance and reports to Cabinet. This ensures Members are regularly updated on the Council's overall financial position and enables the Cabinet to make relevant financial and operational decisions to meet its budgets.
- 1.3 The Budget report to Assembly in February 2013 provided for a target of £15.0m of General Fund balance, plus a planned surplus of £5.2m to be carried forward into 2014/15. The Outturn for 2012/13 led to a General Fund balance of £17.5m. The current projected position keeps the Council on track to deliver a balanced budget and maintain the minimum general fund balance of £15.0m.

2 Current Overall Position

- 2.1 The following tables summarise the spend position and the forecast position of the General Fund and Housing Revenue Account (HRA) balances.

Council Summary	Net Budget	Full year forecast at end January 2014	Over/(under) spend Forecast
	£000	£000	£000
Directorate Expenditure			
Adult and Community Services	57,235	57,235	-
Children's Services	66,387	66,387	-
Housing and Environment	25,418	25,418	-
Chief Executive	22,473	22,078	(395)
Central Expenses	1,586	(1,214)	(2,800)
	173,099	169,904	(3,195)
Budget Surplus (Agreed MTFS)	5,234	-	(5,234)
Total Service Expenditure	178,333	169,904	(8,429)

	Balance at 1 April 2013	Forecast Balance at 31 March 2014	Budgeted Combined Balance at 31 March 2014*
	£000	£000	£000
General Fund	17,456	25,885	20,234
Housing Revenue Account (including Rent Reserve)	8,461	8,658	8,461

*Budget Combined Balance for General Fund comprises a target balance of £15.0m plus budgeted surplus of £5.2m

2.2 The current Directorate revenue projections indicate a surplus of £8.4m for the end of the financial year, made up as follows:

- £0.4m underspend in the Chief Executive department as a result of shared arrangements with Thurrock Council and vacancies within Legal and Democratic services;
- £2.8m surplus in Central Expenses arising from interest budgets and a one off grant windfall from the Department of Education (DfE); and
- £5.2m surplus as planned and agreed in the Medium Term Financial Strategy 2013/14.

The forecast of an £8.4m underspend would result in the Council's General Fund balance remaining above the budgeted target of £15.0m. The Chief Finance Officer has a responsibility under statute to ensure that the Council maintains appropriate balances.

The Chief Finance Officer, after consideration of the factors outlined in the CIPFA guidance on Local Authority Reserves and Balances 2003 and the other financial provisions and contingency budgets held by the Council, set a target GF reserves level of £15.0m. The General Fund balance at 31 March 2013 was £17.5m and the

current forecast combined balance for the end of the financial year is £25.9m. If maintained, this position will provide added flexibility for the Council to address the forthcoming significant further reductions in funding from the government. This compares with a budgeted combined General Fund balance of £15.0m plus a planned surplus of £5.2m within the two year 2013-15 strategy.

At the end of December 2013, the HRA is forecasting an in-year surplus of £0.2m, increasing the HRA reserve to £8.7m.

2.3 Directorate Performance Summaries

The key areas of risk which might lead to a potential overspend are outlined in the paragraphs below.

2.4 Adult and Community Services

Directorate Summary	2012/13 Outturn £000	2013/14 Budget £000	2013/14 Forecast £000
Net Expenditure	60,701	57,235	57,235
Projected over/(under)spend			-

The Adult and Community Services directorate is forecasting a balanced budget position for 2013/14. This reported position is after containing a number of pressures within the service, particularly for Mental Health (£0.4m) and non-residential care budgets for older people and learning disabilities clients. These pressures are being managed by management actions within the service and draw down from funding set aside to offset anticipated service pressures. The net budget includes the full allocation of £3.268m social care funding transfer from NHS England; this is allocated by local Section 256 agreement taken to the Health and Wellbeing Board (H&WBB). Final submission has been made to NHS London office and payment is expected by February 2014.

Proposals for use of Reablement monies totalling £0.7m were agreed by H&WBB in September 2013 to improve Reablement services and outcomes for residents. The directorate has also been successful in negotiating Winter Pressures funding. £0.4m has been agreed for Barking and Dagenham, which amongst other pressures provides funding for 7-day social care working.

A challenging savings target of £4.324m is built into the 2013/14 budget. These have largely all been delivered and any shortfalls are being covered within the relevant division.

The Adult and Community Services budget includes Public Health, responsibilities for which transferred over to the Council in April 2013. The service is wholly grant funded, and the grant for 2013/14 is £12.921m. The grant income is ring-fenced and contributes towards the Council's preventative agenda by promoting healthy outcomes for adults and children.

The future funding regime is going to become increasingly challenging with a number of existing funding streams being rolled up into a single grant that the local authority will have to agree with NHS England following local agreement at H&WBB.

This comes at the same time as the planned implementation of the Care and Support Bill with significant costs for local authorities.

From April 2015 existing funding streams will be pooled in to the Better Care Fund (BCF), which will include the NHS social care funding transfer, CCG funding for Reablement, capital grants for Disabled Facilities and social care, as well as other CCG funding streams. Draft two-year plans for the BCF have been taken to H&WBB for review and discussion and will be finalised and presented again at the March H&WBB ahead of final submission to NHS England on 4 April.

2.5 Children's Services

Directorate Summary	2012/13 Outturn £000	2013/14 Budget £000	2013/14 Forecast £000
Net Expenditure	69,448	66,387	66,387
Projected over/(under)spend			-

The Children's Service delivered a balanced budget for 2012/13 but it was reported that this financial position was masking significant demand pressures within the Complex Needs and Social Care division.

During 2013/14, referral activity has increased consistently, suggesting more of a trend rather than a 'spike' in demand. This has required additional resourcing to ensure that risks are manageable. The number of assessments carried out has increased by 21% in the year to date, compared to the same period in 2012/13.

A report on the Complex Needs and Social Care division has been prepared detailing the ongoing problems with recruitment and retention of staff, high caseloads and increased demands placed upon the service. For 2014/15, current levels of social care need would lead to a budget pressure of £6.0m as numbers of children in the borough increase. Despite the increase in numbers of Looked After Children subject to plans we remain below our statistical neighbour rates per 10,000 for Looked After Children. Caseloads, whilst moving to acceptable levels, remain well above the Munro recommendation and lead to recruitment challenges.

Children's Services started the year with a significant savings target of £2.7m. The majority of these savings have been successfully met. The shortfall of £0.345m relating to the Complex Needs service has been identified as part of the recent Social Care report due to the ongoing rapid growth of numbers of children and high case work loads. This has been managed within the existing Children's Services budget.

The position is being managed in 2013/14 through flexible use of government grants. For example, the change from Local Authority Central Spend Equivalent Grant to Education Support Grant and the changes to the funding of statutory services to two year olds from General Fund to the Dedicated Schools Grant have released £2.7m of ongoing funding to invest in social care demand pressures. Grant flexibility of £0.6m is also available in 2013/14 to manage pressures.

Finally, to balance the budget a drawdown of £2.7m is being taken from the CS Reserve for 2013/14.

2.6 Dedicated School Grant (DSG)

The DSG is a ring fenced grant to support the education of school-age pupils within the borough. The grant is allocated between the Schools and Centrally Retained budget in agreement with the Schools Forum. The 2013/14 DSG allocation is £218.0m which is inclusive of pupil premium and sixth form funding.

2.7 Housing and Environment

Directorate Summary	2012/13 Outturn £000	2013/14 Budget £000	2013/14 Forecast £000
Net Expenditure	24,040	25,418	25,418
Projected over/(under)spend			-

The projection to year end is to break even. Potential pressures have been identified within these budgets during the year, however, it is expected that they will be managed within the service.

The Environment Service is forecast to breakeven at year end, however, there are pressures of £0.2m to be managed. Pressures are primarily within Direct Services, including Refuse Collection, Cleansing, Grounds Maintenance and Localities. The pressure is a result of shortfalls in achieving income targets, additional staff costs and increased vehicle costs. Some of these pressures are being mitigated through vacant posts and prudent use of other budgets across the division. An action plan has been developed to ensure a breakeven position is delivered at year end and has partly mitigated the position reported in December.

The service has absorbed pressure in the region of £0.3m due to external factors within Parking including the closure of the Axe Street car park, removal of CPZs on six roads and additional cost of cash collection.

Delivery of the action plan is essential to achieving a breakeven position at year end and includes introducing spending restraints across the service, reducing overtime, and ensuring recharges and income collection are up to date.

Housing General Fund is forecast to breakeven at the year end. The main risk to this position is the level of temporary accommodation placements, and in particular, the number within Bed and Breakfast.

There were 99 Bed and Breakfast placements in January, an improved position on the peak of 129 in November. This is a positive step as an increasing trend would significantly impact the services ability to continue managing this risk. These placements are a significant cost to the council due to the cap on benefits on this type of accommodation. The service has mitigated pressure through the use of alternative accommodation where possible, however, this action is limited and the impact of welfare reform provides further risk to this position.

The service is managing pressure of £0.7m in respect of lower than expected Housing Benefit contributions for Bed and Breakfast placements. It was anticipated that outstanding contributions were to be received in year, however, following a

thorough casework investigation and discussion with the DWP, it has been established that the contributions will now not be received. The primary reason for the under recovery is that reduced entitlement is being received for some claimants in order to offset inaccuracies on other claimants entitlement. This is an issue as it distorts contributions received for individuals. This is to be mitigated in 2014/15 by strengthening system and process controls associated with the Capita Housing system.

The impact of welfare reform continues to be monitored. Temporary Accommodation arrears have increased within the year indicating a potential increase in bad debt provision of c£0.5m to ensure appropriate coverage. Discussions are ongoing with the Housing Service and Revenues & Benefits Service to ensure welfare reform impact is monitored and mitigated where possible.

The department started the year with a savings target of £1.67m. A high proportion of the savings will be fully delivered but there is currently an overall pressure of £44k. This is mainly due to the pressures facing the Environmental Services budget, but is being managed within the service.

2.8 Chief Executive's Department

Directorate Summary	2012/13 Outturn	2013/14 Budget	2013/14 Forecast
	£000	£000	£000
Net Expenditure	19,059	22,473	22,078
Projected (under)spend			(395)

The Chief Executive (CEX) department is still on target to underspend against its revised budget by £0.4m at year end.

The movement from last month's projection is mainly due to a reduction in the subscription charges funded within the Strategy & Communications team and as a result of reduction in agency staff within the Legal team.

There are in year vacancies which have arisen across the divisions, there are also savings from treasury management contracts, additional training income generated and tighter controls on expenditure against supplies budgets.

2.9 Central Expenses

Directorate Summary	2012/13 Outturn	2013/14 Budget	2013/14 Forecast
	£000	£000	£000
Net Expenditure	1,021	1,586	(1,214)
Projected (under)spend			(2,800)
Budget Surplus (Assembly agreed MTFs)		5,234	-
Projected Surplus			(5,234)

There is a £1.4m surplus expected due to the management of our cash balances enabling a lower than budgeted interest cost to be charged to the General Fund in 2013/14.

The Council has also received a windfall from the Department for Education (DfE) of £1.4m. This relates to the Academy Top Slice applied to the Council's Revenue Support Grant in 2012/13. Due to changes in how Academies are funded, previously top sliced sums are being returned to Local Authorities nationally. This one off payment increases the overall surplus on Central Expenses to £2.8m.

As planned within the MTFs a budget surplus of £5.2m has been built into the base budget and the current position is projected to meet this target.

2.10 In Year Savings Targets – General Fund

The delivery of the 2013/14 budget is dependent on meeting a savings target of £16.6m. Directorate Management Teams are monitoring their targets and providing a monthly update of progress which is summarised in the table below. Where there are shortfalls, these will be managed within existing budgets and do not affect the monitoring positions shown above.

A detailed breakdown of savings and explanations for variances is provided in Appendix B.

Directorate Summary of Savings Targets	Target £000	Forecast £000	Shortfall £000
Adult and Community Services	4,324	4,285	39
Children's Services	2,708	2,363	345
Housing and Environment	1,665	1,621	44
Chief Executive	2,733	2,583	150
Central Expenses	5,199	5,199	-
Total	16,629	16,051	578

2.11 Housing Revenue Account (HRA)

The HRA is currently forecast to make a surplus of £0.2m in 2013/14

Income

Income is expected to exceed budget by £1.0m. This is primarily through the recognition of an extra week's rent this year due to the rent week profile; additional leaseholder service charge income following the actualisation of charges; additional income through the collection of water charges and additional interest received on HRA balances. Leaseholder service charges are initially based on estimated cost and subsequently revised in line with actual cost. This results in an adjusted income position.

Expenditure

Expenditure is expected to exceed budget by £0.8m. This is primarily due to an increase in charges for water, which is predominantly offset by the collection of additional income stated above; increased spend of arboriculture following recent adverse weather conditions; increased spend on support provided to Council

tenants in order to assist them into employment following the introduction of welfare reforms and increased pressure within the Repairs & Maintenance (R&M) service due to higher than expected bonus payments.

The position includes the first payment required to equalise TUPE transferred R&M staff within the Councils pension fund. Confirmation of the amount required has now been received through the actuarial valuation and included in the HRA Business Plan. It is proposed to fund this over a 3 year period with a £2m contribution per year starting in 2013/14.

As with the General Fund, the introduction of welfare reform is expected to increase pressure on the HRA with the combination of the bedroom tax, benefit cap and Universal Credit impacting on income levels. Some provision has been made within the budget through increased bad debt provision plus the availability of discretionary housing payments. The position is being monitored closely.

HRA Balance

The forecast underspend of £0.2m will increase the HRA reserve from £8.5m to £8.7m. There is a budgeted contribution to capital resources of £34.5m; however, this may be reviewed in line with forecast assumptions.

2.12 Capital Programme 2013-14

The Capital Programme (2013-14) forecast against budget as at 31 January is as follows:

	2013/14 Revised Budget £'000	Actual Spend to Date £'000	2013/14 Forecast £'000	Variance against Budget £'000
Adult & Community Services (ACS)	7,703	4,266	5,241	(2,463)
Children's Services (CHS)	34,740	21,889	32,936	(1,804)
Housing & Environment (H&E)	4,816	3,109	4,596	(220)
Chief Executive (CEO)	10,316	4,531	10,287	(29)
General Fund subtotal	57,575	33,795	53,059	(4,515)
Housing Revenue Account (HRA)	80,587	49,956	73,094	(7,493)
Total	138,162	83,751	126,153	(12,009)

The detail for schemes is in Appendix D.

Summary

The total approved capital programme currently stands at £138.2 million. Against this budget, Directorates are currently projecting to spend £126.2 million, representing an overall variance of £12.0 million.

The year-to-date capital expenditure total is £83.7 million, meaning that £42.4 million (or 33% of the annual forecast) is still expected to be spent in the remaining two months of the year. The high level of expenditure remaining represents a risk that parts of the programme will not be delivered in this financial year as currently anticipated and further slippage into 2014/15 will occur. For example, by taking the spend to date and extrapolating it forward on a straight line basis, it would result in a total spend for the year of £100.5 million (excluding creditors).

Finance will continue to monitor this position closely in conjunction with service Project Managers and Sponsors, and will report updated variances accordingly. Cabinet approval will be sought in June 2014 in order to roll forward the individual scheme variances into the 2014/15 budget, where those variances relate to slippage (i.e. delays in completing works).

Adult & Community Services (ACS)

The Directorate has a revised capital programme budget of £7.7m for 2013-14, and is forecasting a year-end underspend of £2.7m. This is mostly due to slippage of £2.5 million on the Barking Leisure Centre, where works have been delayed due to unforeseen archaeological work, and slippage of £0.481m on the Community Capacity Grant.

The HRA funded Disabled Adaptations project is projecting to overspend by £0.25m due to high demand. As this scheme is HRA funded, the additional spend of £0.250 million will also be funded by the HRA. The Barking Park Restoration project is also expected to overspend by £0.3m due to additional contractor fees.

Children's Services (CHS)

The Directorate has a revised budget for 2013/14 of £34.7 million, and is currently anticipating to spend £32.9 million, an in-year underspend of £1.8 million.

This variance is partly comprised of a number of small under spends on school expansion projects. The variances will be rolled forward into the 2014/15 budget, if approved by Cabinet at year end. These expansion projects are due for the September 2014 school intake and Project Managers are confident that schemes will be completed for this deadline.

There is also an in year underspend of £0.6m on the Barking Abbey Artificial Football Pitch scheme, which will now be delivered in 2014/15; and a projected underspend of £0.5m on the early implementation of education for two-year olds. Applications for both of these budgets to be rolled forward into 2014/15 will be made to Cabinet.

Housing & Environment (H&E)

HRA Programme

The HRA has a funded investment programme for 2013/14 totalling £81.1 million, £0.5 million of which is managed by and shown within the ACS budget total. For the HRA managed schemes there is a forecast underspend for 2013/14 of £7.5 million. Combined with the £0.25m overspend on the ACS managed scheme, there is

currently a net underspend of £7.25m against HRA funding. Year to date spend is almost £50 million, therefore project managers are still expecting significant spend (£23m) to be incurred within the last two months of the year.

New Build: There is a projected in-year underspend of £3.4m, largely as a result of slippage on Abbey Road (£1.4m), Goresbrook (£1.0m) and the Lawns and Wood Lane development (£0.6m).

Investment in own stock : There is a net in-year underspend of £3.8m, mostly due to delays / slippage into 2014/15. Slippage is due to delays in external enveloping (£1.2m), roof replacement (£1.1m), central heating installation (£0.7m), rewiring (£0.4m) and the door entry project (£0.3m). There is also an underspend of £0.6m relating to completed schemes, and the balances will be transferred back into the HRA available funding. There is also some accelerated spend brought forward from future years (approx £0.4m) on high rise fire surveys and asbestos removal, which will be funded through re-profiling future year budgets.

Street Purchase and Environmental Improvement:

Overall, there is a forecast underspend of £0.017 million. This includes the overspend of £0.250 million on the Disabled Adaptations scheme, which is managed within ACS. As this scheme is HRA funded, this will require additional HRA funds through the reallocation of budget from other existing HRA schemes. The overspend is currently being offset by other underspends on the Housing Adaptations and Older People Housing Strategy schemes.

Environmental Services

Environmental Services has a revised 2013/14 capital budget of £4.8 million, and is currently reflecting an overall underspend of £0.2m. The variance is a result of slippage against the Parking schemes including Parkmap (Traffic Management Orders), Controlled Parking Zones (CPZ's) and Parking Modernisation due to delays in initiating the projects. The Quaker Burial Ground scheme is also expected to slip as the scheme was delayed due to winter maintenance work.

Chief Executive (CEO)

The Directorate is currently reflecting an overall variance position of £0.03m. This position is made up of slippage of £0.5m, offset by accelerated spend from future years of £0.2m and overspends of £0.3m.

Regeneration

The Economic Development Growth fund / Bath house project is expected to slip by £0.2m as a result of delays in acquiring planning permission. The Creekmouth Arts & Heritage Trail scheme is also expected to slip this year by £0.1m due to delays in acquiring access to the land to build the footpath.

There are also pressures included in the Regeneration forecast, and these include an additional £0.1m approved by TFL for the Mayesbrook Area Improvements / Becontree DIY Streets, it is anticipated that this additional funding will be utilised in this financial year. The Thames Road corridor improvement scheme also shows a £0.1m variance, relating to further work required to bring the roads to a safe standard, which will be funded from S106 monies.

ICT

The ICT schemes reflect a pressure of £0.3m. This includes £0.2m on the Modernisation & Improvement scheme, which is fully committed towards the replacement of the Windows XP operating system. It is proposed that this will be funded by bringing forward budget from 2014/15, and a reprofile request will accordingly be made to Cabinet for approval.

The Oracle R12 Joint Services scheme, which covers the implementation a new shared system for finance, procurement, HR and payroll in partnership with other London Boroughs, has experienced a delay in the “go live” date. The financial impact of the delay has been modelled and it is estimated that there would be additional project costs of £0.3m. A pressure of £0.1m has been reflected this year, which would be funded from existing revenue budgets.

Asset Strategy

Within the Asset schemes, the project to implement the Corporate Accommodation Strategy is expected to slip by £0.1m due to protracted landlord negotiations.

Roll-forwards and re-profile requests will be submitted to Cabinet for approval as part of the year end process. Officers are working to ensure all external funding is drawn down from funding bodies and projects run according to schedule.

2.13 Financial Control

At the end of January, the majority of key reconciliations have been prepared and reviewed. Where they are outstanding, an action plan has been put in place to ensure that they are completed by the end of the financial year.

3 Options Appraisal

- 3.1 The report provides a summary of the projected financial position at the relevant year end and as such no other option is applicable for appraisal or review.

4 Consultation

- 4.1 The relevant elements of the report have been circulated to appropriate Divisional Directors for review and comment.
- 4.2 Individual Directorate elements have been subject to scrutiny and discussion at their respective Directorate Management Team meetings.

5 Financial Implications

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

6 Legal Issues

- 6.1 Local authorities are required by law to set a balanced budget for each financial year. During the year there is an ongoing responsibility to monitor spending and ensure the finances continue to be sound. This does mean as a legal requirement there must be frequent reviews of spending and obligation trends so that timely intervention can be made ensuring the annual budgeting targets are met.

Background Papers Used in the Preparation of the Report:
Oracle monitoring reports

List of Appendices

- **Appendix A** – General Fund expenditure by Directorate
- **Appendix B** – Savings Targets by Directorate
- **Appendix C** – Housing Revenue Account Expenditure
- **Appendix D** – Capital Programme

This page is intentionally left blank

GENERAL FUND REVENUE MONITORING STATEMENT

January 2013/14

Directorate	Outturn 2012/13	Original Budget	Revised Budget	Forecast Outturn	Forecast Variance
	£000	£000	£000	£000	£000
<u>Adult & Community Services</u>					
Adult Care & Commissioning	43,122	39,149	41,068	41,068	-
Mental Health	3,583	3,197	3,228	3,228	-
Community Safety & Neighbourhood Services	3,665	2,772	2,851	2,851	-
Culture & Sport	9,112	5,966	5,693	5,693	-
Public Health	-	-	0	-	-
Management	1,219	6,145	4,395	4,395	-
	60,701	57,229	57,235	57,235	-
<u>Children's Services</u>					
Education	4,645	1,781	2,919	2,997	78
Targeted Support	11,958	7,987	8,125	7,291	(834)
Complex Needs and Social Care	35,312	29,151	29,427	30,181	754
Commissioning and Safeguarding	4,531	3,559	3,831	3,734	(97)
Other Management Costs	13,002	25,449	22,085	22,184	99
	69,448	67,927	66,387	66,387	-
<u>Children's Services - DSG</u>					
Schools	195,018	171,315	171,315	171,315	-
Early Years	4,621	16,285	16,285	16,285	-
High Needs	12,489	24,407	24,407	24,407	-
Non Delegated	2,508	2,850	2,850	2,850	-
Growth Fund	688	3,070	3,070	3,070	-
School Contingencies	1,544	-	-	-	-
DSG/Funding	(216,868)	(217,927)	(217,927)	(217,927)	-
	-	-	-	-	-
<u>Housing & Environment</u>					
Environment & Enforcement	21,858	20,378	23,097	23,097	-
Housing General Fund	2,186	2,215	2,321	2,321	-
	24,044	22,593	25,418	25,418	-
<u>Chief Executive Services</u>					
Chief Executive Office	(225)	(597)	(96)	-130	(34)
Strategy & Communication	(152)	-	(62)	-212	(150)
Legal & Democratic Services	304	410	581	345	(236)
Human Resources	(8)	-	160	133	(27)
Finance	(861)	(124)	(58)	-58	-
Corporate Management	2,956	4,352	4,352	4,251	(101)
Regeneration & Economic Development	3,853	3,145	3,479	3,479	-
Assets & Facilities Management	1,146	1,153	1,206	1,104	(102)
Customer Services, Contracts & Business Improvement	12,046	11,422	12,911	13,166	255
	19,059	19,761	22,473	22,078	(395)
<u>Other</u>					
Central Expenses	(7,921)	(7,834)	(7,834)	(10,634)	(2,800)
Levies	8,942	9,620	9,420	9,420	-
Budget Surplus (Agreed MTFs)	-	5,234	5,234	-	(5,234)
	1,021	7,020	6,820	(1,214)	(8,034)
TOTAL	174,273	174,530	178,333	169,904	(8,429)

This page is intentionally left blank

GENERAL FUND SAVINGS MONITORING STATEMENT**January 2013/14****Adult and Community Services**

Ref:	Detail	Current Position	Target £000	Forecast £000	Variance £000
ACS/SAV/01	Community Cohesion and Equalities Team - reduced voluntary sector function	All staff have now moved or left, variance to be met within the division, no further action remaining	229	216	13
ACS/SAV/02	Statutory Social Care & Complaints - reorganisation of the team	Achieved	85	85	-
ACS/SAV/03	Occupational Therapy and Sensory Services Team - reorganisation of the team	Achieved	186	186	-
ACS/SAV/04	Drug & Alcohol Services - a reduction in support service to drug and alcohol users	Achieved	165	165	-
ACS/SAV/05	Youth Offending - Reduction in work to prevent young people becoming involved in crime and disorder and reoffending	Achieved	50	50	-
ACS/SAV/06	Withdraw or reduce Domestic Violence service	Achieved	211	211	-
ACS/SAV/07	Reduction in voluntary sector grants and commissions	Achieved	110	110	-
ACS/SAV/10 (a)	Free Leisure Offer - fund service from the Public Health Grant	Achieved	130	130	-
ACS/SAV/10 (b)	Active Age Centres - fund service from the Public Health Grant	Achieved	150	150	-
ACS/SAV/10 (c)	Advice, Information and Support for people with HIV/Aids provided by Positive East - fund service from the Public Health Grant	Achieved	49	49	-
ACS/SAV/10 (d)	Alcohol Co-ordinator - fund service	Achieved	43	43	-

Ref:	Detail	Current Position	Target	Forecast	Variance
			£000	£000	£000
	from the Public Health Grant				-
ACS/SAV/10 (e)	Floating Support for Homeless People - reduce capacity on the contract by £50k	Achieved	50	50	-
ACS/SAV/10 (f)	Specialist employment support for people with mental health needs	Saving being delivered by external funding from CCG, therefore GF funding not required	100	92	8
ACS/SAV/10 (g)	Decommission 6 beds of accommodation based support for 16 - 18 year olds at the Vineries (and possible transfer of accommodation to Children's Services)	Achieved			
ACS/SAV/10 (h)	Supporting Employment Opportunities for People with Drug and Alcohol problems	Achieved	33	33	-
ACS/SAV/10 (i)	Domestic Violence - cessation of Refuge Floating Support contract	Achieved	105	105	-
ACS/SAV/10 (j)	Delete Administrator post in the Adult Safeguarding Team	Achieved	39	39	-
ACS/SAV/10 (k)	DV and Hate Crime Strategy Manager - reduce post to 0.6 FTE	Achieved	21	21	-
ACS/SAV/10 (l)	Delete post supporting administration of the Learning Disability Partnership Board	Achieved			
ACS/SAV/10 (m)	Cessation of Service Development Budget for Older People	Achieved	28	28	-
ACS/SAV/10 (n)	Maximising Grant Flexibilities	Achieved	30	30	-
ACS/SAV/12	Management Reductions (reduce social care GM)	Achieved	64	64	-
ACS/SAV/17	Reduce hospital social work team	Achieved	40	40	-
ACS/SAV/18	Kallar Lodge staff reduction	Achieved	84	84	-
			23	23	-

Ref:	Detail	Current Position	Target £000	Forecast £000	Variance £000
ACS/SAV/19	Reduce business support in Adult Social Care	Achieved	16	16	-
ACS/SAV/20	Delete Arts Team	Achieved	25	25	-
ACS/SAV/24	End support to the Create Festival	Achieved	25	25	-
ACS/SAV/27	Review CCTV monitoring	Achieved	153	153	-
ACS/SAV/28	Reduce strategic commissioning posts	Achieved	28	28	-
ACS/SAV/29	Reduce dedicated support to service users and carers	Achieved	19	19	-
ACS/SAV/32	Summers Sorted Holiday Activity Programme	Achieved	30	30	-
Feb 2012 Assembly	Non Staffing Supplies & Services Budgets	Achieved	90	90	-
Feb 2012 Assembly	Remodelling homecare services in line with the principles of personalisation	Achieved	100	100	-
Feb 2012 Assembly	Revisions to pricing framework for Care Home Placements	Achieved	20	20	-
Feb 2012 Assembly	Changes to in-house residential care service for adults with a learning disability (80 Gascoigne)	Achieved	75	75	-
Feb 2012 Assembly	Reconfiguration of mental health services	Achieved	100	100	-
Feb 2012 Assembly	Commissioning Contracts & Purchase Savings	Achieved	250	250	-
Feb 2012 Assembly	Changes to grants to voluntary organisations	Achieved	215	215	-
Feb 2012 Assembly	Remodel of learning disability day, volunteering and employment services	Achieved	100	100	-
Feb 2012	Broadway theatre	Achieved	100	100	-

Appendix B

Ref:	Detail	Current Position	Target £000	Forecast £000	Variance £000
Assembly					-
Feb 2012 Assembly	Closure of Goresbrook Leisure Centre	Achieved	371	371	-
Feb 2012 Assembly	Olympic unit	Achieved	218	218	-
Feb 2012 Assembly	Changes to the public events programme	Variance due to commitments made to still deliver St. Georges day and classical concert events, this has been funded by early delivery of Events staff saving, no further action remaining	90	83	7
Feb 2012 Assembly	Expanding commercial opportunities at heritage venues	Plans put in place to bring in more income from weddings and other events have not been successful. Steps being put in place to reduce expenditure to offset the income target	10	-	10
Feb 2012 Assembly	Libraries Review	Achieved	226	226	-
Total Adult & Community Services			4324	4285	39

Children's Services

Ref:	Detail	Current Position	Target	Forecast	Variance
			£000	£000	£000
CHS/SAV/01	Early Years - Changes to the delivery format of Phase 3 Children's Centres	On target	500	500	-
CHS/SAV/02	Integrated Youth Service - Reduction in staff and commissioning	On target	100	100	-
CHS/SAV/03	Borough Apprentice Scheme - Removal of apprenticeship wage subsidy to departments and reduction in 14-19 staffing	On target	100	100	-
CHS/SAV/04	Education - school improvement - retirement and efficiency savings	On target	25	25	-
CHS/SAV/05	Education - School Estates Team (capitalisation)	On target	75	75	-
CHS/SAV/06	Education - Reduction of £100k in Education Inclusion	On target	50	50	-
CHS/SAV/08	Commissioning & Safeguarding - Transfer of costs to catering traded services account as an overhead	On target	50	50	-
CHS/SAV/10 (a)	Targeted Support - Reduction in repairs, maintenance and equipment budgets	On target	300	300	-
CHS/SAV/10 (b)	Troubled Families Co-ordinator funding - For 2012/13, 13/14 and 14/15 (non-recurrent)	On target	100	100	-
CHS/SAV/10 (c)	Commissioning - Youth Access card to be transferred to Public Health Grant	On target	150	150	-
CHS/SAV/10 (d)	Commissioning - Misc budget savings	On target	45	45	-
CHS/SAV/10 (e)	Education - Deletion of 1 Attendance Officer (vacant following resignation) and 1 Admin Support	On target	50	50	-
CHS/SAV/10 (f)	Social Care and Complex Needs -	On target			

Ref:	Detail	Current Position	Target	Forecast	Variance
	Additional EP income		80	80	-
CHS/SAV/10 (g)	Efficiencies within Prevention - Long Term Care	Ongoing long term preventative efficiencies and budget pressures within year	120	0	120
CHS/SAV/10 (h)	Maximising of grant flexibilities	On target	5	5	-
CHS/SAV/11	Adoption - Reduction in use of independent social workers	Budget pressures on S20 and Adoption Team	70	0	70
CHS/SAV/12	Complex Needs and Social Care, Assessment and Care Management.	Budget pressures on Complex Needs	60	5	55
CHS/SAV/15	School Estate Management - reduce to statutory only posts, and charge for lead manager from capital funding	On target	45	45	-
CHS/SAV/17	Inclusion Services - Further reduce central support team, would only be funded from DSG but schools may feel not equipped to manage complex special needs - potential impact is increased SEN costs	On target	35	35	-
CHS/SAV/20	Youth Service - Reduce to statutory provision only	On target	140	140	-
CHS/SAV/02/Fe b2012	Prevention/Crisis Intervention/ Family Group Conferencing Merger of the three preventative services to create efficiencies	On target	50	50	-
CHS/SAV/07	CAMHS Schools Counselling contract ending that will not be renewed and reduction in primary and emotional team	On target	100	100	-
CHS/SAV/14	Disabled Children's Team - Contribution from short breaks funding on mainstreamed into base budget	Budget pressure on CWD	100	0	100
CHS/SAV/16	Adult College - contribution from the College towards management costs / overheads	On target	100	100	-

Ref:	Detail	Current Position	Target	Forecast	Variance
CHS/SAV/17	Education Inclusion/School Improvement - Staffing Review and Reductions	On target	100	100	-
CHS/SAV/18	School Improvement Income - Raising the SLA income - charging Schools for services/Other Local authorities	On target	50	50	-
CHS/SAV/19	Training Reductions	On target	23	23	-
CHS/SAV/20	Reduction of Management costs in the Multi-agency Locality Teams	On target	55	55	-
CHS/SAV/21	Portage Amalgamation	On target	30	30	-
Total			2,708	2,363	345

Housing and Environment

Ref	Detail	Current Position	Target £000	Forecast £000	Variance £000
H&E/SAV/01(a)	Catering income from Parks	Service manager currently working to implement, not yet up and running. Shortfall being absorbed within the department	20	20	-
H&E/SAV/01(b)	Park Ranger Services	Restructure Complete	260	260	-
H&E/SAV/02	Street Lighting - Energy efficiency savings	Complete	52	52	-
H&E/SAV/03	Rationalisation of recharges to the HRA - Street Lighting	Complete	200	180	20
H&E/SAV/04	Review of road safety service / schools crossings patrols	Complete	80	80	-
H&E/SAV/07	Cessation of night time cleansing	Night cleaning service still ongoing, however, alternative posts have been reduced to accommodate	210	210	-
H&E/SAV/09	Consolidation of Transport & Plant - 5% efficiency savings on kit, fuel & vehicle use	Reconciliation work in process to identify all kit in the department	120	120	-
H&E/SAV/11	Land Drainage - Efficiency saving on maintenance budget	Complete	60	60	-
H&E/SAV/12	Decommission of Depots	Likely to be achieved by closing of Parsloes depot.	40	40	-
H&E/SAV/15	Recharge GF works to the Parking Account	Linked to capital strategy; report being prepared for Cabinet to agree funding.	150	150	-
H&E/SAV/18	Reduction in Environmental Enforcement	Complete	140	140	-
H&E/SAV/21	Introduce charging for a bulky waste collection service	Complete	55	55	-

Ref	Detail	Current Position	Target	Forecast	Variance
Feb 2012 Assembly	Transport savings from adjustments for affordability and reductions in use of buses	Dependent on ACS reducing the number of journeys required, but currently still requesting same number of routes.	100	100	-
Feb 2012 Assembly	Reduced mowing to create naturalised environment	Original figures from 'confirm' are now inaccurate, so the actual savings will need to be delivered in a different way.	32	32	-
Feb 2012 Assembly	Making Parks more commercially sustainable	Parking charges in Parks not being implemented (£9K) as per members decision, Grazing and Education at Millennium Centre not achievable (£4.5k), only half of Bowling Greens savings and 'Golfwise' achievable (i.e.£25k) as original costings from 'Confirm' now inaccurate, Income from Lakes, Tennis and Education and Concessions achievable. Non-essential spend put on hold to cover the deficit.	96	72	24
Feb 2012 Assembly	Efficiencies within Parking services processes	Complete	50	50	-
Total			1,665	1,621	44

Chief Executive

Ref:	Detail	Current Position	Target £000	Forecast £000	Variance £000
FIN&RES/SAV/01	Regeneration - Transport Planning. Increase the LIP top slice in 2013/14	Achieved	25	25	-
FIN&RES/SAV/06	Efficiencies through implementation of Oracle R12	Achieved	200	200	-
FIN&RES/SAV/10	Reduction in ex Asset & Commercial Services central budgets i.e. supplies & services budgets, training budget reduction and other uncommitted budgets after Elevate transfer	Achieved	120	120	-
FIN&RES/SAV/12	Internal Audit - Removal of special projects provision	Achieved	26	26	-
FIN&RES/SAV/13	Risk Management - Staffing reductions	Achieved	31	31	-
FIN&RES/SAV/14	Reduction in CM Unit budget	Achieved	100	100	-
FIN&RES/SAV/15	Deletion of a Project & Technical officer post - PO4	Achieved	47	47	-
FIN&RES/SAV/16	Savings as a result of management and service restructure	Facilities Mgt transferred to H&E to deliver this saving. At present only £150k of the savings has been identified and the division is currently confirming details of achieving the rest. Shortfall is currently being absorbed within the CEX department and H&E.	300	150	150
FIN&RES/SAV/17	Increased charging of Economic Development & Sustainable Communities staff time to the HIRA	Achieved	153	153	-
FIN&RES/SAV/18	Merger of the Corporate Client and Capital Delivery Teams	Achieved	125	125	-
FIN&RES/SAV/22	Regeneration - Deletion of one Development Management post	Achieved	38	38	-

Ref:	Detail	Current Position	Target	Forecast	Variance
			£000	£000	£000
CEX/SAV/01	CE Office - Reduction in supplies and services and third party payments	Achieved	30	30	-
CEX/SAV/02	Policy & Performance -Reduction in supplies and services, and one PO2 post from the team	Policy restructure completed	102	102	-
CEX/SAV/05	Marketing & Communications - Further reductions in supplies & services; and increased income generation from external suppliers	Achieved	100	100	-
CEX/SAV/06	Legal & Demo - Reduction in employee budgets, and increase in income	Achieved	100	100	-
CEX/SAV/08	Chief Executive Review	Achieved –a report was submitted to PASSC on the delivery of this savings. The Marketing & Communication element of the savings could not be fully delivered, but this has been mitigated by the savings from the joint CEX arrangement with Thurrock.	622	622	-
CEX/SAV/10	Policy - Further reduction and sharing of Service	Achieved.	80	80	-
CEX/SAV/11	Cease publication of the News	Achieved – Publication has ceased.	60	60	-
CEX/SAV/12	Legal - Reduction in employee budgets / further sharing with Thurrock Council	Achieved through further sharing of GM posts in Legal	54	54	-
Feb 2012 Assembly	Savings in Sustainable Communities/Economic Development area	Achieved	40	40	-
Feb 2012 Assembly	Reduction in accommodation costs through the Modern Ways of Working project	Some buildings closed and some yet to be closed	226	226	-

Appendix B

Feb 2012 Assembly	Restructure of Senior Managers	Achieved	68	68	-
Feb 2012 Assembly	Merge Payroll and HR Support (within Elevate)	Achieved	86	86	-
Total			2,733	2,583	150

HOUSING REVENUE ACCOUNT MONITORING STATEMENT

January 2013/14

HOUSING REVENUE ACCOUNT	Outturn 2012/13	Original Budget	Revised Budget	Forecast Outturn	Forecast Variance
	£000	£000	£000	£000	£000
Rents	(83,901)	(86,627)	(86,627)	(87,258)	(631)
Non Dwelling Rent	(2,489)	(2,503)	(2,503)	(2,383)	119
Other Income	(19,785)	(17,530)	(17,644)	(18,195)	(551)
Capitalisation of Repairs	(2,700)	(1,000)	(1,000)	(1,000)	
Repairs and Maintenance	22,960	20,000	20,000	20,058	58
Supervision and Management	37,363	37,025	39,229	40,326	1,098
Rent Rates and Other	443	700	700	600	(100)
Bad Debt Provision	632	3,159	3,159	3,159	
Interest Charges	9,294	9,759	9,759	9,759	
Corporate & Democratic Core	811	811	811	811	
Interest	(642)	(336)	(336)	(642)	(306)
Revenue Contribution to Capital & Depreciation	11,345	35,542	34,453	34,553	100
Service Transformation		1,000		-	
Repayment of Debt					
Transfer to Major Repairs Reserve	26,342				
Subsidy Limitation	135				
Contribution to HRA Reserve	(192)	-	-	(212,265)	(212,265)

This page is intentionally left blank

2013/2014 CAPITAL PROGRAMME - As at 31st January 2013

Project No.	Project Name	2013/14 Revised Budget (£'000)	Actual Expenditure (£'000)	2013/14 Forecast (£'000)	Forecast Variance (£'000)
Adult & Community Services					
Adult Social Care					
2872	Fews Lodge Extra Care Scheme		(18)		
2913	80 Gascoigne Road Care Home	198	135	198	
2888	Direct Pymt Adaptations	400	373	400	
100	Disabled Adaptations (HRA)	583	624	833	250
106	Private Sector Households	575	469	575	
2976	Community Capacity Grant	491		10	(481)
Culture & Sport					
1654	Ripple Hall (St Georges/Vol Group Relocation)	1	1	1	
191	Eastbury House	3		3	
2233	Valence Site Redevelopment	19	12	19	
2266	Barking Park Restoration & Improvement	100	211	300	200
2603	Becontree Heath Leisure Centre	159	228	228	69
2815	Goresbrook Leisure Centre - Olympic Training Venue		8		
2855	Maysbrook Park Athletics Arena	251	59	251	
2870	Barking Leisure Centre 12-14	4,923	2,163	2,423	(2,500)
Total For Adult & Community Services		7,703	4,266	5,241	(2,463)
Children's Services					
Primary Schools					
2555	Eastbury	32	29	32	
2736	Roding Primary School - Cannington Road Annex	137			
2745	George Carey CE Primary School (formerly Barking Riverside P	273	277	273	
2759	Beam Primary Expansion	82			(82)
2799	St Joseph's Primary - expansion	83	62	83	
2800	St Peter's Primary - expansion	34		34	
2776	Thames View Infants - London TG Agreement	40	1	40	
2787	Cambell Junior - Expansion & Refurb	18		18	
2786	Thames View Juniors - Expansion & Refurb	49	57	49	
2784	Manor Longbridge (Former UEL Site)		(329)	28	28
2790	St Georges - New Primary School	25		25	
2860	Monteagle Primary (Quadrangle Infill)	96	4	96	
2862	Gascoigne Primary (Expansion)	989	897	989	
2863	Parsloes Primary (Expansion)	49	11	49	
2864	Godwin Primary (Expansion)	1,674	1,697	1,693	19
2865	William Bellamy Infants/Juniors (Expansion)	750	193	750	
2867	Southwood Primary (Expansion)	13	5	13	
2900	Becontree Primary Expansion	42	18	42	
2924	St Josephs Primary Extn	352	229	352	
Other Schemes					
2972	Implementation of early education for 2 year olds	750	64	238	(512)
2793	SMF - School Modernisation Fund	412	500	422	10
2751	School's Kitchen Extension/Refurbishment 10/11	12		12	
2724	Basic Needs Projects (formerly Additional School Places)2011/	231	67	231	
2826	512a Heathway - Conversion to a Family Resource	185	97	185	()
2878	512a Heathway (phase 2)- Conversion to a Family Resource wit	7		7	
9999	Devolved Capital Formula	1,639	869	1,639	
2906	School Expansion SEN Projects	863	415	663	(200)
2909	School Expansion Minor Projcts	473	24	473	
Children Centres					
2310	William Bellamy Childrens Centre	6	(14)	6	
2311	Becontree Childrens Centre		(232)		
2217	John Perry Childrens	10	(5)	10	
Secondary Schools					
2818	Sydney Russell - Schools For The Future	224	204	224	
2825	Dagenham Park School		(12)		
2932	Trinity 6th Form Provison		(153)		
Skills, Learning & Enterprise					
2723	Advanced Skills Centre	580	175	500	(80)
Approved by Cabinet - awaiting Appraisal					

2013/2014 CAPITAL PROGRAMME - As at 31st January 2013

Project No.	Project Name	2013/14 Revised Budget (£'000)	Actual Expenditure (£'000)	2013/14 Forecast (£'000)	Forecast Variance (£'000)
2974	Robert Clack Artificial Football Pitch	668	256	668	
2975	Barking Abbey Artificial Football Pitch	630		3	(627)
2977	Barking Riverside Secondary Free School	300		300	
2918	Roding Cannington 2013-15	1,826	1,740	1,826	
2919	Richard Alibon Expansion	985	433	985	
2920	Warren/Furze Expansion	1,500	602	1,500	
2921	Manor Infant Jnr Expansion	1,000	186	1,000	
2922	Valence Halbutt Expansion	1,609	1,403	1,609	
2923	Rush Green Expansion	150	120	150	
2956	Marsh Green Primary 13-15	30		30	
2957	John Perry School Expansion 13-15	786	49	786	
2958	Fanshawe Adult College Refurb 13-15	2,250	2,504	2,250	
2960	Parsloes Fanshawe Primary Expansion 13-15	300	78	123	(177)
2929	SMF 2012/13	2,380	1,912	2,380	
2978	SMF - School Modernisation Fund 13/14	1,000	42	1,000	
2952	Barking Abbey Expansion 13-15	50	5	5	(45)
2953	All Saints Expansion 13-15	3,603	2,219	3,603	
2954	Jo Richardson Expansion 13-15	350	27	350	
2955	Barking Riverside City Farm	5,141	5,155	5,141	
2959	Robert Clack Expansion 13-15	50	7	50	
Total For Children's Services		34,740	21,889	32,936	(1,804)

Housing and Environment

Environmental Services					
2764	Street Light Replacing	211	79	211	
2873	Environmental Improvements and Enhancements	119	(10)	119	
2964	Road Safety Improvement 2013-14 (TfL)	98	14	98	
2887	Frizlands Wkshp Major Wks		57		
2886	Parking Strategy Imp	157	66	129	(29)
2907	Leys Road Reconstruction 12-13		7		
2930	Highways Improvement Programme	3,555	2,651	3,555	
2981	Parkmap scheme (Traffic Mangement Orders)	170	98	118	(52)
2982	Controlled Parking Zones (CPZ's)	170		71	(99)
PGSS					
2421	Staff Costs 12/14	38		38	
2423	Pondfield Park				
2567	Abbey Green Park Development	9	(4)	9	
2817	Mayesbrook Park Improvements (Phase 1)	67	51	67	
2911	Quaker Burial Ground	60	9	20	(40)
2912	Barking Park Tennis Project	41	13	41	
2948	Abbey Green- Churchyard Wall	78	79	119	41
2925	Adizone Project 12-13	41			(41)
Total For Housing & Environment		4,816	3,109	4,596	(220)

Chief Executive (CEO)

Asset Strategy					
2741	L8 Control of Legionella Remedial Works	60	34	60	
2578	Asbestos (Public Buildings)	10	3	10	
2771	Automatic Meter Reading Equipment	41	37	37	(5)
2587	Energy Efficiency Programme	86	102	86	
2542	Backlog Capital Improvements	600	336	600	
2565	Implement Corporate Accommodation Strategy	539	353	445	(94)
ICT					
2623	Microsoft Enterprise Agreement	89		89	
2738	Modernisation & Improvement Capital Fund	1,529	369	1,699	170
2877	Oracle R12 Joint Services	2,778	850	2,918	140

2013/2014 CAPITAL PROGRAMME - As at 31st January 2013

Project No.	Project Name	2013/14 Revised Budget (£'000)	Actual Expenditure (£'000)	2013/14 Forecast (£'000)	Forecast Variance (£'000)
Regeneration					
2458	New Dagenham Library & One Stop Shop	74		46	(28)
2596	Legi Business Centres	80	38	60	(20)
2969	Economic Development Growth Fund	225		11	(214)
2775	BTC Public Realm - Tsq & Abbey	25	13	25	
2625	Thames View Regen Initiative	21	14	21	
2819	London Road/North Street Site Acquisitions	77	27	27	(50)
2831	Barking Station Forecourt - Phase 2 Implementation (TFL & S10)		1		
2821	Shopping Parade Enhancements	365	(64)	365	
2854	Improvements to the rear of The Mall, Dagenham Heathway	170	159	170	
2890	Principal Road Resurfacing (TFL)		150		
2901	Creekmouth Arts & Heritage Trail	165	38	82	(83)
2902	Short Blue Place (New Market Square Barkin - Phase II)	304	258	304	
2926	Outer London Fund Round 2	120	83	120	
2927	Chequers/Abbey Road Public Realm improvements	392	355	392	
2928	Captain Cook Site Acquisition and Public Realm Works (Abbey)	50	15	25	(25)
2841	Biking Borough Initiative (TFL)	141	109	141	
2891	Merry Fiddlers Jnct Imp Year 2 (TFL)	384	236	384	
2892	Cycling Greenways Year 2 (TFL)	96	41	96	
2893	Thames Rd Corr Imp	315	313	385	70
2895	Chadwell Heath Station Impv (TFL)	288	136	288	
2898	Local Transport Plans (TFL)	96	67	136	40
2899	River Roding Cycle Link / Goresbrook Park Cycle Links	192	4	192	
2962	Principal Road Resurfacing 2013-14 TfL	530	290	530	
2963	Maysbrook Neighbourhood Improvements (DIY Streets) 2013-14	288	47	358	70
2965	Safer & Smarter Travel Plans 2013-14 (TfL)	111	121	111	
2914	Barking Job Shop Relocation	73	(6)	73	
Total For CEO		10,316	4,531	10,287	(29)
Grand Total General Fund		57,575	33,795	53,059	(4,516)

2013/2014 CAPITAL PROGRAMME - As at 31st January 2013

Project No.	Project Name	2013/14 Revised Budget (£'000)	Actual Expenditure (£'000)	2013/14 Forecast (£'000)	Forecast Variance (£'000)
HRA					
2640	MAJOR WORKS (R&M) PROJ.	1,000	914	1,000	
2645	Planning and Contingencies	523	881	523	
2725	Extensions and deconve	13	13	13	
2726	External Enveloping Work	251		22	
2728	Electrical Switchgear Project	98	25		
2730	Sheltered Alarms Upgrade		(138)	(138)	(138)
2731	Colne & Mersea Blocks	188	(169)		(188)
2734	SAMS formerly remote concierge		1		
2772	King William St Qtr	98	98	98	
2773	New Build phase 2 & 3	225	176	225	
2811	Capitalised Improvement Works	360	74	360	
2813	Estate Improvement Project	450	77	450	
2822	Communal Lighting and Electrical Switchgear	88	9	9	(79)
2823	New Council Housing Phase 3	1,000	492	1,000	
2824	Oldmead & Bartlett Remedial Works	5	(30)	(30)	(35)
2844	Door Entry Project 11/12	272	285	285	13
2845	External Enveloping & Fire proofing project (including walkways)	859	471	291	(567)
2847	Central Heating Installation inc. Communal Boiler Replacement	25	26	25	
2848	Kitchen & Bathroom Replacement Project	64	48	48	(16)
2849	High Rise Surveys	392	37	695	303
2850	Capitalised Improvement Works (Estates)	158	30	158	
2852	Adaptations - Housing	120	90	5	(115)
2853	Estate Improvements	371	100	371	
2880	Central Heating Installation Phase 2 (Enhanced)	14	44	44	30
2881	Kitchen , Bathroom, Central Heating and Re-wiring (Enh)	74	8	8	(66)
2882	Electrical Rewiring (Enhanced)	12	5	5	(7)
2933	Voids 12-14	3,000	4,484	3,000	
2934	Roof Replacement Project	1,125	445	62	(1,063)
2935	Internal Works Multiple Elmnts	6,500	4,411	6,500	
2936	Rewiring (incl Smoke Alarms)	1,083	178	720	(363)
2937	CCTV/SAMS Phase 2	10	8	10	
2938	Fire Safety Works	233	111	231	(2)
2939	Riverside House Refurb	2,300	1,694	2,235	(65)
2940	Door Entry Project 12/13 Phase II	1,102	377	800	(302)
2941	Renewables (PVs) & CESP's additional External Enveloping Wo	1,224	561	1,224	
2942	Travellers Site Refurbishment	237	260	237	
2943	Asbestos Removal (Communal Areas only)	150	254	270	120
2944	R& M Set up Costs	3,129	(295)	3,129	
2945	Street Properties Acquisition	2,000	1,251	2,000	
2946	Older Persons Housing Strategy Phase 1	400		265	(135)
2949	External Enveloping incl. Walkways Phase II	1,423	1,031	1,000	(423)
2950	Central Heating Installation Inc. Communal Boiler Replacement	1,490	212	758	(732)
2951	Electrical Switchgear inc. Communal & Emergency Lighting Pha	483	179	483	

2013/2014 CAPITAL PROGRAMME - As at 31st January 2013

Project No.	Project Name	2013/14 Revised Budget (£'000)	Actual Expenditure (£'000)	2013/14 Forecast (£'000)	Forecast Variance (£'000)
2820	Boroughwide Estate Renewal - Gascoigne Decants	868	587	827	(41)
2828	Boroughwide Estate Renewal - Leys Decants	141	129	178	37
2829	Boroughwide Estate Renewal - Goresbrook Village Decants	87	98	87	
2856	Boroughwide Est Renewal - Leaseholders Buybacks (all)	6,690	5,880	6,690	
2857	Boroughwide Est Renewal - Resources/Masterplanning	1,198	776	1,198	
2858	Boroughwide Est Renewal - Demolition	4,395	4,017	4,395	
2915	Boroughwide Estate Renewal - Althorne Way	111	70	111	
2916	Lawns & Wood Lane Dvlpmnt	6,100	3,985	5,515	
2917	Abbey Road CIQ	13,493	10,054	12,068	(1,426)
2931	Leys New Build Dev (HRA)	1,355	749	999	(356)
2961	Goresbrook Village Housing Development 13-15	3,625	1,998	2,610	(1,015)
2970	Marks Gate Open Gateway Regen Scheme	2,600	2,049	2,600	
2971	Minden Gardens	300	348	348	48
2973	Infill Sites 2013-15 (Margaret Bondfield, Stangate, Earls Walk &		116		
2983	Decent Homes Backlog Programme	6,000	373	6,000	
2984	Becontree Heath Enveloping Project	100		100	
2985	West Gascoigne Upgrading	50		50	
2987	Stansgate New Build	225		225	
2988	Margaret Bondfield New Build	100		100	
2989	Ilchester Road New Build	100		100	
2990	Abbey Road Phase II New Build	500		500	
Grand Total HRA		80,587	49,956	73,094	(7,493)
TOTAL CAPITAL PROGRAMME		138,162	83,751	126,153	(12,009)

This page is intentionally left blank

CABINET**8 April 2014**

Title: Corporate Priority Performance Reporting - Quarter 3, 2013/14	
Report of the Leader of the Council	
Open Report	For Decision
Wards Affected: All	Key Decision: No
Report Author: Karen Wheeler, Head of Strategy	Contact Details: Tel: 020 8227 2317 E-mail: karen.wheeler@lbbd.gov.uk
Accountable Director: Graham Farrant, Chief Executive	
<p>Summary:</p> <p>A wide range of performance is monitored and managed across the Council and is reported in a number of ways including in portfolio holder meetings and partner boards, for example Children's Trust. The Corporate Priority Indicators provide a collective overview of performance across the Council/borough in order to inform decision making and use of resources, and to provide Members with a clear snap-shot of how priorities are being managed and implemented.</p> <p>This report aims to focus on current performance in areas of real interest to Members by providing detail of where performance has improved or deteriorated since the same period last year, as well as updating on progress against targets.</p> <p>Detailed performance data for all quarterly performance indicators is provided in Appendix A.</p>	
<p>Recommendation(s)</p> <p>That Cabinet note performance in Quarter 3 and make comments on any actions to be taken where performance has dipped.</p>	
<p>Reason(s)</p> <p>Performance data is reported to enable Members to more easily monitor and challenge performance and delivery of the policy priorities as set out in the Community Strategy and Corporate Plan 2013/14</p>	

1. Introduction and Background

- 1.1 The Community Strategy 2013-2016 and Corporate Plan 2013/14 were agreed at Assembly in May 2013, and new priority performance indicators developed for 2013/14. These indicators were agreed by Cabinet in June 2013 and reflect the priorities, high volume front line services and being a 'well run organisation'.

1.2 The framework provides an overview of performance across the Council/borough in order to inform decision making and use of resources, and to provide Members with a clear snap-shot of how priorities are being managed and implemented.

2. Performance Summary

2.1 In order to report the latest performance in a concise manner, a number of symbols have been incorporated in the report. Please refer to the table below for a summary of each symbol and an explanation of their meaning.

Symbol	Detail
↑	Performance has improved when compared to the same period last year
↔	Performance has remained static when compared to the same period last year
↓	Performance has deteriorated when compared to the same period last year
G	Performance is expected to achieve or has exceeded the target
A	Performance is within 10% of the target
R	Performance is 10% greater than the target

2.2 Of all the Corporate Priority Indicators which are reported on a quarterly basis, the following table provides a summary of performance at Quarter 3. This should be considered in the context of significant budget reductions and ongoing to improve services.

↑	↔	↓	G	A	R
68%	0%	32%	32%	41%	27%

3. Corporate Priority Performance – Focus on Performance

3.1 For Quarter 3 performance reporting, focus has been given to a small selection of indicators where performance has either greatly improved or has shown a deterioration. It is hoped that by focusing on specific indicators, Members will be able to challenge performance and identify where action is required.

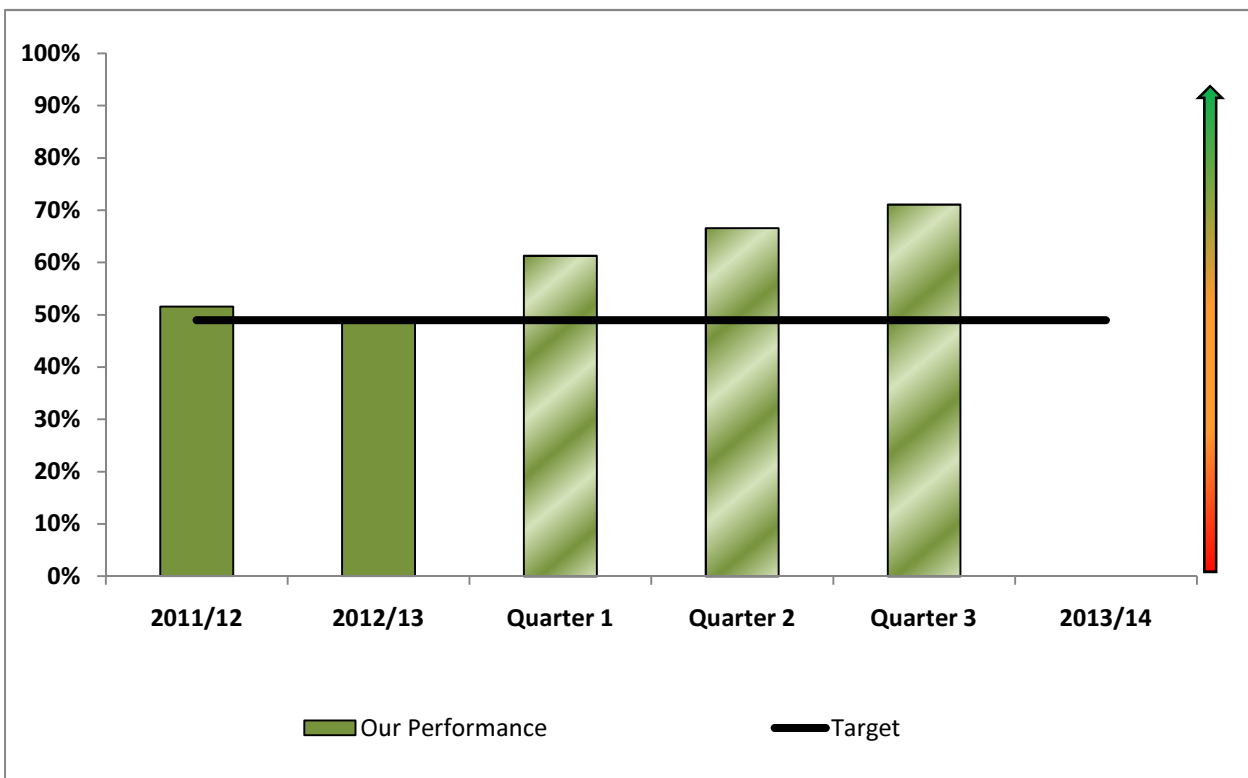
3.2 These selected indicators have been presented in a graphical format in order to provide a clearer picture of our current position, trend and performance against target. Commentary is also provided to explain the improvement or action being taken to address a dip in performance.

Ref. 18

The proportion of social care clients accessing care and support in the home via direct payments



G



The proportion of clients receiving care and support in the home via a direct payment continues to grow. This growth is in line with the personalisation agenda within Adult Social Care and the continued promotion of personal assistants within the borough.

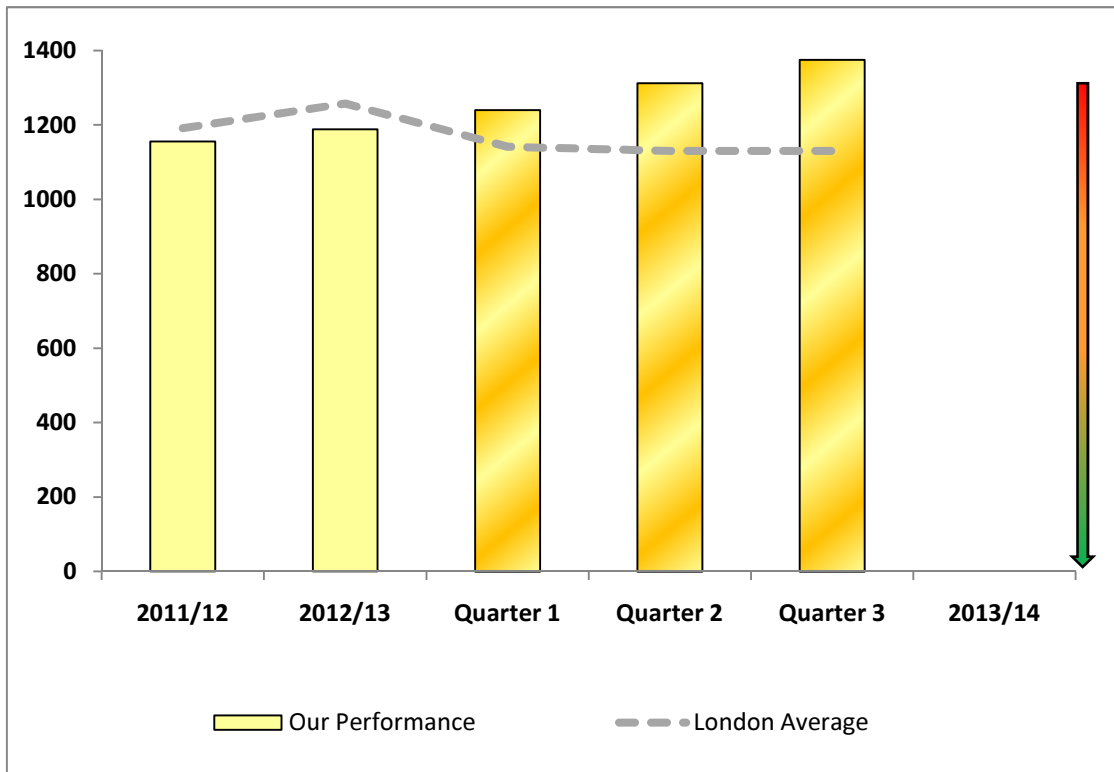
Providing direct payments instead of services gives people greater control over their lives and provides the means to decide how and when that care is provided.

Ref. 22

The number of households living in temporary accommodation



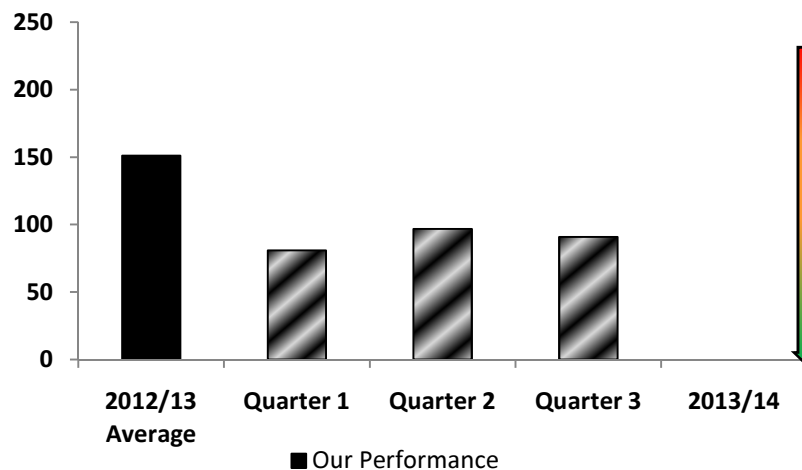
N/A



Until changes in Housing Benefit legislation impacted, the Council was able to secure an ample supply of private sector rented accommodation in the borough for use as **suitable** temporary accommodation. Over the last 3 years the situation has been further impacted by the economic downturn, structural changes to the housing market, and more recently Welfare Reform. Clearly the difficulties faced by Barking and Dagenham are being experienced across London and are in some cases far greater. However, In Barking and Dagenham the significant increase in housing pressures has manifested itself in a rise in temporary accommodation placements and within that, an unprecedented increase in bed and breakfast usage, which rose from 7 households in 2010 and peaked in August 2012 at 226 households, 116 of which had at that time been in such accommodation for in excess of 6 weeks and therefore placed the Council in breach of article 4. The number of households in bed and breakfast as at 16th February 2014 was 97 with 4 households over 6 weeks.

Homeless approaches have increased by 60% from January 2013 to date and the footfall of visitors to the Housing Advice Service has increased from approximately 1,200 per month to over 2,000 (January 2014 = 2,400). Aside from homeless duties the Council has seen a general rise in demand for housing, the waiting list has doubled since 2005, currently holding 12,500 applications. This is against a backdrop of a reduced supply of council accommodation which is available for letting, and the impact of the Council's regeneration programme which will deliver new affordable housing in the long term but has a short-term impact of reducing supply, consequently leaving less available for those in temporary accommodation to move on to.

The number of households living in Bed and Breakfast (Additional information)



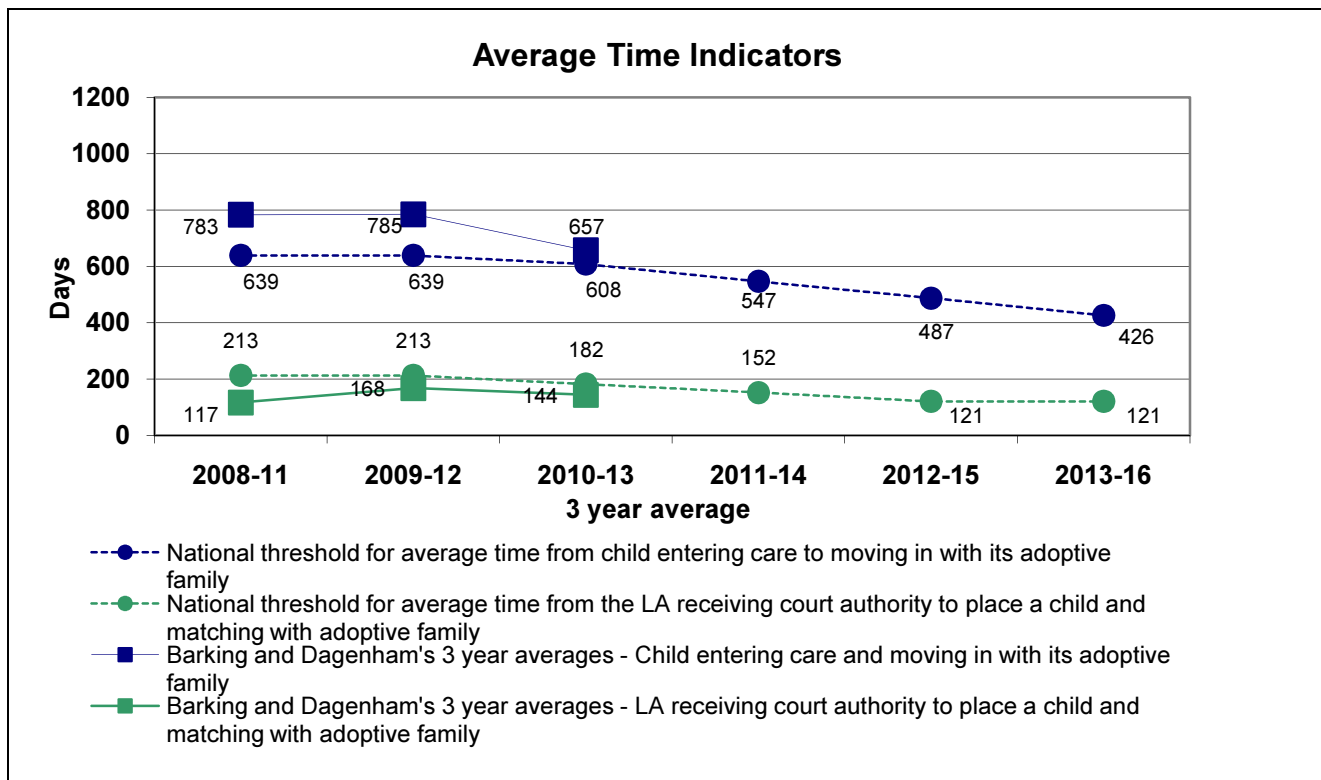
A wide range of measures have been put in place to reduce dependency upon bed and breakfast accommodation;

- Utilising all existing and future decant properties as temporary accommodation.
- Converting former care homes as hostel accommodation.
- Maximising permanent offers of council accommodation.
- Effectively using our homeless grant and redirecting and focusing staff resources upon homeless prevention.
- Successfully securing additional government funding to support property procurement.

4. Additional Performance Highlights – DfE Adoption scorecard

4.1 The 2013 adoption scorecards have now been published for all LAs in England. New Department for Education (DfE) thresholds have also been published. The scorecard measures are;

- a) The average time taken between a child entering care and moving into its adoptive family; and
- b) The average time taken from when the authority receives a Court Order agreeing to a child being adopted and the child is matched with an appropriate adopter.



- 4.2 We have made good progress on both measures. Our three yearly rolling average (2010-2013) for the time taken between a child entering care and moving into its adoptive family **has reduced to 657 days compared to 785 days in 2009-2012**. The England average is 647 days so we are very close to the national position on this measure now. Our performance is far better than our statistical neighbours (average time is 705 days)
- 4.3 The 2010-13 threshold set by the DfE on this measure is 608 days. Distance from meeting the 2010-13 threshold is 49 days. We have closed the gap and are adopting children quicker – the distance from the Government threshold in 2009-12 was 146 days.
- 4.4 Our 1-year improvement 2012-13 has also improved with the average time in 2013 being shorter than in 2012. Our 3-year trend is also reporting a shorter time on this measure, which is good news.
- 4.5 We have received a letter from Edward Timpson Parliamentary Under Secretary of State stating that our significant improvement has been recognised, but we are still below the threshold on this measure. We can expect a call or visit from the DfE to talk about our work as he is keen to share good practice.
- 4.6 Our three yearly average regarding the time taken from when the authority receives a Court Order agreeing to a child being adopted and the child is matched with an appropriate adopter is good and improving in 2013. Our three yearly rolling average **has reduced to 144 days compared to 168 days in 2009-2012**. Performance continues to fall within the Government threshold for this adoption measure set at 182 days in 2010-13 and is already lower than the 2011-14 threshold set at 152 days. Our performance is also far better than national and statistical neighbours.

- 4.7 The Government has set very challenging adoption timescales for 2016 – a) 426 days for the time taken between a child entering care and moving into its adoptive family and b) 121 days for the time taken from when the authority receives a Court Order agreeing to a child being adopted and the child is matched with an appropriate adopter. This amounts to 14 months and 4 months respectively (on average 30 days per month).
- 4.8 We are on track to meet the 2013-16 threshold for measure b),but we have a lot of work to do to meet the other government threshold a). Looking at performance, we will need to reduce the time taken on this measure by 231 days (8 months) for reducing the time taken between a child entering care and moving into its adoptive family.
- 4.9 Our average length of care proceedings is still above the England and statistical neighbour average; 62 weeks compared to 51 weeks respectively and is the highest across our statistical neighbours (Coventry is at 61 weeks).
- 4.10 We have adopted 65 children from care in 2010-13, representing 10% as a whole. This is compared to the national average of 13% and statistical neighbour average of 15%.

5. Options Appraisal

- 5.1 There is no legal requirement to prepare a performance report, however, it is good governance to do so and provides a collective overview of performance across the Council / borough in order to inform decision-making, use of resources and delivery of the priorities.

6. Consultation

- 6.1 Corporate Management Team (CMT) and departments (through Departmental Management Teams) have informed the approach, data and commentary in this report.

7. Financial Implications

Implications completed by: Steve Pearson - Group Accountant (Chief Executive's)

- 7.1 There are no specific financial implications, however, some key performance indicators do have quantifiable cost benefits, such as additional income from higher leisure centre usage or improved Council Tax collection rates (note - there is also a gain share for Elevate if they achieve over the agreed Council Tax collection percentage stated in their contract).
- 7.2 Due to the financial constraints of the Council these key performance indicators must be delivered within the existing budgets of the relevant services.
- 7.3 Where external funding is involved there can be financial implications if outcome based targets are not met, as funding may have to be returned to the provider.

8. Legal Implications

Implications completed by: Eldred Taylor-Camara, Legal Group Manager
(Commercial Law)

- 8.1 The Legal Practice has been consulted in the preparation of this report and confirms there are no legal implications to highlight.

9. Other Implications

- 9.1 **Risk Management** - The identification of clear performance measures to deliver against the priorities is part of a robust approach to risk management.
- 9.2 **Contractual Issues** - Any contractual issues relating to improving performance measures will be addressed as part of the delivery plan for each project or action.
- 9.3 **Staffing Issues** - Any staffing issues relating to improving performance measures will be addressed as part of the delivery plan for each project or action.
- 9.4 **Customer Impact** - Improvements in performance indicators will have a positive impact on customers e.g. increase in visits to leisure centres may impact on obesity and mortality and life expectancy in the long term. Where performance deteriorates, service or choice for customers may be reduced e.g. the proportion of spend on care and support in the home via direct payments.
- 9.5 **Safeguarding Children** - A number of indicators related to safeguarding children are contained within the Corporate Priority Performance Framework. Monitoring and management of these indicators will ensure safeguarding is maintained or improved.
- 9.6 **Health Issues** - A number of health and well being indicators are contained with the Corporate Priority Performance Framework. Monitoring and management of these indicators will ensure areas related to health can be maintained or improved in line with the Health and Wellbeing Strategy.
- 9.7 **Crime and Disorder Issues** - A number of crime indicators are contained with the Corporate Priority Performance Framework. Monitoring and management of these indicators will ensure areas related to crime and disorder can be maintained or improved. Consideration of the Council's Section 17 duties and issues arising is part of the mainstream work for this area.

Background Papers Used in the Preparation of the Report:

None

List of appendices:

Appendix A: Corporate Priority Quarterly Indicators (in detail)

Quarter 3 2013/14 Priority Performance Indicators (Quarterly Indicators)												
Ref. No.	Key Performance Measure	Historical Performance		Last Year's Performance End of Year 2012/13	Current 2013/14 Performance		2013/14 Target	Progress against Target	Target RAG	Performance this time last year	Benchmarking	
		2011/12 Result			Qtr 3						London Average	National Average
Ensure every child is valued so that they can succeed												
1	16 to 18 year olds who are not in education, employment or training (NEET)	6.5%		5.4%	6.6%	<6%	Off target	A	5.1%	↓	4.7%	5.8%
2	Care leavers in employment, education or training	40.4%		56.4%	48.0%	60%	Off target	R	39.3%	↑	66%	61%
3	Children's Social Care Assessments completed within timescales (45 days)	New PI definition from 2013/14			67%	> 80%	Off target	R	New PI 2013/14	n/a	Data not available	
4	Timeliness of children in care placed for adoption following an agency decision that the child should be placed for adoption	63.6%		66.7%	60%	> 70%	Off target	A	67%	↓	71.5%	74.0%
5	The number of Common Assessment Frameworks / Family Common Assessment Frameworks (CAFs/fCAFs) initiated	818		647	199	750	Exceeding target	G	Data unavailable		Local measure	
6	The percentage of primary schools rated as outstanding or good	59%		64%	64%	100%	Off target	R	62%	↑	83.0%	79.0%
7	The percentage of secondary schools rated as outstanding or good	67%		89%	78%	100%	Off target	R	89%	↓	86.0%	73.0%
Reduced crime and the fear of crime												
8	The number of domestic violence offences	1706		1588	1483	n/a	Not applicable		1195	↓	Local measure	
9	Repeat incidents of domestic violence	22.0%		21%	24%	No more than 28%	Exceeding target	G	22%	↓	Data not available	
10	The number of violent crimes	5424		4,680	3,612	Reduction	On target	A	3,507	↓	Local measure	
11	The number of serious youth violence offences	236		145	120	Reduction	On target	A	113	↓	Local measure	
12	The number of residential burglaries	1710		1,835	1,101	Reduction	On target	G	1267	↑	1896	n/a
Improve health and wellbeing through all stages of life												
13	Percentage uptake of MMR (measles, mumps and rubella) vaccination (2 doses) at 5 years old	81.96%		85.5%	85.4% (Quarter 2)	95%	Off target	R	83.8%	↑	80.2%	88.5%
14	Percentage uptake of DTaP/IPV (diphtheria, tetanus, whooping cough and polio) vaccination at age 5	82.65%		86.4%	85.5% (Quarter 2)	95%	Off target	A	84.8%	↑	78.8%	89.0%
15	Number of successful smoking quitters aged 16 and over through cessation service	1115		1,069	201 (526)	1,475	On target	A	445	↑	156	163
16	The number of leisure centre visits	993,039		1,101,565	909,741	1,105,000	On target	G	801,234	↑	Local measure	
17	The number of Active Age (over 60s) leisure memberships	3,123		3,245	3,293	3,800	On target	A	3,098	↑	Local measure	
18	The proportion of social care clients accessing care and support in the home via direct payments	51.6%		49.07%	71.10%	> 50%	Exceeding target	G	48.67%	↑	Data not available	
19	The number of people with a Delayed Transfer of Care that are the fault of adult social care (per 100,00 population)	4.29		2.38	1.24	< 3.3	Exceeding target	G	2.65	↑	n/a	3.2
Creating thriving communities by maintaining and investing in new and high quality homes												
20	Average time taken to re-let local authority housing (calendar days)	29 days		43 days	68 days	30 days	Off target	R	28 days	↓	Local measure	
21	The number of homeless applications accepted	246		664	707	Not applicable			203	n/a	359.4	n/a
22	The number of households living in temporary accommodation	1155		1188	1375	Not set	n/a	n/a	1187	↓	1189	n/a

Ref. No.	Key Performance Measure	Historical Performance		Last Year's Performance End of Year 2012/13 New Performance Indicator for 2013/14	Current 2013/14 Performance		2013/14 Target	Progress against Target	Target RAG	Performance this time last year	Benchmarking	
		2011/12 Result	2012/13 Result		Qtr 3	Qtr 4					London Average	National Average
23	The number of empty dwellings returned to use through GLA funding				3	5	50	Off target	R	n/a	n/a	Local measure
Maximise growth opportunities and increase the household income of Borough residents												
24	The percentage of economically active people in employment	64.3%		62.9%	63.7% (Quarter 2)		2%-3% gap with London average	Off target	A	63.2%	↑	69.4%
A well run organisation												
25	The percentage of Council Tax collected	94.1%		94.6%	81.30%		93.5%	On target	A	82.06%	↓	96.43%
26	The percentage of rent collected	95.5%		96.95%	96.73%		96.5%	Exceeding target	G	96.24%	↑	Data not available
27	The time taken to process Housing Benefit / Council Tax benefit new claims	20.05 days		23 days	25 days		27 days	Exceeding target	G	27.03 days	↑	25 days
28	The time taken to process Housing Benefit / Council Tax benefit change events	13.7 days		21 days	15 days		15 days	Achieving target	G	18.19 days	↑	12 days
29	The percentage of land that has unacceptable levels of litter	7%		4%	3% (Tranche 2 - Jan 14)		7%	On target	G	4%	↑	Local measure
30	The percentage of household waste that is recycled or composted (PI under review)	29.49%		26.38%	26.46%		31%	Off target	R	27.24%	↓	35%
31	The average number of days lost due to sickness absence	9.06 days		9.76 days	8.28 days		8 days by Sept 2014	On target	A	9.34 days	↑	7.7 days
32	The percentage of Stage 1 complaints responded to within deadline	60%		76%	95% (83% YTD)		100% from Jan 2014	Off target	R	79%	↑	Local measure
33	The percentage of Stage 2 complaints responded to within deadline	58%		64%	90% (75% YTD)		100% from Jan 2014	Off Target	R	66%	↑	Local measure
34	The percentage of Stage 3 complaints responded to within deadline	71%		84%	100% (79% YTD)		100% from Jan 2014	Off target	R	85%	↑	Local measure
35	The percentage of member enquiries responded to within deadline	82%		82%	98% (91% YTD)		100% from Jan 2014	On target	A	83%	↑	Local measure
36	The percentage of employees who would recommend the Council as a good employer	44.5% (Feb 2012)		48.6% (Jan 13)	56.3% (Nov 13)		Target not set	n/a	n/a	48.6% (Jan 13)	↑	Local measure
37	The current revenue budget account position (over or under spend)	£2m under spend		£3.11m under spend	£8.393m underspend (incl. £5.2m budgeted surplus)		Balanced budget with additional £5.2m general fund reserve	On target	G	£1.1 under spend	↑	Local measure
38	The percentage of the planned in year capital programme delivered in year	New PI		78% delivered	Forecast of 93.8%		100%	On target	A	n/a	n/a	Local measure

NOTE: The Priority Performance Indicators will be reviewed for 2014/15 to ensure that the most appropriate priority measures continue to be reported to Members

CABINET

8 April 2014

Title: Council Housing Allocations Policy Review	
Report of the Cabinet Member of Housing	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Anne Baldock, Group Manager, Housing Advice Service.	Contact Details: Tel: 020 8227 5186 E-mail: anne.baldock@lbbd.gov.uk
Accountable Divisional Director: Ken Jones, Divisional Director of Housing Strategy.	
Accountable Director: Darren Henaghan, Corporate Director of Housing and Environment.	
<p>Summary:</p> <p>This report outlines proposed changes to the Housing Allocations Policy to reflect key policy principles that would:</p> <ul style="list-style-type: none"> • Encourage people to make a home for themselves and stay in the borough; • Encourage people to participate in the local community; • Address the limited housing options available to residents; and • Improve the choice and quality of homes. <p>The specific changes proposed to the policy include:</p> <ul style="list-style-type: none"> • Introducing a residential qualification; • Exclusions to joining the waiting list; • Priority for working households; • Flexible tenancies; • Discharging the Council's homeless duty into the private sector. <p>Any new policy must now take full account of the statutory guidance published in December 2013 by the Department for Communities and Local Government (DCLG) in respect of Allocation of Social Housing post the Localism Act.</p>	
Recommendations	
<p>The Cabinet is recommended to agree the Council's Housing Allocations Policy which will include the following changes:</p> <p>(i) A residential requirement for all new applications to be placed on the Housing Register from 1 September 2014. Members are asked to agree the length of the residency qualification. Options are set out in this report for two, five and ten years;</p> <p>(ii) Excluding applications to the housing register of those who meet the residential</p>	

criteria but have no housing need and no realistic prospects of re-housing;

- (iii) A reasonable preference category (priority) will be awarded to those applicants who are in paid employment and in housing need;
- (iv) The ability to grant flexible tenancies of a minimum of two years should be allocated in certain circumstances; and
- (v) To discharge the duty to homeless households by securing private rented accommodation, rather than retaining a full housing duty until a long term social rented home becomes available.

Reason(s)

To assist the Council to achieve its vision to 'Encourage growth and unlock the potential of Barking and Dagenham and its residents' and the priority to 'Create thriving communities by maintaining and investing in new high quality homes'.

1. Introduction and Background

1.1 Housing Allocations Policies are being reviewed nationally taking advantage of the Localism Act which offers authorities more opportunity and greater freedom to frame a policy that is responsive to local prevailing housing circumstances. The changes implemented so far in various authorities range from minor amendments to radical policy change.

1.2 Consultation has been conducted over the last three years with a view to developing a new policy for Barking and Dagenham. Interim policy changes have already been implemented following Cabinet approval (18 December 2013) to address the following issues;

- The assessment of bedroom size to be in accordance with housing benefit regulations to be applied to all cases held for assessment since the benefit regulations came into effect in April 2013.
- To allow discretion to the policy that a housing allocation cannot be effected if the applicant is in rent arrears.
- The prioritisation of housing applications from Armed Forces personnel who meet the required criteria.
- The allocation of Council homes let above social rent levels.

1.3 The policy drivers for changing the Housing Allocations Policy include:

- Encouraging people to make a home for themselves and stay in the borough participating in the community;
- Addressing the limited housing options available to residents. There is a significant imbalance between need and supply of housing. In 2001 there were

2,157 applicants on the Housing Register, today there are 13,500. In 2001 the Council had over 1,600 void Council homes to re-let, this year the number will be close to 600.

- The estate renewal programme will be a significant constraint on the Council's ability to meet other housing needs from the Housing Register or transfer applicants over the next 10 years due to the necessity to award priority to households being decanted from the flatted blocks. In 2013/14, of the 600 void Council properties available to let, only 170 went to applicants other than decants.
- The Council has embarked on a major programme of capital investment to improve the quality of the existing housing stock and to build new affordable Council homes which will complement the estate renewal programme.

1.4 This report highlights fundamental changes that the new policy will introduce from 1 September 2014 for new applicants to the Housing Register. This will follow the completion of a data cleanse of the Housing Register, drafting of a working policy and procedure, staff training and any necessary changes to the IT systems.

2. Proposed changes to the Housing Allocations Policy

2.1 The following changes to the Council's Housing Allocations Policy are proposed to address the policy considerations set out in this report:

- A residential requirement for all new applications – the options set out in this report are for two, five and ten years.
- Excluding applications to the housing register of those who meet the residential criteria but have no housing need and no realistic prospects of re-housing.
- A reasonable preference category (priority) will be awarded to those applicants who are in paid employment and in housing need.
- The ability to grant flexible tenancies of a minimum of two years should be allocated in certain circumstances.
- To discharge the duty to homeless households by securing private rented accommodation, rather than retaining a full housing duty until a long term social rented home becomes available.

2.2 Residential Qualification

2.2.1 Until recently local authorities were not able to impose blanket residential criteria. However the Localism Act allows local authorities to determine who may join their register. Statutory guidance on social housing allocations recommends all local authorities adopt a minimum two year residency test as part of their qualification criteria.

2.3 In accordance with the underpinning philosophy of the Localism Act, Members have expressed an interest in establishing a residency qualification to join the Housing Register. Across London, where residency qualifications have been implemented,

they range from one to 10 years with the majority of boroughs having a one, two or three year qualification, six boroughs have five years and one (Hillingdon) have a ten year qualification. Of the East London Housing Partnership authorities (City of London, Hackney, Havering, Newham, Redbridge, Tower Hamlets and Waltham Forest), the longest period is three years.

- 2.4 The length of the residency period must be based on sound policy objectives. This report presents the overarching policy considerations and the potential residency periods, with the implications of each option to inform Members' decision making.

Policy considerations

- 2.5 The Council's Housing Strategy 2012-17 makes a clear and strong connection between housing and its contribution to promoting the social and economic regeneration of Barking and Dagenham. The review of the Council's Housing Allocations Policy is an opportunity to help deliver the objective to build thriving communities.
- 2.6 The borough has the lowest house prices and lowest private sector rents in London. This makes Barking and Dagenham a very attractive destination for those seeking good value homes. This has resulted in a 10.5 per cent increase in house prices between December 2012 and December 2013. Market assessments in 2013/14 show that the majority of private sales are to those who previously lived outside of the Borough.
- 2.7 Barking and Dagenham residents have the second lowest household income in London. This means that increasingly they find themselves unable to compete with higher income households from other areas of London and the South East. The Office for National Statistics estimates that each year approximately 12,000 people will move into the borough from other parts of England and Wales, with the majority previously having lived in other London boroughs (ONS mid-year estimates – components of change). These factors significantly reduce the housing options for existing residents.
- 2.8 In order to support Council tenants through tough times, the Assembly, on 19 February 2014, set a below inflation increase in Council rents which meant that Barking and Dagenham has the lowest Council rents in London. This makes the borough very attractive for prospective Council tenants.
- 2.9 The Council is investing unprecedented amounts in improving the Council Housing stock. Since 2012 our programme of estate renewal has seen housing at Goresbrook Village, The Leys and the first phase of the Gascoigne Estate being decanted and demolished to improve the quality, number and choice of homes. To replace these homes we are now part way through a ten year programme of building high quality new homes with over 1,200 of these to be completed by March 2016.
- 2.10 These new high quality homes are intended to increase the choice for those residents that may have been displaced by the decanting process who might wish to return or to provide greater choice for other borough residents that have been waiting in unsatisfactory council or private accommodation for their chance to access decent homes.

- 2.11 A residential qualification based on the time living in the borough will encourage those seeking a council home to make a positive commitment to the borough and a contribution to the life of the local community. It will reduce demand on Council housing providing support to local residents and enable greater access for existing residents to the new quality homes being built in the borough.

Options Appraisal

- 2.12 **Two years:** A two year residency qualification would be in line with the recommended level as set out in the Localism Act. However, this is a short period of time and may not fully meet the policy objectives set out above.

Research carried out to support the Housing Strategy identified that the average length of letting in the private rented sector is less than two years, with the majority of people expressing a desire to move out of the borough when they have the resources to do so. This type of transience in the population has many negative impacts including children moving from school to school, continuity of health care being disrupted, and short term residents find it more difficult to integrate into local communities.

Analysis of research carried out for the Housing Needs Survey 2011 shows that potentially 9.3% of households had lived in the borough for less than two years and could be affected by a two year residency qualification if they wished to apply to the Council's housing register. This is 6,492 households.

Implementing a two year residency qualification would therefore have an impact on a relatively small number of households but would fail to address the policy considerations fully.

- 2.13 **Five years:** Some boroughs, for example Hounslow, Hammersmith and Fulham, and Thurrock Council, have adopted a five year residency qualification. Implementing a five year residency qualification should achieve a substantial reduction in demand and is a significant commitment to the borough addressing some of the key policy considerations set out above such as building a thriving community.
- 2.14 The fast paced demographic change in the borough over recent years, however, means that there are implications for specific groups of the community by implementing a five year, or longer, period of residency.
- 2.15 In 2001 (Census) White British residents accounted for 80.9% of the total population, decreasing to 49.5% 10 years later in 2011 (Census). It is estimated that in 2009 (five years ago) the White British population accounted for 56% of the local population and in 2004 (10 years ago) for 71.5%. If this trend has continued we would expect the White British population in 2014 to represent about 40% of the total borough population. The Council Choice Homes team manages the current Housing Register, and report that 39.5 % of those currently on the register are White British, which closely reflects this proportion.
- 2.16 Using the Housing Needs Survey 2011 we can estimate the impact of implementing a five year residency qualification. From this survey we know that 20.4% of

households could be potentially affected by a five year residency requirement (14,192 households). The profile of households living in the borough for less than five years shows that:

- 45.2% live in owner occupied accommodation and 40.9% in private rented. Very few live in local authority households.
- A low proportion is White British (23.2%)
- Most households are married/cohabiting with children (62.1%)
- 78.1% are in employment: 55.2% full-time; 17.5% part-time; and 5.4% self employed. 12.9% are unemployed and available for work.
- A very low proportion are aged 45 years plus (10.5%) with 2.7% aged 60 years plus. 18.3 % are aged 0 to 5 years. The largest single group is 24 – 34 years (26.7%).

2.17 Therefore this length of residential qualification is likely to disproportionately impact on those aged 24-35, in employment and from BME communities. However, a five year residency qualification is more likely to address the policy consideration set out above than a short time period.

2.18 **Ten years:** Only Hillingdon in London has implemented a 10 year residency qualification. Similar to the five year option this would have a greater chance of delivering the policy considerations, however, there is a greater impact on specific groups within the borough. Members should be mindful of the legal advice provided in section 7 and the potential customer impact in section 8 including the Equality Impact Assessment at **Appendix 1**.

2.19 Again, using the results of the Housing Needs Survey 2011 as a proxy we know that for residents living in the borough for 10 years or more:

- A high proportion live in owner occupied properties (65.6%), with only 3.8% living in private rented accommodation
- A very high proportion is White British (79.6%)
- A relatively low proportion are married/cohabiting with children (37.7%)
- A very low proportion is in employment (54.7%) mainly because the large number of retired residents (29.4%). 9.1% are unemployed and available for work
- A high proportion are aged 45 years plus (53.6%). 26.2% are aged 60 plus. Only 3.3% are aged 0 to 5 years. The largest single group is the 45 to 59 year group (27.4%).

2.20 An estimated 33.8% of households could be potentially affected by a ten year residency requirement (23,570 households) and unable to join the Housing Register. This length of residency qualification is likely to negatively impact disproportionately on younger, employed residents with families and from BME communities.

2.3 Exceptions to the Residency Requirement

2.3.1 The Statutory Guidance expressly highlights the need for local authorities to take proper account of special circumstances. It is important to note that this would include the need to protect people who are moving into the district to escape

violence and would also include homeless families and care leavers whom the local authority may have placed outside of their district.

2.3.2 There are also sound policy reasons not to apply a residency test to existing Council tenants seeking to move between authorities or wishing to downsize.

2.4 Exclusion to Joining the Housing Register

2.4.1 Currently persons subject to immigration control are ineligible to join the Council's Housing Register. Changes to Part VI Housing Act 1996 brought about by the Localism Act determines that housing authorities will be better able to manage their housing waiting list by giving them the power to determine which applicants do or do not qualify for an allocation of social housing. Authorities will be able to operate a more focused list which better reflects local circumstances and can be understood more readily by local people. It will also be easier for authorities to manage unrealistic expectations by excluding people who have little or no prospect of being allocated accommodation.

2.4.2 Given the current mismatch of supply and demand for social housing with approximately 13,500 current applicants on the waiting list and an expected turnover of 600 void properties per year, applicants who have no recognised housing need reflected by the reasonable preference categories will be excluded from joining the register.

2.5 Priority for Working Households

2.5.1 The Council has made a strong commitment to improving access to genuinely affordable rented homes for local people in employment. Cabinet decisions in relation to the letting of the Barking and Dagenham Reside homes and the new Council build homes with rent levels above the standard social rent level demonstrate this. Local authorities are urged to consider how they can use their allocations policy to support those households who are working.

2.5.2 Whilst all applicants will be assessed using the reasonable preference categories a further new preference category will be awarded to those who are employed. This therefore complements the earlier Cabinet decisions in relation to the Council supply of higher rented social housing.

2.5.3 It can be seen that this policy development is in keeping with promoting the social and economic regeneration of the borough and fostering aspiration.

2.6 Flexible Tenancies

2.6.1 Social landlords are now able to grant tenancies for a fixed length of time. Flexible tenancies must be for a minimum of two years in exceptional circumstances, with five years or more being the norm. There is no upper limit on the length of tenancy. More flexible tenancies will allow social landlords to manage their social homes more effectively and fairly, and deliver better results for local communities. Whilst the Council does not wish to move away from lifetime tenancies there are some instances where this would be an appropriate option, for example;

- Applicants who meet the residential and eligibility criteria and are entitled to an allocation of social housing but have limited leave to remain.
- Applicants who are seeking family sized accommodation to foster children. In the event that the tenant ceased to foster children the flexible tenancy would not be renewed and the Council will offer a transfer to alternative appropriate accommodation.

2.7 Reform of Homelessness Legislation

- 2.7.1 People who experience a homelessness crisis need somewhere suitable to live. Councils have a duty to house people who are eligible, in priority need and unintentionally homeless; and this duty will remain in place. Central Government will also continue to fund support and advice to prevent homelessness and rough sleeping.
- 2.7.2 However, under the previous rules, people who became homeless were able to refuse offers of accommodation in the private rented sector, and insist that they should be housed in expensive temporary accommodation until a long- term social home becomes available.
- 2.7.3 The Localism Act allows local authorities to meet their homelessness duty by providing good quality private rented homes.
- 2.7.4 This option could provide an appropriate solution for people experiencing a homelessness crisis, and stop homelessness being seen as a quick route to re-housing. The Council will continue to have an ongoing duty to assist the household on one further occasion if they become homeless within two years of the duty being discharged.
- 2.7.5 This approach will also achieve significant savings to the Council's general fund expenditure for the ongoing cost of temporary accommodation for newly accepted homeless households where the Council is successful in securing suitable rented accommodation. It would also reduce the number of households on the housing register with a reasonable preference (priority) based upon the fact that a homeless duty is owed. Given current trends this could reduce new demand by approximately 500 cases per year, giving a potential annual saving of £200,000.

3. Transition and implementation

- 3.1 Given that the proposed changes to the Housing Allocations Policy represent a significant departure from current practice it is proposed the changes will only apply to new applications received after the agreed date of implementation, which it is recommended to be the 1 September 2014. All current applications received before this date will retain full eligibility.
- 3.2 The new policy will be published alongside the detailed procedures which will give definition to issues such as people going away to college and returning to the borough.
- 3.3 As part of an ongoing data cleanse of the Housing Register there has been a recent exercise with Internal Audit using NFI data (National Fraud Intelligence) which

resulted in a reduction of 2,500 cases for the Housing Register – the list reduced from 15,000 to 12,500 (this has subsequently risen to 13,500). It is therefore essential that we continue to review and cleanse the existing housing applicant data in readiness for the implementation of the new Housing Allocations Policy.

- 3.4 It is proposed that a review of the operation of the revised Housing Allocations Policy be conducted one year after its implementation so that an assessment can be made to fully determine its impact.

4. Options Appraisal

- 4.1 The options are set out in the body of the report.

5. Consultation

- 5.1 Consultation has taken place over the last three years with Members, the local community, staff, external bodies, and a wide range of other stakeholders.
- 5.2 293 questionnaires were completed at various public consultation events during the summer 2012 which provided the following feedback:

Should the council introduce a 'Residency Qualification', if so for how long?

There was a significant level of support for a residential qualification to access the Housing Register. 72% (212) of respondents agreed this should be implemented, with the remaining 28% giving no opinion.

Of the 212, 32% would recommend two years or less, 25% two to three years, 27% three to five years, 8% five to ten years and 8% ten years or more.

Should the Council award a Reasonable Preference (priority) for working?

Yes	211 = 78.4%
No	43 = 15.6%

Should the Council introduce flexible tenancies instead of life time tenancies?

Yes	130 = 46.4%
No	130 = 46.4%
Not sure	20 = 7.2%

Should the Council continue to provide temporary accommodation to homeless households until they get a social rented home, or provide a private rented property in discharge of duty?

Stay as we are	102 = 36.4%
Assist with a private rented property	159 = 56.8%
Not sure	19 = 6.8%

6. Financial Implications

Implications completed by: Carl Tomlinson, Finance Group Manager

- 6.1 The report outlines the key principles which inform the development of a new housing allocations policy and procedure. The recommendations are primarily associated with maintaining the housing waiting list and may result in minor financial benefit through managing a reduced list. Recommendation (v), the use of private rented accommodation to mitigate temporary accommodation, has the most significant financial impact.
- 6.2 Temporary accommodation costs the council £14m per year with the majority recovered through Housing Benefit. The council uses Bed and Breakfast accommodation as a way of managing excess demand. Recent years have seen an increasing reliance on Bed and Breakfast which is an expensive option. The net cost to the council is in the region of £1.6m pa; however, increasing demand puts further pressure on this position. The use of private rented accommodation as a means of reducing Bed and Breakfast usage would reduce cost pressure on the Council.
- 6.3 Should the Council be subject to any challenge in respect of the revised allocations policy this would represent a financial risk.

7. Legal Implications

Implications completed by: Fiona Taylor, Head of Legal Services

- 7.1 Every local housing authority is legally required to have a scheme (their “allocation scheme”) for determining priorities and as to the procedure to be followed, in allocating housing accommodation. This includes all aspects of the allocation process, including the persons or descriptions of persons by whom decisions are to be taken. As long as the scheme complies with S166 (3) of the Housing Act 1996 and other statutory responsibilities, then legal challenge is reduced. In December new guidance was published “Providing social housing for local people - Statutory guidance on social housing allocations for local authorities in England”.
- 7.2 The legislation further provides at Section 160ZA(6) that housing authorities may only allocate accommodation to people who are defined as ‘qualifying persons’ and section 160ZA(7) gives them the power to decide the classes of people who are, or are not, qualifying persons. The Government is of the view that, in deciding who qualifies or does not qualify for social housing, local authorities should ensure that they prioritise applicants who can demonstrate a close association with their local area. Some housing authorities have decided to include a residency requirement as part of their qualification criteria, requiring the applicant to have lived within the authority’s district for a specified period of time in order to qualify for an allocation of social housing. The Secretary of State supports and encourages local housing authorities including a residency requirement. The Secretary of State has indicated a minimum period of at least two years would be reasonable.
- 7.3 The Secretary of State goes on to observe that any residency arrangement must not be so inflexible as to frustrate other objectives such as the need to provide

accommodation to persons leaving Her Majesties Armed Forces or existing social tenants or where a move will secure better use of accommodation.

- 7.4 The decision in terms of setting the period of residence is a matter for the Council to make. Clearly the Secretary of State's opinion in terms of statutory guidance is influential but provided there is an evidence based trail for policy formulation and appropriate consultation including carrying out an Equalities Impact Assessment the Council's policy is better able to withstand legal challenge. The policy needs to be based on sound, reasonable and evidence based decision making.

8. Other Implications

- 8.1 **Customer Impact** - The Equality Act 2010 places a general duty on all public authorities to eliminate discrimination, advance equality of opportunity and foster good relations in accordance with the Equality Act 2010. Consideration has been given to the impact these new proposals will have on the different protected characteristic described within the Act. The Equalities Impact Assessment is included at **Appendix 1**.
- 8.2 As set out in the options appraisal above, this analysis highlighted that imposing a residential qualification of ten years will have a significant negative impact on Black, Asian and Minority Ethnic groups who are also more likely to be experiencing overcrowded living conditions. The 2001 to 2011 Census evidence suggests it is likely that the majority of BME residents in the borough will have lived in the borough for less than ten years. The Housing Needs Survey 2011 which showed that 56% of residents had lived in their current address for less than ten years, 33.9% for less than five years, and 15.5% for less than two years. The analysis also shows that there is likely to be a disproportionate negative impact on residents of working age in employment.
- 8.3 This impact could be mitigated and reduce the risk of a legal challenge if a shorter residential qualification was considered the preferred option. By introducing a policy change in relation to awarding a reasonable preference to applicants in employment it can be seen that this policy development is in keeping with promoting the social and economic regeneration of the borough and fostering aspiration by giving recognition to local people who make a contribution to enriching the life of Barking and Dagenham, and will have a positive impact on all strands of equalities.
- 8.4 If a 10 year qualification were to be introduced there is a potential impact on community cohesion across the borough if different communities perceive that unfair advantage is being given to one community over another as a result of the longer residency qualification.
- 8.5 **Safeguarding Children** - The introduction of the revised housing allocation policy with a residential qualification set up to 10 years will have both a negative and positive impact on certain categories of households.
- 8.6 Households living in overcrowded conditions in the private rented sector who have not lived in the borough for 10 years will be disadvantaged by a 10 year residency bar.

- 8.7 Conversely for existing council tenants and private sector tenants who are overcrowded and already registered for re-housing there will increased opportunity by the limiting of new demand as a consequence of the residency qualification.
- 8.8 **Health Issues** - The introduction of the revised housing allocation policy with a residential qualification set at up to 10 years will have both a negative and positive impact on certain categories of households.
- 8.9 Households living in overcrowded conditions and / or with health problems in the private rented sector who have not lived in the borough for 10 years and who are not currently on the housing register will be disadvantaged by a 10 year residency bar.
- 8.10 Conversely for existing council tenants and private sector tenants who are overcrowded and / or have health problems and are already registered for re-housing there will increased opportunity by the limiting of new demand as a consequence of the residency qualification.

Public Background Papers Used in the Preparation of the Report:

- Housing Needs Survey 2011

List of appendices:

- Appendix 1 - Equalities Impact Assessment

Equalities Impact Assessment - Housing Allocations Policy

Stage 1 – Scope of the Equality Impact Assessments about your piece of work

1 Directorate	Housing and Environment – Housing Strategy Division
2. Policy / Strategy / Service to be assessed:	Housing Allocations Policy
3. Lead Officer:	Anne Baldock, Group Manager - Housing Advice Service
4. Equality Impact Assessment Person / Team:	Teresa Evans Equalities Officer Phil Canham Research and Intelligence Officer
5. Date of Assessment:	March 2014
6. The main purpose and outcomes of policy/strategy / service to be assessed	The allocation of social housing is governed by the Housing Act 1996 (as amended by the Homelessness Act 2002). A review of the Housing Allocations Policy has been carried out in accordance with the Localism Act. The Policy sets out the way in which the Council allocates housing. The Council is required to give priority (known as reasonable preference) to certain categories of people and allow applicants to exercise choice in the allocation of social housing.
7. Groups who the piece of work should benefit or apply to.	If agreed the new Allocations Policy will apply to all new applicants seeking social housing from 1 st September 2014 and a wide range of stakeholders including Housing Associations and other council departments.
8. Any associated strategies or guidelines i.e. legal/national /statutory	Housing Act 1996 (as amended), Localism Act 2011 Equality Act 2010 Housing Strategy 2012-2017 Housing Business Plan Housing Needs Survey 2011 (supporting analysis used to inform this EIA available)

Context

Council Housing stock in Barking and Dagenham has declined from approximately 40,000 homes to just over 19,000 during the last 20 years, whilst the waiting list has increased dramatically in the same period. Current waiting list demand is 13,500 with approximately 200 new applications consistently received each month. The number of council homes becoming available to let each year has dropped from 2,000 to around 600 in 2013/14. This is likely to continue to reduce as the borough's regeneration programme is ongoing until 2018 which has an impact upon the number of void property available for letting until re-provision is fully realised.

Waiting list applicants are typically on a low income or benefit dependant therefore securing a home in the private sector is difficult as there is increasing demand for the available rented properties in this borough which still has one of the cheapest rent levels in London. This is evident by the number of working households moving to the rented sector in the borough.

Consequently the Council is maintaining and administering a growing waiting list of applicants, many of whom have little or no prospect of re-housing.

Demographic Change – Knowing our Community

The 2011 Census has shown that Barking and Dagenham has experienced significant demographic change between 2001 and 2011, especially in terms of age, ethnicity, religion, tenure and household composition. This change in Barking and Dagenham is part of the trend across East London which has been happening in inner London boroughs such as Newham and Tower Hamlets since 1991 and earlier.

The most significant points to note from the Census Key Statistics are:

- Increase in Borough population of 22,000 (**165,654 in 2001 - projection for June 2014 is 199,990**)
- Almost a 50% growth in 0-4 year olds
- A decrease in the White British population from 80.86% in 2001 to 49.46% in 2011
- An increase in the Black African population from 4.44% to 15.43%
- A rise in the Bangladeshi population from 0.41% to 4.14%
- An increase in all religious groups, except Christian and Jewish religions
- Growth in the proportion of Muslims from 4.36% to 13.73%
- Less people with no qualifications representing a 14.4% drop in numbers between 2001 and 2011
- Increase in lone parent households with dependent children to 14.3%
- Increase in Private Renting from 5.19% in 2001 to 16.59% in 2011.

During this period there has been a significant increase in demand for social housing, the waiting list has risen from 2,157 in 2001 to the current position of 13,500.

The borough is not unique in suffering from extremely high housing demand such that the difference between supply and demand means that Barking and Dagenham would need to deliver at least an additional 1,333 affordable homes per year for the next 5 years just to stand still (Housing Needs Survey 2011).

Current research shows that one of the key pressures for housing is the high levels of overcrowding across all communities within the borough, with particularly high impact upon the Black and Asian communities at 21.5% and 23% respectively (ONS Crown Copyright Reserved from Nomis 6 February 2014).

The Legal Context

Every Local Authority in England is required to have an allocations scheme, which must operate within the legal framework set out in the Housing Act 1996 (as amended by Homelessness Act 2002). In framing their allocation scheme local authorities are required to give priority (known as reasonable preference) to certain categories of people and allow applicants to exercise choice in the allocation of social housing. The Allocations Policy must also give consideration to the Equalities Act 2010 in terms of eliminating discrimination but also our duty to advance equality of opportunity.

The Localism Act introduces additional powers and duties including;

- Power to decide who qualifies for an allocation of social housing, withdrawing the requirement to have an open Housing Register and recommending a minimum of 2 years residency qualification.
- Power to give priority to working households and those making a contribution to the community.
- Power to discharge homelessness duties in the private sector.

Changes to the Barking and Dagenham Housing Allocations Policy

The last major revision of the housing allocations scheme was in April 2005 when the Council moved from a complex points system of direct letting to a more transparent choice based lettings scheme that was compliant with the Housing Act (as amended). There have subsequently been minor amendments to the scheme, the last of which was agreed by Cabinet in December 2013. These amendments addressed anomalies created by Welfare Reform and clarified the position in respect of the Council's duties to former and serving Armed Forces Personnel.

Following consultation with a wide range of residents and stakeholders, the Housing and Environment Department is preparing a report for Cabinet which seeks to implement significant revisions to the scheme that delivers Members wishes in respect of the allocation of social housing.

The revisions aim to;

- Restrict new applications to the Housing Register by introducing a residential qualification
- Restrict the Housing Register to those who are eligible and meet the residential qualification and who have a recognised housing need
- Introduce a priority category to those who are working or contributing to the community
- Offer flexible tenancies in certain circumstances
- Discharge the council's homeless duties in the private sector.

These changes are intended to;

- Encourage people to make a home for themselves and stay in the borough participating in the community
- Address the limited housing options available to residents
- Improve the choice and quality of homes.

Equalities Impact Assessment of the proposed changes to the Barking and Dagenham Housing Allocations Policy

		Summary of Equalities Impact Assessment of proposed changes to the Housing Allocations Policy 2014						
						Adverse		
Proposed change	Equality Strand	Positive	Neutral	Low	Medium	High		
Restrict new applications to the Housing Register to those who meet a residential qualification:								
Two year residential qualification	All			✓				
Five year residential qualification	All				✓			
Ten year residential qualification	All						✓	
Restrict the Housing Register to those who are eligible and meet the residential qualification and who have a recognised housing need	All		✓					
Introduce a priority category to those who are working	All	✓						
Offer flexible tenancies in certain circumstances	All		✓					
Discharge the Council's homeless duties in the private sector	All		✓					

Proposed Change	Explanation		
<p>Restrict new applications to the Housing Register to those who meet a residential qualification</p>	<p>All</p>	<p>Impact Positive (P) Neutral (N) Adverse Impact (AI) L/M/H</p> <p>Adverse Impact (L)</p>	<p>Until recently local authorities were not able to impose blanket residential criteria. However the Localism Act allows local authorities to determine who may join their register. Statutory guidance on social housing allocations strongly encourages all local authorities to adopt a minimum 2 year residency test as part of their qualification criteria.</p> <p>In accordance with the underpinning philosophy of the Localism Act Members have embraced the idea of a residency qualification to join the Housing Register. A residential qualification demonstrates a positive commitment to the borough and contribution to the life of the local community in terms of settling in the area.</p> <p>This is particularly necessary given that the rental market in Barking and Dagenham is an attractive and affordable option for those seeking to rent privately in East London, who can at present then apply for social housing, and attract priority if they are over-crowded. The specific impact of Welfare Reform, in combination with the current dysfunctional housing market in London, is significant in relation to inducing migration of low income households from central and inner London to outer east London boroughs and beyond.</p> <p>The Council's Housing Strategy 2012 / 17 makes a clear and strong connection between housing and its contribution to promoting the social and economic regeneration of Barking & Dagenham. The review of the Council's Housing Allocations Policy is an opportunity to help deliver the objective within the Housing Strategy of producing social and economic regeneration through building thriving communities. Whilst delivering these outcomes it is important to analyse the equality profile of households who will potentially be effected by the proposed changes and assess this impact using the data available</p>
<p>Option 1: Restrict new applications to the Housing Register to those who meet a residential qualification of 2 years</p>			<p>Option 1 (BME Lower Impact) 2 year residency qualification</p> <p>A residency qualification of 1-3 years would be in keeping with policy decisions within the sub-region and compliant with the statutory code of guidance. Analysis of research carried out for the Housing Needs Survey shows that potentially 9.3% of households in the borough could be affected by a 2 year residency qualification if they wished to apply to the Council's housing register. Residents who have moved into the borough within the last 2 years:</p> <ul style="list-style-type: none"> ○ A very low proportion lives in owner occupied accommodation

		<p>(26.2%) with a much higher private rented percentage of 52.4%. Relatively few live in local authority households. (13.2%)</p> <ul style="list-style-type: none"> ○ A very low proportion is White British (22.1%) ○ Most households are married/ cohabiting with children (58.1%) ○ 71.1% are in employment: 48.2% Full Time; 14.4% Part time; and 8.5% self employed. 18.0% are unemployed and available for work. ○ A very low proportion are aged 45 years plus (4.6%) with 0.1% aged 60 years plus. 21.3 % are aged 0 to 5 years. The largest single group is 24 – 34 years (29.0%) <p>This option has some impact on BME households but less than the adverse impact stated in options 2 and 3. Option 1 shows potentially 82% of current BME households could apply to the housing register.</p> <p>Given the aims of the policy change is to encourage individuals to make a home for themselves and stay in the Borough. Option 1 allows this criteria to be met whilst having a limited impact on BME households.</p>
<p>Option 2. : Restrict new applications to the Housing Register to those who meet a residential qualification of 5 years</p>	<p>Adverse Impact (M)</p>	<p>Option 2 (BME Medium Impact) 5 year residency qualification</p> <p>Analysis of research carried out for the Housing Needs Survey shows that potentially 20.4% of households in the borough could be affected by a 5 year residency qualification if they wished to apply to the Council's Housing Register.</p> <p>Data from the Housing Needs Survey shows residents who have moved into the borough within the last 5 years:</p> <ul style="list-style-type: none"> ○ A lower proportion lives in owner occupied accommodation (45.2%) with a much higher private rented percentage of 40.9%. Very few live in local authority households. ○ A very low proportion is White British (23.2%) ○ Most households are married/ cohabiting with children

			<p>(62.1%)</p> <ul style="list-style-type: none"> ○ 78.1% are in employment: 55.2% Full Time; 17.5% Part time; and 5.4% self employed. 12.9% are unemployed and available for work. ○ A very low proportion are aged 45 years plus (10.5%) with 2.7% aged 60 years plus. 18.3 % are aged 0 to 5 years. The largest single group is 24 – 34 years (26.7%). <p>Therefore the impact of this option will be to decrease the advantage current White British/Irish households have with regards to accessing the housing register and improve the opportunity of BME communities but will still leave 29% BME households unable to register.</p>
<p>Option 3 Restrict new applications to the Housing Register to those who meet a residential qualification of 10 years</p>	<p>All</p>	<p>Adverse Impact (H)</p>	<p>Option 3 (BME Highest Impact) 10 year residency qualification</p> <p>Analysis of research carried out for the Housing Needs Survey shows that potentially 33.8% of households in the borough could be affected by a 10 year residency qualification if they wished to apply to the Council's Housing Register.</p> <p>Residents with housing need across all equality strands will potentially be disadvantaged by option 3, and in particular residents from the BME community who are less likely to have 10 years residency. Research shows that of those residents who have lived in the borough for more than 10 years 79.6% are White British.</p> <p>For Residents living in the borough for 10 years or more Housing Needs Survey):</p> <ul style="list-style-type: none"> ○ A very high proportion lives in owner occupied properties (65.6%), with only 3.8% living in private rented accommodation. ○ A very high proportion is White British/Irish 79.6% ○ A relatively low proportion are married/cohabiting with children 37.7%

		<ul style="list-style-type: none"> ○ A very low proportion is in employment (54.7%) mainly because the large number of retired residents (29.4%). 9.1% are unemployed and available for work ○ A very high proportion are aged 45 years plus (53.6%). 26.2% are aged 60 plus. Only 3.3% are aged 0 to 5 years. The largest single group is the 45 to 59 year group (27.4%). <p>Therefore the analysis shows the impact of this option will benefit White British/Irish older people allowing them greater access to the housing register. 79% of current White British households will qualify. This option will have a disproportionate adverse impact on almost half of the current BME households who have been living in the borough for less than 10 years as 47 % will not qualify to register. These households are also more likely to be younger, in employment, not owner occupiers and living in private rented accommodation.</p>
--	--	--

Summary: The evidence clearly shows all three options will have an adverse impact in varying degrees. Given the rapid demographic changes all options will have a disproportionate effect on BME communities to a greater or lesser extent - with a 10 year qualification having the greatest impact on this equality group.

*Comparison Table showing the potential impact on current households – Percentage of current households who will **not** be eligible to register (source Housing Needs Survey 2011)*

Household	2 year Option	5 year Option	10 year Option
Estimated % of BME household	18%	29%	47%
Estimated % of White British Irish household	4%	17%	27%

It also worth noting when imposing a residential qualification there is a potential for this criteria to impact on encouraging individuals who are in employment to live and stay within the borough contributing to a thriving community and supporting the social and economic

regeneration of the borough The Housing Needs Survey results show for those living in the borough for ten years or more employment rates are 53.6% (there is a high proportion of over 60s within this group). This figure increases along with the other demographic changes. 78% are in employment with a 5 year residency.

Mitigation	<p>The Statutory Guidance expressly highlights the need for local authorities to take proper account of special circumstances. It is important to note that this would include the need to protect people who are moving into the district to escape violence and would also include homeless families and care leavers whom the local authority may have placed outside of their district. There are also sound policy reasons not to apply a residency test to existing Council tenants seeking to move between authorities or wishing to downsize and current registered applicants will not be subject to the proposed residency qualification.</p> <p>All applicants have a statutory right to seek a review of their housing application if they are dissatisfied with the Council's decision not to accept them on to the housing register or where they have submitted fresh evidence.</p>		
Proposed change	Equality strand	Impact Positive (P) Neutral (N) Adverse Impact (AI) LOW/MEDIUM/HIGH	Explanation
<p>Restrict the Housing Register to those who are eligible and meet the residential qualification and who have a recognised housing need.</p>	<p>All</p>	<p>N</p>	<p>Currently persons subject to immigration control are ineligible to join the council's waiting list. Changes to Part VI Housing Act 1996 brought about by the Localism Act determines that housing authorities will be better able to manage their housing waiting list by giving them the power to determine which applicants do or do not qualify for an allocation of social housing. Authorities can operate a more focused list which better reflects local circumstances and can be understood more readily by local people. It will also be easier for authorities to manage unrealistic expectations by excluding people who have little or no prospect of being allocated accommodation. Given the current mismatch of supply and demand for social housing with approximately 12,500 current applicants on the waiting list and an expected turnover of 600 void properties per year, applicants who have no recognised housing need reflected by the reasonable preference categories will be excluded. This is neutral impact on applicants without priority as their prospects of re-housing remain unchanged.</p>

Mitigation	All applicants have a statutory right to seek a review of their housing application if they are dissatisfied with the Council's decision not to accept them on to the housing register or where they have submitted fresh evidence.	
Introduce a priority category to those who are working	All	<p data-bbox="288 224 560 1099">The Council has made a strong commitment to improving access to genuinely affordable rented homes for local people in employment. Cabinet decisions in relation to the letting of the Barking and Dagenham Reside homes and the new Council build homes with rent levels above the standard social rent level demonstrate this. Local authorities are urged to consider how they can use their allocations policy to support those households who are working,</p> <p data-bbox="560 224 663 1099">Whilst all applicants will be assessed using the reasonable preference categories a further new preference category will be awarded to those who are employed.</p> <p data-bbox="663 224 831 1099">It can be seen that this policy development is in keeping with promoting the social and economic regeneration of the borough and fostering aspiration by giving recognition to local people who make a contribution to enriching the life of Barking & Dagenham, and will have a positive impact on all strands of equalities.</p>
Offer flexible tenancies in certain circumstances	All	<p data-bbox="868 224 1174 1099">Social landlords are now able to grant tenancies for a fixed length of time. Flexible tenancies must be for a minimum of two years in exceptional circumstances with five years or more being the norm. There is no upper limit on the length of tenancy. More flexible tenancies will allow social landlords to manage their social homes more effectively and fairly, and deliver better results for local communities. Whilst the council does not wish to move away from lifetime tenancies there are some instances where this would be an appropriate option, for example;</p> <ul data-bbox="1209 224 1412 1099" style="list-style-type: none"> • Applicants who meet the residential and eligibility criteria and are entitled to an allocation of social housing but have limited leave to remain. • Applicants who are seeking family sized accommodation to foster children.

<p>Mitigation</p>	<p>Applicants who are offered flexible tenancies as they have limited leave to remain will be subject to review, however if they receive indefinite leave to remain the tenancy can convert to a lifetime tenancy. A flexible tenancy offered to facilitate fostering will also be subject to review and subject to liaison with Children's Services. It may be converted to a lifetime tenancy if the arrangement continues.</p>	
<p>Discharge the Council's homeless duties in the private sector.</p>	<p>All</p>	<p>N</p> <p>People who experience a homelessness crisis need somewhere suitable to live. Councils have a duty to house people who are eligible, in priority need and unintentionally homeless; and this duty will remain in place. Central Government will also continue to fund support and advice to prevent homelessness and rough sleeping. However, under the previous rules, people who became homeless were able to refuse offers of accommodation in the private rented sector, and insist that they should be housed in expensive temporary accommodation until a long-term social home becomes available. The Localism Act lets local authorities meet their homelessness duty by providing good quality private rented homes. This option could provide an appropriate solution for people experiencing a homelessness crisis, and stop homelessness being seen as a quicker route to re-housing.</p>
<p>Mitigation</p>	<p>The Council will only discharge its homelessness duty into the private sector if satisfied that the property offered is suitable to the applicants assessed need. The Council will assist those applicants for whom a private sector solution is not appropriate for example where the need is for an adapted property. The Council will continue to provide advice and support where necessary to avoid tenancy failure amongst former homeless and vulnerable groups.</p>	

CABINET**8 April 2014**

Title: Provision of Private Sector Licensing Services	
Report of the Cabinet Member for Housing	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Anne Baldock, Group Manager, Housing Advice Service	Contact Details: Tel: 020 8227 5186 E-mail: anne.baldock@lbbd.gov.uk
Accountable Divisional Director: Ken Jones, Divisional Director of Housing Strategy	
Accountable Director: Darren Henaghan, Corporate Director of Housing and Environment.	
Summary	
<p>The Council currently contracts with 11 property agents for the provision of Private Sector Licensed properties for use as temporary accommodation for homeless households in accordance with statutory duties pursuant to Part VII of the Housing Act 1996 (as amended). The 11 property agents currently manage approximately 890 properties on behalf of the Council. The current contract expires on 30 April 2014.</p> <p>This report outlines the proposal to retender the contract.</p>	
Recommendations	
<p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Approve the proposals to procure a new contract for the provision of Private Sector Licensed properties for use as temporary accommodation for homeless households as detailed in the report; (ii) Approve the extension of the current contract for the provision of Private Sector Licensed properties up to a maximum of six months or the commencement of the new contract, whichever is the sooner; and (ii) Authorise the Corporate Director of Housing and Environment, in consultation with the Cabinet Member for Housing and the Head of Legal and Democratic Services, to award the contract on conclusion of the procurement process. 	
Reason(s)	
<p>To assist the Council to achieve its priority to 'Create thriving communities by maintaining and investing in new high quality homes'. To comply with the Councils obligation to find temporary accommodation to homeless residents of the borough.</p>	

1. Introduction and Background

- 1.1 The Council has to provide temporary accommodation for households to whom a duty has been established under Part VII (homeless duties) of the Housing Act 1996 (as amended). The Council has to source a variety of accommodation to ensure a sufficient supply to meet the needs of homeless households. This includes the Council's own stock that has been decanted, other flatted general needs stock, Council-owned hostels, privately-owned bed and breakfast accommodation and private sector rented property let on license, referred to as PSL.
- 1.2 The current temporary accommodation portfolio consists of 1140 units of accommodation as described above of which PSL provides approximately 840 units, supplied by 11 contractors. The current contract expires on 30 April 2014.

2. Proposed Procurement Strategy

- 2.1 **Outline specification of the works, goods or services being procured.**
This contract is for the provision of temporary accommodation. The Council seeks to engage with leasing agents to provide the service of linking private sector landlords with the Council.
- 2.2 **Estimated Contract Value, including the value of any uplift or extension period.**
Based upon current spend the contract value is likely to be circa £60m
- 2.3 **Duration of the contract, including any options for extension.**
4 years + 1 year possible extension
- 2.4 **Is the contract subject to the (EU) Public Contracts Regulations 2006? If Yes, and contract is for services, are they Part A or Part B Services.**
Yes - These are currently Part B services
- 2.5 **Recommended procurement procedure and reasons for the recommendation.**
An open OJEU process is recommended which shall result in contracts with several providers. This will ensure full compliance with the Public Contract Regulations and best practice. The contracts will be flexible and allow the Council to maximise potential supply to cover peaks in demand.
- 2.6 **The contract delivery methodology and documentation to be adopted.**
- 4 + 1 year multiple supplier contract(s)
 - Prices based upon fixed term Local Housing Allowance (LHA) rates
 - Contract specification has been drafted following benchmarking process against other London Borough contracts. LB Barking & Dagenham Terms and conditions of contract shall apply.
 - Improved termination and resupply clauses included
 - Flexibility in terms of property selection mechanism

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

Prices are based upon LHA rates so savings are not expected. The anticipated outcome of the contract is to have a wider supply of accommodation available and a contract with improved terms that puts the Council in a stronger position in terms of guaranteeing supply.

On completion of the tender process the approved contract will satisfy the Council's main procurement criteria;

- Value for money for provision of PSL properties.
- Price certainty
- Control on spend
- Compliant contract
- Consolidated invoicing if required
- Business processes set by the Borough.

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

Insurances and finances will be assessed to make sure the operators are suitable. The contract itself is prescriptive - suppliers must agree to work in the way we want and allocate properties as the contract stipulates.

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

This service is likely to benefit landlords within the borough as they will be receiving guaranteed rent payments for their properties. Social value is otherwise not applicable to this contract.

3. Options Appraisal

3.1 The PSL contract is one strand of a comprehensive approach to the provision of temporary accommodation. This is an existing long term procurement contract as opposed to dynamic spot purchasing. We have considered alternative procurement options such as regional consortiums however this has been ruled out as it does not represent long-term value for money. This approach is adopted by all London Boroughs and is the only contractually and regulatory compliant method. The contract has been amended to include best practice utilised by other London Boroughs.

3.2 As part of a wider strategy options for stemming new demand are being explored, such as the Council setting up a Social Letting Agency to secure property directly from private landlords to prevent homelessness.

4 Equalities and other Customer Impact

4.1 This contract shall replace the current arrangement and shall therefore have no impact on customers. Constituents currently residing in PSL properties will continue to do so. This procurement is needed to make sure the agreements with the agents that provide PSL accommodation is legally compliant.

5. Other Considerations and Implications

5.1 Risk and Risk Management

Risk	RAG	Mitigation
Lack of supply		Contract widely advertised and excess volume sought, incentives included
Contract/service cost		Contract prices based on LHA rates, incentives for re-lets and strong contractual terms included. Demand cannot be influenced. PSL is significantly cheaper than Emergency accommodation, so increased supply and use of PSL accommodation reduces overall housing spend.

5.2 **Safeguarding Children** - Families with children should not be placed in bed and breakfast accommodation unless there are no alternatives and only then for no longer than 6 weeks. Maximising the supply of PSL properties by awarding a new tender will allow the continuation of the current process, and selects as many Agents as possible to maximise the supply of accommodation to minimise the use of bed and breakfast. This will ensure that vulnerable families and single parents with young children will also spend less time in Emergency accommodation if supply of PSL is increased.

5.3 **Health Issues** - Providing PSL accommodation should help to reduce the prevalence of mental health and other health issues which are associated with Homelessness and emergency accommodation.

6. Consultation

6.1 The proposals in this report have been considered and endorsed by the Corporate Procurement Board.

7. Corporate Procurement

Implications completed by: Francis Parker, Procurement Category Manager

7.1 This contract will be in full compliance with EU procurement regulations. Due to the nature of this contract, this procurement does not seek to reduce costs. The aim is to ensure contractual compliance, with strong contractual terms and an increased supply of accommodation to the council (which will reduce reliance on more costly B&B provision).

8. Financial Implications

Implications completed by: Carl Tomlinson, Finance Group Manager

8.1 Temporary accommodation costs the Council £14m per year with £10m spent on accommodation in PSL. It is essential that the service is able to utilise this type of accommodation rather than increasing reliance on alternative, more expensive, types such as Bed and Breakfast.

9. Legal Implications

Implications completed by: Daniel Toohey, Principle Corporate Solicitor.

- 9.1 Due to the impact of the Welfare Reforms, there remains an increased need to have available provision of housing stock to satisfy legislative responsibility.
- 9.2 The Council will need to ensure that the requirements of the Public Contracts Regulations 2006 are met; Legal Services and procurement officers will be on hand to advise and assist in this regard. The lead officer has detailed the services as Part B which refers to a service which is exempt from the full requirements of competitive tendering; nevertheless as set out within this report a procurement exercise will be carried out in order to deliver value for money and price certainty.

Background Papers Used in the Preparation of the Report: None

List of appendices: None

This page is intentionally left blank

CABINET

8 April 2014

Title: Highways Funding - Capital Schemes	
Report of the Cabinet Member for Environment	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Ruth Du-Lieu, Service Manager, Highways and Environment	Contact Details: Tel: 020 8227 2641 E-mail: ruth.dulieu@lbbd.gov.uk
Accountable Divisional Director: Robin Payne, Divisional Director of Environment	
Accountable Director: Darren Henaghan, Corporate Director of Housing and Environment	
<p>Summary</p> <p>This report sets out the need to invest £4,176,000 in 2014/15 to maintain the non-principal road network, highway structures, replacement of life expired lighting columns and plan in schemes to improve road safety and traffic flow through engineering solutions. The work specified is based on an assessment of the areas of highway most in need of investment to either:</p> <ul style="list-style-type: none"> • reduce the risk of the asset deteriorating and falling below an acceptable standard. • improve road safety by implementing speed reduction or traffic calming schemes. • Improve energy efficiency of assets or prolong the life of assets so that they are maintained to the statutory standards outlined by the Department of Transport in their codes of practice. 	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to agree:</p> <p>(i) The inclusion in the 2014/15 Capital Programme of a one-year highways investment programme totalling £4,176,000 funded through capital receipts (£3,976,000) and Section 106 (£200,000);</p> <p>(ii) The funding profile investment of £2,408,000 to deliver priority highway maintenance works (carriageway and footpath resurfacing) primarily on the non-principal and unclassified roads as detailed in Appendix A to the report;</p> <p>(iii) To authorise the Corporate Director of Housing and Environment, in consultation with the Cabinet Member for Environment, to vary the priority list if other roads deteriorate to such an extent as to be considered for inclusion during the course of the programme;</p>	

- (iv) The funding profile investment of £1,417,500 to upgrade 810 life-expired concrete street lighting columns deemed structurally unsound, in order to meet health and safety standards;
- (v) The Safer Stronger Communities Select Committee recommendation for road safety funding estimated to be £100,000 for road safety and traffic schemes; and
- (vi) The funding profile for the investment of £250,000 to carry out structural repairs and maintenance on all bridges and culverts to bring them up to standard.

Reasons

The Council has a responsibility to maintain the public highway network in accordance with the Highways Act 1980.

By preparing a programme of major works for the next year, the highway condition will be improved. The highways asset management database will be reviewed to reflect these improvements which will enable the Council to respond to major defects in terms of temporary and/or localised repairs.

By developing and implementing road safety and traffic schemes the Council will be in a position to improve road safety and also to react to incidents throughout the year.

1. Introduction and Background

- 1.1 The London Borough of Barking and Dagenham is the Highways Authority for 327km of road network, 20 thousand street lights and 100 bridges & culverts. Currently the maintenance of the highways is mainly done on a reactive basis with some medium term planning of its assets based on safety surveys and complaints received.
- 1.2 In the past four years the Council has maintained a programme of investment aimed at improving and prolonging the life of all highway assets. This represented a firm commitment to improving the public realm of the borough through localised schemes to improve shopping parades, road safety schemes, highways investment programmes and street lighting schemes to renew columns and replace lamps to reduce energy consumption.
- 1.3 The Council has a responsibility to maintain the public highway network in accordance with the Highways Act 1980. Regular safety inspections are carried out of footpaths, carriageways, street lights etc these are recorded on a data base. Action to make safe and repair is carried out if the damage is within the Councils intervention levels which are in accordance with the Department of Transport's (DFT) Code of Practice "Well Maintained Highways".

2. Asset Investment Programme – Carriageway Resurfacing

- 2.1 The Council is responsible for the condition of highway. The Principal Road Network i.e. the main roads through the borough excluding the A13, A406 or A12

trunk roads, are funded through the Local Implementation Plan (LIP) allocated by Transport for London. Due to successful bids for funding from Transport for London over many years, our Principal Road Network is amongst the best in London.

- 2.2 The remaining roads are classified as the Non-Principal Road Network (classified B&C roads) i.e. heavily trafficked roads, often bus routes and main routes for lorries etc. There are also borough roads which tend to be less heavily trafficked residential roads. The maintenance of these is solely through Council budgets. Although the Council has been very proactive in recent years and carried out effective investment programmes, asset management is dynamic. Highway conditions are influenced by severe weather and road treatments such as salting and gritting. A road surface that may have passed a safety inspection one year may break up in a very short space of time as water can quickly get beneath a crack or defect and this starts to erode the entire foundation, which in turn leads to irretrievable damage.
- 2.3 A cyclical programme of safety inspections identifies potholes and defects that can be rectified by carrying out patch repairs. However, if the road has already been patched several times or more than 25% of the road requires work, it does not make economical sense to continue repairing; instead resurfacing or reconstruction would be required. In the same vein, if the foundations have started to collapse there is no point funding patch repairs or carrying out preventative treatments as they will not last on an unstable foundation.
- 2.4 Conditional surveys have been carried out on the Non-Principal Road Network. The surveys are from the annual SCANNER road condition Indicator Survey NI169 2012/13 (B&C road Nodal Network). Surveys have also been carried out on unclassified borough roads. The conditional surveys are based on a Highway Condition Index used by highway authorities to assess the need for repair. Values of 70+ show that there is a requirement for significant work to be undertaken and all of the roads proposed in this report are above 70+.
- 2.5 The list in Appendix A outlines the costs involved per road for carriageway resurfacing of all the Non-Principal Road Network roads requiring resurfacing and the worst unclassified B&C road. Costs are based on quotes calculated from the schedule of rates with the term contractor for planned highways maintenance, Marlborough Surfacing. These costs are a worst case scenario as a true cost cannot be agreed until the work on each location begins. All work carried out will be project managed by the Capital Delivery Unit. The quotes include the cost of the project management and traffic management. Governance of the programme will be through the Highways Board chaired by the Divisional Director for Environment.
- 2.6 It should be noted that each year in November the items within the term contracts schedule of rates will be inflated in accordance with the Baxter's indices. The Baxter's increase is the annual government uplift in labour, plant and material costs that the industry applies to contracts so that schedules of rates are adjusted. Therefore, the costs will increase over the two year programme but this has been taken into account.
- 2.7 In order to make the best possible use of the capital investment and to ensure the area is uplifted, additional works will take place as part of the programme. For

example we will consult residents in roads that have speed humps to gain their thoughts on replacing them and won't simply assume they are needed. We will also increase road safety by implementing road markings, parking bays; parking restrictions i.e. double yellow lines.

- 2.8 A communications project will run in tandem with the programmes to describe the works underway in a wider context and to demonstrate the Council's commitment to invest in the highway. In the case of civil engineering work on the highway there will also be storyboards on display when contractors are working to give information to residents and visitors on the work that is underway, investment being made and clear points of contact. As with previous programmes great use will be made of web, social media and press releases to keep residents updated.

3. Asset Investment Programme - street lighting

- 3.1 The Highways Asset Management Plan will highlight the problem of ageing lighting installations. There are significant financial implications to be addressed as a result of this but if not accomplished; there will be an increasing risk of structural failure of lighting columns with potential property damage, injury or even death to road users. Good street lighting is essential in today's social and economic climate and contributes to the Council's corporate objectives of achieving Safe and Sustainable Development. The provision of good quality street lighting within all urban streets and indeed many rural roads has become more important as traffic volumes and other factors such as anti-social behaviour have increased.
- 3.2 Many thousands of street lights were installed in the nineteen sixties and early seventies and these units have long passed their design life and have become a liability. Historically, an under investment in column replacements has created the situation where almost a third of the stock is still in need of replacement over the next few years.
- 3.3 The older installations utilise high pressure sodium lamps that are characterised by their monochromatic orange light and recent surveys of residents show that white light is now the preferred option. All new installations in estate and side roads will have white light lamps.
- 3.4 A great deal of work has already taken place since 2009 to replace the oldest portion of the street lighting asset i.e. concrete columns in various locations across the borough. They were prioritised by programming according to size of location. This allowed for ease of changeover and also offered the most positive effect in terms of visual impact and lighting levels.
- 3.5 The expected life of a concrete or aluminium column is approximately 25 to 30 years. We installed our last concrete column in 1976 and aluminium in 1980 making the units remaining in the borough at least 5 to 15 years past their life expectancy. Even after the investment of the past 4 years, there remain 3,225 of life expired columns within the borough. They are all in residential streets and pose the biggest risk to safety if we do not replace them. The Council needs to replace the oldest columns constructed in concrete over the next year. As well as improving the condition and life expectancy of the street lighting asset this gives the Council the

ideal opportunity to install LED lanterns in these locations across the borough, providing us with a more efficient lighting source and a far cheaper energy bill.

- 3.6 The majority of the columns are 5m in height and have a 70w SON (high pressure Sodium) lamp – the LED equivalent lantern only uses between 30 and 40 Watts, effectively halving the consumption for each column. LED is the recognised and modern way forward for highway lighting. All LED units are fully CMS compatible i.e. controlled remotely, so that dimming and trimming is an added option that can reduce output and timing by a negligible amount to reduce energy and increase savings.
- 3.7 The capital investment required is £1,750 per column installed complete with LED lanterns. This report is proposing a one year programme to replace the entire stock of concrete columns which pose the greatest risk of failure. Therefore a total investment of £1,417,500 is required.

4. Asset investment programme - road safety and traffic schemes

- 4.1 There are a number of schemes implemented each year to provide improved road safety and traffic management throughout the borough. This is in the form of zebra crossings, speed humps, chicanes etc. As well as improvements to road layouts such as converting a road to one way, restricting traffic flow in a certain direction, additional signage, adding in parking capacity and adding double yellow lines to corners etc.
- 4.2 Spend on road safety and traffic schemes are restricted to those that are affordable through the LIP allocation each year. Priority is given to fund schemes that are the most urgent and most likely to mitigate risk of accident or injury. Therefore the LIP allocation is committed at the start of each financial year leaving no funding for the Council to react to serious incidents that occur during the year. For example, if there is a fatality that arises from a road traffic collision there is a need for the Council to review the circumstances and if required adjust the traffic scheme to mitigate the risk of an incident reoccurring. Currently, there is no budget allocation to react in this way and funding is often taken from the reactive highways budget to put in place interventions. This puts a pressure on the general fund that is meant for road repairs and street lighting maintenance. There are also a large number of schemes that get highlighted by residents and Members throughout the year, which although of great benefit, have not been progressed as there is insufficient budget available, e.g. double yellow lines on junctions, school crossings etc.
- 4.3 The Safer Stronger Communities Select Committee has recently reviewed the effectiveness of road safety measure and has recommended that additional a new road safety strategy is developed for which capital funding would be required. In addition a Schools Summit took place in October 2013 to start addressing the growing issue of traffic congestion and risks to road safety from inconsiderate road users. As a result there may well be new schemes generated borough wide for which funding will be required.
- 4.4 Traffic and road safety schemes tend to be costly as they involve design, civil engineering, consultation, traffic management and traffic management orders. It is difficult to place a price on individual schemes but as an example the speed hump

scheme in Salisbury Ave cost £40k to implement in full. In line with the recommendations of the Safer Stronger Communities Select Committee scrutiny review of road safety Cabinet are asked to make an additional £100,000 available over the next year.

5. Asset Investment Programme – bridges and structures

- 5.1 There are 100 structures within LBBD, all either bridges or culverts. In accordance with the Highways Act 1980, the code of practice established a list of milestones (or recommendations) to ensure that bridges and culverts are safe to use by being inspected and maintained. These broadly comply with Government requirements to provide structures that are fit for purpose, achieve the level of service and performance at minimum whole life costs, assist in any defence of future litigation brought against the Council and align with current and emerging Government policy objectives.
- 5.2 Without ongoing maintenance the Council's bridge stock is at risk of significant deterioration leading to more costly intervention for repairs, bridge and long term road closures, or potentially failure of the bridge itself. The Council bridges and culverts are in need of repair and to ensure the asset is made safe and preserved for the future. It is estimated this will require a £250,000 of capital funding that will be profiled according to priority. A programme of works will be approved by the Highways Board and an appropriate contractor appointed.

6. Consultation

- 6.1 All changes to the highway network are first consulted on with ward Members, residents and partners such as the Metropolitan Police, London Fire Brigade etc.

7. Financial Implications

Implications completed by: Carl Tomlinson, Finance Group Manager

- 7.1 In accordance with the Highways Act of 1980 the Council has a statutory function to maintain the public highway network. In the past three years there have been approved investments in the capital programme of £32.4m of which £29.3m has been delivered and £3.5m is projected to be delivered in 2013/14. These investments have been made in planned maintenance of resurfacing and reconstruction works on the roads in the borough that are in the worst condition, as well as essential replacements of street lights.
- 7.2 In previous years the council has benefited from additional emergency revenue funding from Department for Transport (£0.199m in 2011-12) for winter maintenance, which has enabled additional works to be carried out in terms of reactive maintenance. It was announced in the June 2013 Spending Review, that £6bn will be made available to local authorities for road repairs, however the timeframe for this will be between 2015/16 to 2020/21 and any allocation to LBBD has not been confirmed.

- 7.3 The final source of funding has been through Transport for London via the Local Implementation Plan (LIP) grant to implement road safety initiatives such as zebra crossings and speed humps. This is approximately equal to £0.1m per annum.
- 7.4 This report seeks a capital investment of £4.176m in 2014/15 which will be funded through capital receipts (£3.976m) and Section 106 contribution (£0.2m). A summary of the schemes proposed and the costs are as follows:

Scheme	2014-15
	(£m)
Planned Highways Maintenance	2.408
Street Lighting	1.418
Bridges and culverts	0.250
Road Safety and Traffic schemes	0.100
Total scheme costs	4.176

- 7.5 Any revenue implications such as any reactive maintenance costs which may arise as a result of this investment would need to be contained within the Highways service's existing revenue budgets.

8. Legal Implications

Implications completed by: Paul Feild, Senior Governance Lawyer

- 8.1 Decisions about highways and lighting carry significant legal implications to the Council. The Council is a Highways Authority under the Highways Act 1980. Section 41 of the Highways Act places a duty on the Council to maintain the highways for which it has a responsibility. In addition the common law expects the Council to ensure that the highway is in a safe condition.
- 8.2 As there are a great many miles of highway and footpath in the borough, potentially there is a risk that over time the condition of some highways may present a danger. To minimise this risk highway inspections are carried out and plans of works must be devised. The Highways Act at section 58 provides a statutory defence to claims of failure to maintain if a Highways Authority can show it has taken such care as is reasonable so as to ensure that the part of the highway where there is a claim was not dangerous. In determining whether the Council has taken reasonable care the courts will consider the character of the highway, the traffic which uses it; the standard of maintenance appropriate for that highway; the state of repair in which a reasonable person would have expected to find the highway and whether the highway authority knew, or could reasonably have been expected to know, that the condition of the highway was likely to cause danger. If it is not possible to repair that part of the highway immediately warning signs are expected to be displayed.
- 8.3 It therefore follows that prioritising highways, bridges and lighting that present the greatest risk of danger to life and property is the correct strategy to protect the community and reduce the risk of legal challenge and subsequent liability. As resources are limited it is of vital importance to have systems for inspections and prioritisation of repairs and maintenance such as a Highways Asset Management Plan. The approval of use of such tools is one of the key purposes of the recommended action in this report, as without systematic managing the condition of

the boroughs highway network there could be an increase in insurance claims that could not be defended.

- 8.4 As part of the works outlined in this report it is intended that the borough should take positive measures in the programme to new forms of illumination that utilise significant less power consumption for the same light output. Less energy used for lighting means that less carbon is produced as an unwanted by-product of the Council's energy needs. This measure apart from delivering savings in accordance with Best Value legislation, will assist the Council contributing to reducing its and the nations carbon footprint in compliance with the Climate Change Act 2008 requirement (to cut emissions of green house gas emissions by 80% below 1990 levels by 2050), and its obligation to perform its responsibilities in a sustainable way. It is likely that in the near future carbon reduction will become a legal obligation (in Scotland it is a legal requirement); so it is sound practice to anticipate the change by installation of lower carbon emission solutions especially where they will deliver immediate savings in running costs and enjoy longer life-times between maintenance and refit.

9. Other Implications

- 9.1 **Customer Impact** - If the highways network is not maintained residents are directly affected by the condition and therefore safety of the boroughs highway assets deteriorate. There is a risk of damage caused by the collapse of street lighting columns, bridges and culverts to persons and to vehicles as well as damage and danger from potholes in carriageways. This may lead to successful claims for compensation against the council increasing. Not only will this affect the premium, but also the reputation of the Council. In terms of road safety, the Council has a duty to manage the highway network and to ensure it is safe and effective for both traffic and pedestrians. The proposal is to replace the life expired columns as planned and install an LED lantern in place of the traditional SON or Cosmopolis type which would give a white light solution that is aesthetically pleasing and promotes a safe and secure feeling that is popular wherever it is installed with both residents and emergency services alike.
- 9.2 **Property / Asset Issues** - If this programme is not put in place then the condition of the boroughs roads will deteriorate further and the risk of failure will increase. The borough's highway assets i.e. street lights, structures, carriageways etc, are held on a database. Any work carried out either planned or reactive is updated in the database so that condition can be assessed and investment required.

Background Papers Used in the Preparation of the Report: None

List of appendices:

- **Appendix A** – Proposed Programme of Non-Principle and Unclassified Roads to be resurfaced during 2014/15.

Proposed Non-Principle and Unclassified Roads to be Resurfaced 2014/15

2014 – 2015	
Oxlow Lane - Non Principal Road	£162,000
Reede Road – Non Principal Road	£172,000
Church Elm Lane – Non Principal Road	£138,000
Valence Avenue – Non Principal Road	£417,000
Becontree Avenue (Valence Avenue to Fiddlers) – Non Principal Road	£234,000
Woodward Road – Non Principal Road	£262,000
Gale Street(Heathway to Porters Avenue)	£115,000
Bastable Avenue – Borough Road	£552,000
Footpaths	£356,000
Total	£2,408,000

This page is intentionally left blank

CABINET

8 April 2014

Title: Park Development Project: Central Park, Eastbrookend Country Park and Parsloes Park	
Report of the Leader of the Council	
Open Report	For Decision
Wards Affected: Alibon, Eastbrook, Heath, Mayesbrook & Parsloes	Key Decision: Yes
Report Author: Andy Johnson, Service Manager Parks	Contact Details: Tel: 020 8227 5289 E-mail: andy.johnson@lbbd.gov.uk
Accountable Divisional Director: Robin Payne, Divisional Director of Environmental Services	
Accountable Director: Darren Henaghan, Corporate Director of Housing and Environment	
<p>Summary:</p> <p>This report advises on the results of the public consultation exercise undertaken between December 2013 and January 2014 and focuses on the capital investment issues identified by respondents. The aim of this consultation was to find out what park users like and dislike about Central Park, Eastbrookend County Park and Parsloes Park, and establish what improvements the local community would most like to see in these important green spaces.</p> <p>The results of the consultation confirm that these are well used and much valued green spaces but the local community believes that they have suffered from a lack of investment over the years, and are no longer adequately cared for by the Council.</p> <p>The proposed capital works will provide a response to concerns expressed by local people and will help enhance the parks and provide park users with access to improved open spaces and high quality park facilities in the Dagenham area.</p> <p>There are significant community benefits from these proposals: these are strategic parks and some of the Borough's most important community assets providing high quality green spaces and a wide range of benefits including – economic, social and environmental.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is asked to authorise the Corporate Director of Housing and Environment, in consultation with the Chief Finance Officer, to act on the results of the public consultation and develop a capital programme of park improvements for Central Park, Eastbrookend Country Park and Parsloes Park.</p>	

Reason(s)

The Borough's parks and green spaces are central to making Barking and Dagenham an attractive place to live and work. The improvement of these valuable community assets will assist the Council in achieving its Vision and Priorities, specifically in relation to encouraging growth and unlocking potential, reducing crime and the fear of crime, and improving health and wellbeing in the Borough.

1. Introduction and Background

- 1.1 Good quality parks and open spaces are central to the success of the Borough. They provide residents with a refuge from their busy lives. They are places to exercise, to socialise and to relax. They support wildlife, clean our air and help reduce flooding.
- 1.2 These strategic parks already make a valuable contribution in terms of improving the outcomes for local people; health and wellbeing, the local economy, stronger and more engaged communities and help create a greater sense of pride and satisfaction with where people live.
- 1.3 In 2000 the Council agreed its Parks and Green Spaces Strategy 2004 and in the past few years several of the borough's parks have been restored and the value of the parks to their communities recognised.
- 1.4 Although Central Park, Eastbrookend Park and Parsloes Park have all benefitted from some modest investment in play areas, equipment, parking etc these parks remain in need of further improvement to achieve their full potential.
- 1.5 The public consultation exercise undertaken between December 2013 and January 2014 was aimed at the local community, regular park users and key stakeholders and provided an opportunity for people to tell the Council what they like or dislike about these parks, and what improvements they would like to see. The results of the survey are detailed in a later section of this report.

2. The value of parks and green spaces

- 2.1 Parks and green spaces have economic, social and environmental benefits. More specifically the benefits of good quality parks include:

Economic value

- Economic value to homeowners
- Value to business
- Value to local authority

Social value

- Value to individuals
- Value to society

Environmental value

- Sustainability

- Adaptation and mitigation of climate change
- Air quality – green lungs
- Contribution to open space network

2.2 Therefore the borough's parks already directly contribute towards the Council's Vision and the achievement of its Priorities by helping to encourage growth and unlock potential, reducing crime and the fear of crime, and improving health and wellbeing in the Borough.

2.3 However, to achieve their full potential Central Park, Eastbrookend Country Park and Parsloes Park now require additional capital investment. This investment will help further develop the link between peoples' satisfaction with their local park and green space and their satisfaction with their neighbourhood, and if people are satisfied with their local parks they tend to be satisfied with their council.

3. Parks and Green Spaces Strategy 2004 (PGSS)

3.1 The aims of the PGSS were:

- Contribute towards making the borough a more attractive place to live and work in;
- Promote healthy activities such as cycling and walking;
- Encourage local people to become more involved in caring for their park;
- Encourage everyone to use parks to learn about the natural world; and
- Encourage people to use parks for events and festivals to celebrate heritage and culture.

3.2 By 2020 the goal of the PGSS was to provide a well connected system of attractive and well maintained parks and green spaces which meet the needs of the local community and contribute towards social, environmental and economic well being.

3.2 **Appendix 1** provides details of the original PGSS recommendations for the three parks. Unfortunately with the exception of limited ad hoc investment many of the recommendations have not been fulfilled.

3.3 Although any improvement works should support where possible the original aspirations for these parks the limited financial resources available will naturally impose a limit on extent of the improvements, and any work must also acknowledge the financial challenges now facing the organisation and the impact of savings targets on current and future revenue budgets which are likely to be significantly less.

3.4 However, as emphasised in the PGSS any investment must be informed by community consultation, supported by demonstrable demand and be guided by a coherent management plan.

4. Public consultation

4.1 The park improvement consultation commenced in December 2013 and closed on 31 January 2014.

- 4.2 The survey questionnaire was available on line via the Council's consultation portal, and as a hard copy. A link to the porthole was added to each of the park web pages and also on the Council's Face Book and Twitter sites. A press release was also printed in the Dagenham Post.
- 4.3 Hard copies of the questionnaire were sent to key stakeholders, all six local schools, various other local clubs and organisations, and hard copies were distributed via various Council venues including the Civic Centre, the Millennium Centre, Barking Town Hall and Broadway Theatre.
- 4.4 In addition, questionnaires were also distributed at a number of community meetings.
- 4.5 On site the survey was promoted with banners displayed at key locations, and some face to face 'interviews' were also undertaken although with limited success due to the exceptionally wet weather during the consultation period, and the associated low number of people in the parks.
- 4.6 **Table 1** below provides a summary of the response to the consultation:

Site	On line responses	Hard copy responses	Total responses
Central Park & Eastbrookend Country Park	75	5	80
Parsloes Park	72	2	74
Total responses:	147	7	154

5. Results and key findings

- 5.1 **Appendix 2** provides a detailed summary of the survey results for Central Park/Eastbrookend Country Park, and **appendix 3** provides a similar summary for Parsloes Park. The consultation identified a range of both capital and revenue issues. However, this report only deals with those issues that can be addressed with capital investment.
- 5.2 As anticipated respondents to the consultation identified a broad range of issues and cited a wide spectrum of potential facility and environmental improvements.
- 5.3 However, from the analysis for the survey results it is possible to identify some common themes and recurring issues.
- 5.4 **Central Park**
- Of the options provided in the questionnaire respondents indicated that the main improvements they would most like to see include: public toilet facilities, environmental/habitat improvements, creation of a community hub including refreshments and additional park furniture (e.g. seats, litter and dog bins, signage etc).

In general people enjoy the large open space that the opportunities for informal (e.g. walking) and formal (e.g. sports facilities) exercise that the park provides.

However, a variety of issues had a negative impact on peoples' enjoyment of the park including: a lack of good quality facilities such as play equipment, deteriorating maintenance standards, insufficient seats and bins, inadequate lighting and antisocial behaviour (e.g. irresponsible dog ownership, littering, vandalism and drinking).

5.5 Eastbrookend Country Park

Of the options provided in the questionnaire respondents indicated that the main improvements they would most like to see include: reopen the café, improve the quality and maintenance of path surfaces, additional dog and litter bins, and better security in and around the car parks (e.g. lighting and CCTV), improved signage to promote the park.

The park is valued for the natural environment and opportunities it provides for peaceful relaxation, exercise and informal recreational activities such as dog walking.

However, enjoyment of the park is affected by the poor quality of the footpaths, irresponsible dog ownership, littering, and run down facilities (e.g. Millennium Centre).

5.6 Parsloes Park

Of the options provided in the questionnaire respondents indicated that the main improvements they would most like to see include: public toilets, refreshments, additional park furniture (e.g. seats, bins and signage), increased and better children's play facilities, more flower beds, as well as investment in the footpaths and sport facilities (i.e. sports pavilion and football pitches).

The park provides local people with access to large open space with a lake and wildlife; it's a place to exercise and has historic links.

However, respondents would like anti social behaviour addressed (e.g. vandalism, drinking, irresponsible dog ownership and littering) and an improved range of facilities (e.g. sports pavilion, pitches, toilets, better play equipment, tennis courts, park lighting etc) to help make the park more attractive, safe and family orientated.

5.7 Standard of cleanliness and park environment

Although respondents identified a number of areas for improvement the survey produced some encouraging results in terms of perceptions of cleanliness and the park environments. Overall across all three parks cleanliness was consider to be very good, good or fair by 11.08% (av), 28.74% (av) and 32.40% (av) of respondents respectively.

5.8 Friends Group membership and volunteering

Disappointingly the results demonstrated a degree of reluctance and apathy in terms of support for greater community involvement in the management and maintenance of the parks. In each case over 50% of respondents indicated that they would not be interested in joining a friends group or volunteering. This could be down to a lack of knowledge and understanding of what is involved so obviously there is additional work to be done in these areas to address any misconceptions and engender a greater sense of community ownership and shared responsibility.

6. Financial Implications

Implications completed by: Carl Tomlinson, Group Finance Manager

- 6.1 Following on from the public consultation exercise, and subject to Cabinet's decision, the cost of any improvements would need to be identified and funding options can then be reviewed.
- 6.2 The majority of capital improvements identified by the consultation which include proposals such as additional park infrastructure, environmental enhancements, CCTV installations etc will inevitably have revenue budget implications such as additional maintenance costs i.e. cleaning, grounds maintenance, CCTV maintenance etc. Any revenue costs identified as a result of the agreed programme of works would need to be maintained within existing revenue budgets year on year.

7. Legal Implications

Implications completed by: Paul Feild Senior Corporate Governance Lawyer

- 7.1 As set out in the report and further evidenced in the appendixes to this report the parks and open spaces of the Borough are valued amenities for the community. It is a legal requirement that decisions about the use and development of these assets is carried out with full consultation and inclusion of all the communities and if need be out reach strategies developed and implemented to ensure a full participation and having due regard to any consultation undertaken.
- 7.2 Any decisions which may impact upon existing arrangements for usage of the faculties by clubs and other bodies will need to be in accordance with any agreements entered into or varied.
- 7.3 Finally any procurement issues identified will need to be carried out in accordance with the Council Contract Rules.

8. Other Implications

- 8.1 **Risk Management** – The improvement of the borough's parks will help remove some of the current risks the Council carries in relation to its duty of care responsibilities for the parks.

The key risks associated with this proposal relate to asset management and sustainability. Action has been or will be taken to manage or mitigate these risks.

- 8.2 **Planning** - Subject to agreeing the actual park improvements the viability of aspects of this proposal could be dependent on planning permission being approved for the provision of the proposed public toilets, park lighting, children's play and recreational facilities etc. To help mitigate the risk in this respect meetings will be held with the Council's Property Advisory Group and officers in the planning team to inform the development of these proposals.
- 8.3 **Customer impact** – As a result of the works it is expected that there will be better access to high quality facilities by regular park users and stakeholders, and also the wider community resulting from the enhanced facilities.
- 8.4 **Crime and Disorder Issues** - The Council has a statutory duty to consider crime and disorder implications in all its decision making. The parks will provide a wide range of activities and quality facilities, which will provide positive activities for all residents.

The proposed improvements are therefore consistent with the Council's Community Strategy and the promotion of community cohesion and crime reduction.

- 8.5 **Health issues** – It is well known that a lack of physical activity is one of the main risk factors for heart disease and diabetes. But less well known is the fact that a lack of physical activity can increase risk factors in a range of other health areas, including mental health.

Parks can bring about significant improvements in physical health and well-being from exercise and relaxation, and can also help promote improved mental health and happiness through connection with nature. Therefore, the proposed improvements are consistent with the Council's Health and Wellbeing Strategy to improve the health and well-being of individuals and build community cohesion through increased participation of children, young people and adults in sport and physical activity.

- 8.6 **Safeguarding Vulnerable Adults and Children** – parks provide extensive opportunities for positive and diversionary activities for young people.

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

List of appendices:

- Appendix 1 - Parks and Green Spaces Strategy
- Appendix 2 - Summary of consultation results – Central Park and Eastbrookend Country Park
- Appendix 3 - Summary of consultation results – Parsloes Park

This page is intentionally left blank

LBBB Parks and Green Spaces Strategy

Central Park

- Location: Wood Lane / Rainham Road North, Dagenham
- A large (49.5 hectares) relatively flat park with large number of sport and leisure facilities including:
 - Children's playground
 - 8 x football pitches
 - 2 x rugby pitches
 - 3 x 7-a-side football pitches
 - 1 x bowling green with pavilion
 - Sports pitch changing facilities (2 x pavilions N.B. the football pavilion is currently closed due to structure issues)
 - 1 x 'Adizone' outdoor gym
 - 4 x hard tennis courts
 - 1 x golf course
 - 1 x basketball court
 - 1 x public toilets
 - 1 x youth shelter
 - 2 x public car parks

One of Central Park's main assets is the relatively high number of mature trees, predominantly lime, sycamore, horse chestnut and poplar. The park also has Ambassador Woodland planted to commemorate the London 2012 Olympics Ambassadors (i.e. volunteers). The woodland covers approximately 3.5 hectares of the park.

The Council's 2003 PGSS included the following recommendations for:

Central Park – PGSS recommendations

- The park needs radical restructuring to create a coherent structure and enhance its landscape quality. This would include a new path system, relocation of certain facilities and extensive tree and shrub planting.
- Facilities should be clustered together to form an active, vibrant heart in the park. The location could be around the rugby pavilion.
- There is scope to create a stronger link between the park and the Civic Centre. Formal gardens located by the Civic centre could be used for receptions and community events.
- The path system should be extended and redesigned to include wide grand avenues and informal meandering paths through woodland and shrub planting. There should be a path that leads from the main entrance by the Civic Centre to the centre of the park.
- Establish extensive woodland structure planting along the boundaries to back gardens and Barking College.

- Consider reintegrating the pitch and putt course with the park, as this area is only used by relatively few people and is closed to the largest proportion of park users. The area could, as in St Chads Park become a wildlife area.
- Remove chain link fencing running through the park.
- Establish a stronger link between Central Park and Eastbrookend Country Park.
- Remove the formal boundary between Fels Field and Central Park, and expand the woodland along the boundary.
- Remove rose beds by Rainham Road North and Rush green Road, where they cannot be appreciated by park users.
- Remove fencing between the tennis courts and car park by Wood Lane.

Although many of the above recommendations have not been addressed the park has benefited from a number of improvements since the PGSS was adopted:

- 'Adizone' outdoor gym
- Children's play area (i.e. 2 x Play Builder facilities)
- Extensions to the existing footpath network
- Tree planting (i.e. Ambassador Woodland)
- Memorial garden (i.e. Peace Garden)
- Removal of redundant internal fencing
- Boundary railings painted

Eastbrookend Country Park

- Location: The Chase, Dagenham Road, Rush Green, Dagenham
- The park (78 hectares) has been awarded several Green Flags and attracts visitors from a wide area. Facilities include:
 - Millennium Centre – educational facility and focal point for visitors
 - Lakes (no. 5)
 - Extensive footpath network
 - Open spaces providing opportunities for formal and informal recreation

Eastbrookend Country Park – PGSS recommendations

- Continue promoting the Country Park as a key visitor attraction with a wide range of community and educational events
- Ensure sustained investment for continued development and high standard of management
- Improve sustainability rates of planting blocks and improve the overall vegetation structure of the park
- Improve boundary treatment along the roads by ensuring continued maintenance of boundary fences and screen boundaries to the Aventis factory and The Farmhouse Tavern
- Apply for Local Nature Reserve designation
- Creation of a sensory garden

Although many of the above recommendations have not been addressed the park has benefited from a number of improvements since the PGSS was adopted:

- Rangers Service based at Country Park undertaking community, conservation and countryside activities
- Site awarded Green Flag Status in 2006 and 2007
- Overall sustainability, vegetation structure and screen planting of the site has been successful
- Local Nature Reserve designation was granted for the Chase in 2003, Eastbrookend in 2004, and Beam Valley in 2005
- Sensory garden was planned and mapped out in 2009 (N.B. but project not implemented due to staff changes and restriction of core budget spend)
- Other projects have included improved infrastructure to all of the fishing lakes onsite, including swims, paths and drainage
- Works to the Beam River for habitat improvements in partnership with the Environment Agency and Froglife.

Parsloes Park

- Location: Parsloes Ave/Gale Street, Dagenham
- A large (58 hectares) relatively flat park with large number of sport and leisure facilities including:
 - Children's play area is a dog free zone
 - Ornamental lake
 - 2 tennis courts
 - 1 basketball court
 - Wheels area
 - Multi use games area
 - 5 a side hard surfaced area
 - 23 football pitches
 - 4 mini soccer pitches
 - Changing facilities

Parsloes Park plays a prominent role as the largest park in the borough and has great scope to enhance the formal facilities and the landscape quality of areas such as the common.

Parsloes Park – PGSS recommendations

- Aim to gather facilities together to create a dynamic 'heart of the park'. Investigate opportunities to introduce new facilities such as an adventure play area
- Improve the landscape screening of the maintenance depot
- Improve opportunities to enjoy the lake
- Adopt a habitat management programme for the common
- Improve the amenity and landscape quality of the common
- Redesign the rose garden
- Many shrubs are over-mature and shrub beds would benefit from phased replanting

- Fill in large bare areas in shrub beds with groundcover planting and bulbs
- Replant the cherry avenue
- Improve the appearance of all park buildings and upgrade facilities

Although many of the above recommendations have not been addressed the park has benefited from a number of improvements since the PGSS was adopted:

- Children's play area (i.e. 1 x Adventure)
- Lake – improvements to lake margins
- Boundary protection works

The following documents/reports also exists for Parsloes Park:

- **PMP Parsloes Park Master Plan:** A copy of the full report is available and it should form part of any future park development plan.
- **EA Feasibility Study:** a feasibility study report commissioned by the Environment Agency (circa 2010) which proposed the de-culverting of the Gores Brook. The EA may be approached by LBBB to establish the current viability of funding for such a major scheme. See later funding section for further details.

Central Park and Eastbrookend Country Park Consultation Summary of results

Q1. Improvements most like to see - Central Park?

No.	Improvement requested	%
1	Public toilets	14.96%
2	Environmental & habitat improvements	14.53%
3	Creation of a community hub	11.54%
4	Park furniture (e.g. more seats, bins, signs etc)	11.11%
5	Kiosk facility for sale of refreshments	11.11%
6	More or improved lighting	8.55%
7	Footpath improvements	7.26%
8	Increased or improved children's play facilities	5.98%
9	Community food growing (e.g. allotment)	3.85%

Other suggested improvements - Central Park

Common themes: a visible staff/ranger presence, investment in the rugby facilities, improved lighting, better security, more facilities' for dogs (e.g. dog bins, exercise area etc), more events.

Q2. What do you like most – Central Park?

Common themes: nice, pleasant, friendly and large open space, playing fields and rugby facilities, the Ambassador woodland, easy access, good for walking.

Q3. What do you like least – Central Park?

Common themes: featureless open space, not inviting or exciting, lack of facilities for families and children, litter and overall cleanliness, ASB, insufficient lighting and poor footpath network, no toilet facilities, dog related issues (e.g. fouling and control), existing buildings require more investment and maintenance.

Q4. Improvements most like to see – Eastbrookend Country Park

Common themes: reopen the café in the Millennium Centre and more use of the centre, tackle irresponsible dog ownership specifically fouling, more dog bins and more litter bins, address the litter problem, restore staffing levels (i.e. more Rangers), better path maintenance, play area for children, CCTV in and around the car parks.

Q5. What do you like most – Eastbrookend Country Park?

Common themes: natural environment, open space with lovely walks, variety of wildlife, provides peace and quiet, relaxing green space, the lakes, Ranger presence on site.

Q6. What do you like least – Eastbrookend Country Park?

Common themes: poor paths (i.e. muddy and not well maintained), litter, dog fouling, lack of café facility, lack of Rangers, lack of security (e.g. CCTV) in car parks, Millennium Centre is run down, inadequate signage and general promotion, issues with angling and angling club (e.g. fishing line), presence of barbed wire.

Q7. Standard of cleanliness

Central Park:

Very good	10.00%
Good	40.00%
Fair	21.25%
Poor	%
Very poor	1.25%
No opinion	%
No response	%

Additional comments – Central Park

Common themes: too much litter left by sportsmen after weekend matches (e.g. football teams) and public in general, more rubbish and dog bins needed, dog fouling needs to be policed.

Eastbrookend Country Park:

Very good	10.00%
Good	36.25%
Fair	26.25%
Poor	%
Very poor	6.25%
No opinion	%
No response	%

Additional comments – Eastbrookend Country Park

Common themes: lots of litter, dog mess, more rubbish and dog bins needed, fisherman leave line and fish Hooks Hall pond which they shouldn't, rivers need to be cleaned up, more staff/Rangers needed.

Q8. Standard of park environment (e.g. maintenance of grass areas, trees etc)

Central Park:

Very good	8.75%%
Good	41.24%%
Fair	20.00%
Poor	6.25%
Very poor	0.00%

No opinion	0.00%
No response	23.75%

Additional comments – Central Park

Common themes: well maintained, no colour, more flower beds and shrubs, more TLC needed, needs a central area, too open and spaced out at moment, not enough habitat variety.

Eastbrookend Country Park:

Very good	16.25%
Good	36.25%
Fair	16.25%
Poor	7.50%
Very poor	7.50%
No opinion	0.00%
No response	16.25%

Common themes: used to be good but has deteriorated since reduction in staffing levels, bring back Rangers, more trees and plants, very good walks, good balance between natural areas and formal paths, fantastic area for wildlife, paths become boggy, picnic areas for families.

Q9. Additional comments

Central Park

Common themes: rugby pavilion is run down and needs more maintenance, some derelict and unsafe buildings, need to see more Rangers, no lighting so feels unsafe, credit due for maintaining high levels of cleanliness and maintenance, unauthorised vehicular access (e.g. motor bikes, quad bikes), golf course perimeter needs maintenance.

Eastbrookend Country Park

Common themes: since closure of café and reduction of staff the park has gone downhill, more wardens needed or a voluntary group, bring back the Ranger Service, doing a good job under difficult circumstances, more needs to be done to attract volunteers, Millennium Centre is a wonderful resource, isn't being managed or maintained at present, open up Millennium Centre to local groups (e.g. give out keys), stop night fishing and rabbit hunting, please reopen up café and toilets every day, improve maintenance of paths on the Chase.

Q10. Would you be interested in joining a Friends Group for these parks?

Yes	45.00%
No	40.00%
No response	15.00%

Q11. Would you be interested in volunteering in these or other parks?

Yes	27.50%
No	50.00%
No response	22.50%

Equalities and Diversity

- **Gender** - There was a roughly equal split between Male and Female respondents
- **Age** - The majority of respondents were aged 40-50 years (38.75%), followed by 66-75 years (17.50%). No one under 20 years old responded to the survey
- **Ethnic group** - The vast majority (67.50%) of respondents were White British, with only 2.50% from Mixed /Multiple Ethnic Groups
- **Disability** – only 5% of respondents confirmed that they had a disability
- **Religion** – Christian (47.50%) was the most popular religion, with 22.50% indicating that they had No Religion
- **Sexual orientation** – Heterosexual (67.50%), Gay man (1.25%), Bisexual (1.25%) and Other (2.50%)

Parsloes Park Consultation Summary of results

Q1. Improvements most like to see?

No.	Improvement requested	%
1	Public toilets	16.92%
2	Park furniture (e.g. more seats, bins, signs etc)	15.38%
3	Increased or improved children's play facilities	14.23%
4	Footpath improvements	10.00%
5	Sport facility improvements	10.00%
6	Kiosk facility for sale of refreshments	8.46%
7	Improvements to the Gores Brook stream	7.69%
8	Creation of a 'community hub'	7.69%
9	Environmental & habitat improvements	6.54%
10	Community food growing (e.g. allotment)	2.69%

Other suggested improvements

Common themes: investment in play areas, more climbing frames and swings for kids, bmx/mountain bike track, bring back tennis, more park wardens, more flower beds, greater community involvement, new football changing rooms, improvements to the lake environment (e.g. landscaping, better fencing etc), address dog fouling and littering, tackle ASB (e.g. cars driving on to field, kids climbing on buildings etc), more flower beds, more litter bins and improved lighting, improve standard of football pitch maintenance, make it more family orientated.

Q2. What do you like most?

Common themes: the presence of the lake, wildlife, trees, large open green space, its local, peaceful atmosphere, historic links, play ground, somewhere to exercise dog, best place for Sunday football.

Q3. What do you like least?

Common themes: play areas are awful and in a state of disrepair, not enough play equipment, lack of toilets and refreshments, dog mess and irresponsible dog owners, drunks, rubbish and lack of waste bins, not very landscaped, lack of benches, bit dated in parts, dark and lack of lighting, the way it has been run down.

Q4. Standard of cleanliness

Very good	12.16%
Good	16.22%
Fair	43.24%
Poor	10.81%
Very poor	10.81%

No opinion	5.41%
No response	1.35%

Additional comments

Common themes: litter left by football teams after weekend matches, litter in bushes, dogs mess, drunk adults and rubbish, need more bins, need more Park Rangers and maintenance staff, more cleaning, more patrols and enforcement (e.g. issue of fines),

Q5. Standard of park environment (e.g. maintenance of grass areas, trees etc)

Very good	12.16%
Good	32.43%
Fair	33.78%
Poor	8.11%
Very poor	6.76%
No opinion	5.41%
No response	1.35%

Additional comments

Common themes: used to be well maintained with lovely flowerbeds, more work with resident to improve standards, upkeep of plants and trees is fantastic, overzealous pruning, loss of flower beds, need more tree planting, nothing left to see, just a lake surrounded by trees, clean but boring, need more bins, tennis courts and adventure areas badly neglected.

Q6. Additional comments

Common themes: should be park keepers patrolling and breaking up gangs/groups, bring back park keepers, more patrols, doesn't feel safe, park needs to be busier to make it feel safe, dark at night, lighting is an issue, need to improve the children's play facilities, address irresponsible dog ownership (i.e. fouling and control), need toilets and café.

Q10. Would you be interested in joining a Friends Group?

Yes	36.49%
No	59.46%
No response	4.05%

Q11. Would you be interested in volunteering?

Yes	24.32%
No	64.86%
No response	10.81%

Equalities and Diversity

- **Gender** - There was a roughly equal split between Male (45.95%) and Female (51.35) respondents
- **Age** - The majority of respondents were aged 40-50 years (33.78%), followed by Under 20 years (29.73%) and 20-39 years (24.32%)
- **Ethnic group** - The vast majority (70.27%) of respondents were White British, with only 5.40% from Mixed /Multiple Ethnic Groups
- **Disability** – only 5.41% of respondents confirmed that they had a disability
- **Religion** – Christian (52.70%) was the most popular religion, with 35.14% indicating that they had No Religion
- **Sexual orientation** – Heterosexual (64.86%), Gay man (1.35%), Lesbian (1.35%), Bisexual (1.35%) and Other (1.35%)

This page is intentionally left blank

CABINET

8 April 2014

Title: The Broadway Theatre - Proposed New Management Arrangements	
Report of the Leader of the Council	
Open Report	For Decision
Wards Affected: Abbey	Key Decision: Yes
Report Author: Paul Hogan, Divisional Director of Culture and Sport	Contact Details: Tel: 020 8227 3576 E-mail: paul.hogan@lbbd.gov.uk
Accountable Divisional Director: Paul Hogan, Divisional Director of Culture and Sport	
Accountable Director: Anne Bristow, Corporate Director of Adult and Community Services	
<p>Summary:</p> <p>A new opportunity has arisen for a different approach to the current management arrangement for the Broadway, which would see the development of a partnership to transform young people's opportunities for progression including improved employment prospects in the creative industries and a new cultural offer for Barking and Dagenham.</p> <p>To enable a fully worked up proposal to be developed this report seeks 'in principle' approval to lease The Broadway theatre to the Barking and Dagenham College on a commercial rent and full repairing basis, which would mean that the Council would no longer revenue fund the venue.</p> <p>To enable Members to make an informed decision about this matter, a further report will be presented to Cabinet to formally assign the lease once there is clarity on the financial implications, issues, options and risks that are set out in the report.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is asked to:</p> <ul style="list-style-type: none"> (i) Agree in principle to lease The Broadway theatre to Barking and Dagenham College on a commercial rent and full repairing base; and (ii) Note that a further report will be presented to Cabinet to seek approval to formally assign the lease, which may include a variation of the terms of rental. 	
<p>Reason(s)</p> <p>The proposal is intended to assist the Council in making better use of its resources and assets. Through its performance and participatory activity programmes, the Broadway provides positive cultural and employment related activities for young people as well as</p>	

opportunities for social interaction, improving physical and emotional health, lifelong learning for work, and volunteering for the wider community.

In doing so the venue contributes to the achievement of a number of Council and community priorities:

- As a base for the College's Performing Arts and Technical Theatre department and through the venue's participatory programmes, the Broadway is helping to *Ensure every child is valued so they can succeed*;
- By supporting older people to be active and healthy the Broadway is helping to *Improve health and well being through all stages in life*; and
- The development of the creative industries is recognised as a priority in the Borough's regeneration strategy and so the venue is helping to *Maximise growth opportunities and increase the household income of Borough residents*.

1. Introduction and Background

The Broadway theatre

- 1.1 The Broadway was originally the Barking Assembly Hall, designed in the 1930s as an extension to the Barking Town Hall and completed in 1962. It was used sporadically for a variety of events ranging from ballet to boxing.
- 1.2 In 2003, following capital investment by Barking and Dagenham College and the Council, the Broadway opened its doors as a professional theatre and home to the College's Department of Performing Arts and Technical Theatre.

Facilities

- 1.3 The venue has the following facilities:
 - an auditorium with flexible seating that can seat up to 341 or up to 850 for a standing event.
 - an attractive foyer area that is used for informal performances, social events and corporate hospitality.
 - high quality work spaces for Barking and Dagenham College Performing Arts and Technical Theatre Department, including music studio, media suite, dance studio and two rehearsal rooms.
 - café, bar and box office.

Programme

- 1.4 The Broadway theatre is the principal performing arts venue in the area and a cornerstone of the cultural offer in the Borough.
- 1.5 The main areas of current activity are as follows:
 - Providing a popular performance programme – developing new audiences for professional theatre, comedy and dance that are entertainment based, accessible in both content and price, with a focus on attracting greater numbers of families and members of diverse communities.

- Participation/education programme – the Broadway Youth Theatre, professional work for and with schools, including workshops and residencies, partnerships with other local arts groups, schools networks and placements for young people.
- Home to the Barking and Dagenham College School of Performing Arts and Technical Theatre, where young adults are trained for employment in the creative industries in a real and commercial learning environment.
- Hiring out – the venue is hired out to other arts organisations and for social events and meetings.

1.6 In 2012/13 the venue presented a total of 187 performances and events which attracted a total audience of 27,282. It is estimated that this will increase to c30,000 for 2013/14.

1.7 Further information on the Broadway programme can be found on the theatre's website: www.thebroadwaybarking.com.

Governance arrangements

1.8 In 2003, the Council entered into a twenty year facility management agreement with the Barking and Dagenham College for the operation of the theatre and established a new company with limited liability and charitable status (The Broadway Theatre Company Ltd.) to manage the venue on a day to day basis.

1.9 The College invested £1.8 million to renovate the theatre and makes an annual contribution of £100,000 towards running costs. In return they are guaranteed exclusive use of the theatre's facilities for about three days each week so that their students can gain experience in a real work training environment. It is not possible to programme the theatre for professional or community use during these times.

1.10 There are no break clauses in the Facility Management Agreement, which also sets out that if the Council were to terminate the agreement with the College then a repayment of their capital investment would fall due but which reduces on a sliding scale over the life of the agreement.

1.11 If, for example, the Facility Management Agreement was terminated by the Council in 2014 (the eleventh year of the agreement) then the payment to the College would be £618,000.

1.12 The Council and College subsequently decided to wind up the Broadway theatre company and the venue was brought 'in house' by the Council in July 2012, which is the current management arrangement.

1.13 The terms and conditions set out in the Facilities Management Agreement remain in place and are legally binding. When the venue came back 'in house', the College's use of space at the Broadway was formalised via a lease for those areas of the building that are solely used by them and through a licence for those areas that are shared with the Council. Both the lease and licence are co-terminus with the end of the original Facilities Management Agreement in 2023.

2.0 Proposals and issues

Proposal

- 2.1 A new opportunity has arisen for a different approach to the current management arrangement for the Broadway, which would see the development of a partnership to transform young people's opportunities for progression including improved employment prospects in the creative industries and a new cultural offer for Barking and Dagenham.
- 2.2 It is proposed that the Council, College and the Barbican Guildhall London establish a new role for the Broadway Theatre. As a vibrant local arts venue that will serve communities of all ages and as a centre for creative learning that will enable more young people to have the best opportunities to work alongside industry professionals, as part of their progression into vocational training, higher education and employment.
- 2.3 Barking and Dagenham has found a major cultural and higher education institution that can be a catalyst for creative industries led growth, connecting the creative industries sector in the city, out through east London and beyond. With the engagement and encouragement of the Barbican Guildhall, the Broadway can be re-imagined and its role further developed to become an industry hub for production, professional training and creative learning, dedicated to inspiring a new generation of young people who would otherwise think working in the creative industries is not for them.
- 2.4 The proposal is that the Council transfers the Broadway building to the College via a lease. The College will then provide Barbican Guildhall with a long term residency in the theatre as their base of operation in east London.
- 2.5 With support from the Council and other partners, the College and Barbican Guildhall will devise a creative learning programme and an inclusive arts programme that together will form a new cultural offer for communities in Barking and Dagenham and become a vital hub for the development of the creative industries sector.

Benefits

- 2.6 If realised, it is considered that this proposal will provide the following benefits to the Council:
 - An ongoing revenue saving of c£250,000 (but this would reduce if any borrowing costs are incurred in relation to condition survey related works that may be required).
 - The future of the Broadway as the Borough's only dedicated performing arts venue would be secured.
 - Opportunities for local young people to gain skills and employment in the creative industries would be greatly enhanced. This will also support the development of the creative industries hub centred at the Ice House Cultural Quarter in Barking.

- The range and quality of the venue's professional and community programme would be improved through a partnership relationship with the Barbican Guildhall.

2.7 However, this proposal will not be a straightforward matter to implement and its success or failure is predicated on commitment and delivery by partner organisations, which may not be forthcoming in the way that is envisaged or to the anticipated timescale.

Issues

- 2.8 Given their previous significant capital investment, the College may seek a rent subsidy to offset any rent payment. Any rent subsidy that may be provided will be reviewed on a regular basis in line with the normal Council arrangements. When, in due course, Members come to review the merits of this proposal, any such subsidy will need to be factored into the evaluation process.
- 2.9 It is proposed that the lease will be for a term of nine years (to 2023) which would be co-terminus with the end of the existing Broadway Facility Management Agreement between the Council and the College.
- 2.10 Prior to entering into a lease with the College, it may be necessary for the Council to undertake capital investment to the structure, mechanical and electrical installations and building fabric.
- 2.11 A condition survey has been commissioned to confirm what may be required in this respect; however, given that the Broadway shares its key mechanical and electrical plant and equipment with the Barking Town Hall and that there has been a range of improvement works already undertaken by the Council over the past 18 months, it is considered that any investment that may be required will primarily relate to the fabric of the building
- 2.12 Any borrowing costs associated with investment to the venue will also need to be considered as part of the final evaluation process on the merits of the proposal and netted off against the expected revenue saving.
- 2.13 At this time, Members are only being asked for 'in principle' support for this proposal so that it can be fully worked up for consideration at a future meeting of the Cabinet.
- 2.14 It is proposed that in line with the advice received from the Property Advisory Group (set out below), a 'soft' market testing exercise will be undertaken so that a full options appraisal can be provided to Members to enable an informed decision to be made on what is the best way forward for the Council.

3.0 Consultation

- 3.1 The Chief Executive initiated a series of meetings with senior officers from Barbican Guildhall, Barking and Dagenham College, A New Direction, and the High House Production Park which has informed the development of this proposal.
- 3.2 This opportunity has also been considered by the Council's Property Advisory Group (13/02/14). The advice from the Group was threefold:

- the Broadway plays a crucially important role in supporting the regeneration of the Barking town centre and so the professional and community elements of the venue's programme should be protected in any new management arrangement for the venue.
- it would be helpful if a 'soft' market testing exercise is undertaken so that Cabinet can consider all available options for the Broadway
- this issue should be considered as part of the wider 2015/16 budget discussions rather than in isolation.

4.0 Financial implications

Financial implications completed by: Roger Hampson, Group Manager – Finance

- 4.1 The net controllable budget for the Broadway for 2013/14 is £361,400,
- 4.2 The Council's revenue expenditure on the Broadway has been reduced significantly in recent years:
- 2011/12 - £100,000
 - 2012/13 - £65,000
 - 2013/14 - £100,000
 - 2014/15 - £49,000 (budgeted for)
- 4.3 The Broadway budget also includes expenditure on arts projects such as the match funding for the Creative People and Places programme. When this expenditure and the budgeted saving for 2014/15 is taken into account, it is estimated that the full year saving to the Council, if this proposal is implemented, would be c£250,000.
- 4.4 This assumes that the Council incurs no further revenue expenditure on the operation or management of the venue and that all such costs are met by the College. Also any saving will need to be netted off against borrowing costs associated with funding condition survey works that may be required.

5.0 Legal Implications

Implications completed by: Jason Ofosu, Acting Senior Property Lawyer

- 5.1 This report seeks 'in principle' support to grant a lease of nine years for a commercial rent to the Barking and Dagenham College with the Council retaining the freehold interest.
- 5.2 The Council and College will agree heads of terms for the leasing arrangements.
- 5.3 Section 123 Local Government Act 1972 and the Council's Land Disposal rules require land to be disposed of at market value. The Council has a general power of competence under section 1 of the Localism Act, although as always its application of these powers must be carefully considered and appropriate to the relevant circumstances. Section 1 of the Localism Act allows the Council "to do anything that individuals generally may do". Therefore the Council could decide the rent does not have to be market value since the lease holder is acting for the benefit of the Council, its area or persons' resident or present in the area.

5.4 Any lease that may be agreed should be a full repairing and insuring lease so that the Council does not bear the cost of repair and maintenance of the Property. The Legal Practice should be consulted on the preparation and completion of the lease.

6. Other Implications

6.1 **Risk Management** A number of key risks and issues have been identified which require clarification before it will be possible for Members to make an informed decision about the merits of this proposal:

- The College will not make a formal decision on whether to pursue this opportunity until April 2014 and so the proposed transfer of responsibility of all revenue costs associated with the operation of the Broadway to the College has not been confirmed.
- At this time it is unclear what the College's proposed governance arrangements will be for the Broadway and how the Council can ensure that it retains an appropriate level of influence in relation to service development and delivery.
- A lease could hamper any future development of the Broadway site by the Council, if this were to be considered appropriate. To mitigate against this it will be important to carefully consider the options for break clauses over the term of the lease.
- There has as yet been no clarity provided by the Barbican Guildhall on the 'offer' they will be providing to support the development of the quality and range of Broadway programme and over what period.
- There is a risk that in becoming a 'learning centre' the Broadway could be predominantly student focussed to the detriment of the professional and community performance programme, which is valued by the Council. To mitigate against this, it is recommended that any rent subsidy that may be provided will be made conditional on the quality, range and accessibility of the venue's programme.
- Until the condition survey has been produced, it is unclear what investment may be required to the structure, mechanical and electrical installations and fabric of the building.
- The extent to which the new management arrangement will impact on the ability to lever in funding for the Broadway from Arts Council England (ACE) is unclear. However, it is considered unlikely that ACE will fund a 'learning centre' arrangement.

6.2 This report to Cabinet seeks 'in principle' approval to investigate this proposal in more detail and will be subject to a further report to Cabinet, which will provide a full options appraisal and include the key terms and conditions of the lease.

6.3 This timescale will also allow this issue to be considered as part of the wider 2015/16 budget discussions rather than in isolation.

6.4 **Contractual issues** – The legal implications section sets out the Council's powers in relation to this matter. Legal Services will be fully consulted and will prepare all the necessary legal documentation.

- 6.5 **Staffing issues** – if Cabinet ultimately agrees to a long term lease then it is expected that the five Council posts working at the Broadway will transfer to the College in line with TUPE legislation.
- 6.6 Staff have been briefed around the implications of the specific proposals set out in this report. Following a final decision by Cabinet on this matter, formal consultation will start in line with the Council’s change management policies. Comments from staff and Trade Unions will be taken into account in the final decision making process.
- 6.7 **Customer impact** - It is expected that, if implemented, this proposal would see a greater focus on provision for young people. It will be important to ensure that the accessibility and attractiveness of the venue’s professional performance programme for the current customer base and the commitment to provide opportunities for local people and groups to participate in the arts is maintained.
- 6.8 **Crime and Disorder Issues** - The Council has a statutory duty to consider crime and disorder implications in all its decision making. It is expected that the Broadway will continue to provide a wide range of activities and quality facilities, which will provide positive activities for all residents.
- 6.9 **Safeguarding Vulnerable Adults and Children** - It will be a condition of use that the College has appropriate safeguarding procedures in place.
- 6.10 **Property/Asset issues** – it is intended that the terms of the lease will require the College as lease holder to repair, maintain and insure the facilities at the Broadway.

Public Background Papers Used in the Preparation of the Report:

None

List of appendices:

None

CABINET

8 April 2014

Title: Local Government Pensions Scheme - London Collective Investment Vehicle	
Report of the Cabinet Member for Finance	
Open	For Decision
Wards Affected: None	Key Decision: No
Report Author: David Dickinson, Group Manager Pensions and Treasury	Contact Details: Tel: 020 8227 3497 E-mail: david.dickinson@lbbd.gov.uk
Accountable Director: Jonathan Bunt, Chief Finance Officer	
<p>Summary:</p> <p>This report presents details of a proposal, supported by the Council's Pensions Panel, for the establishment by London Councils of a collective investment vehicle, in the form of an Authorised Contractual Scheme, for local authority pensions in London. This Council is being asked to participate by becoming a shareholder in the ACS Operator and contributing £1 to the ACS Operator as initial capital. It is also asked to appoint an elected member(s) who will have power to act for the Council in exercising its rights as a shareholder of the ACS Operator.</p> <p>Expert legal and financial services advisors were appointed by London Councils to develop a robust business case and a formal proposal to proceed with implementation of a London LGPS Collective Investment Vehicle (CIV), in the form of a UK based Financial Conduct Authority (the FCA) Authorised Contractual Scheme (ACS).</p> <p>The London Councils Leaders' Committee recently agreed to take recommendations to their boroughs in respect of agreeing to proceed with establishing an ACS and the ACS Operator, which is the company that would manage it.</p> <p>The financial case for a CIV is strong as cost savings can be made even at relatively low levels of participation, whilst at the same time practical proposals for the governance structure are being formulated. It should be noted that the proposals outlined in this report are based on voluntary participation, and the decision as to whether to invest in the ACS would be made later in the year. Therefore nothing proposed in this report locks the Council into any level of commitment to invest at this point.</p> <p>Dialogue with HM Government relating to its review of Local Government Pension Schemes is ongoing, and they are apprised of the progress made to date by London Councils. An announcement on this is awaited but it is known that CIVs are considered to be one of the ways forward.</p> <p>All London local authorities are being asked to respond in writing to the London Councils Chief Executive, by 14 April 2014, or before the day of the local government elections (22 May 2014) to confirm whether they wish to participate.</p>	

Recommendation(s)

The Cabinet is recommended to:

- (i) Agree that the Council participates in the proposed London Councils Collective Investment Vehicle as set out in this report, in the form of an Authorised Contractual Scheme (ACS), and the incorporation of a private company limited by shares to act as the ACS Operator for local authority pensions in London;
- (ii) Agree that the Council participates in the representative body, pursuant to the existing London Councils Governing Agreement, and to delegate to that representative body those functions necessary for the functioning of the ACS Operator, including effective oversight and appointment of Directors;
- (iii) Agree to become a shareholder in the ACS Operator and to contribute £1 to the ACS Operator as initial capital;
- (iv) Appoint the Leader to act for the Council in exercising its rights as a shareholder of the ACS Operator, and the Cabinet Member for Finance as the nominated deputy; and
- (v) Authorise the Head of Legal and Democratic Services to carry out steps and execute such documents and agreements as may be required to establish the Council's functioning membership in due course of the London Collective Investment Vehicle and ongoing participation.

Reason(s)

To assist the Council in achieving its Policy House theme "A Well Run Organisation" and achieve economies of scale through collaborative working with other local authorities.

1. Introduction and Background

- 1.1 At its December 2013 meeting, the London Councils Leaders' Committee received a progress update from its Pensions Working Group (PWG), which outlined the views and recommendations of the PWG in respect of the potential London LGPS Collective Investment Vehicle (CIV).
- 1.2 Following discussion, the Leaders' Committee agreed the recommendations of the PWG that a business case and formal proposal should be prepared to proceed with implementation of a CIV and that this should be structured as a UK Authorised Contractual Scheme (ACS).
- 1.3 The Leaders' Committee also commissioned the PWG to engage expert legal and financial services advisors to assist in the development of the ACS and its Operator. These advisors, Eversheds, Deloitte and Northern Trust as a Custodian advisor, have been appointed and further analysis has been undertaken on the legal, regulatory, and financial aspects of implementing the CIV. A robust business case is being prepared to inform the formal proposal to proceed with implementation of the ACS and its Operator.

- 1.4 At its 11 February 2014 meeting the Leaders' Committee agreed to take questions to their boroughs as to whether they agree to the next steps in the formation of the ACS and its Operator.
- 1.5 This report recaps the financial benefits which may arise from operating an ACS, and sets out details of the expected costs. It also summarises the proposed structure of the ACS and potential governance arrangements (including the ACS Operator), together with the steps that are required to progress the project and establish the ACS and its Operator. The decision as to whether to invest in the ACS will remain with the Council and any decision would not be made until the autumn at the earliest.
- 1.6 The 33 London LGPS funds currently have over £20bn of assets under management. Previous reports have noted that some of those funds deliver performance that is amongst the best, some of the funds are performing less well, and all funds are facing the challenging environment of volatile asset performance and increasing liabilities. This is a picture reflected across the UK.
- 1.7 The Government issued a call for evidence on the future structure of the LGPS last year, and sought professional advice to consider either Collective Investment Vehicles or merger of funds as potential routes forward. This advice, being provided by Hymans Robertson and Government consultation are expected to be published shortly. Informal indications are that, while undoubtedly whatever is published will need to be considered it seems unlikely that the direction of travel towards a London CIV will be fundamentally challenged.
- 1.8 The London Councils' work precedes this call for evidence. In 2012, a report from the consultants PricewaterhouseCoopers for the Society of London Treasurers' set out options for reconfiguring the London LGPS funds, and indicated the possible financial benefits of a CIV. Since then, the matter has been discussed several times, and it has been agreed that creating a CIV should be considered further, and that the most appropriate structure for the CIV would be an ACS. The Council was one of a number of authorities which, through the Council's Pension Fund (the Fund), agreed to contribute £25k towards exploring the proposal, and a designated fund of these contributions has been established. The contribution will fund the professional costs associated with development of the proposed ACS and its Operator.

2. Financial Case

- 2.1 In considering the financial case, there are a number of areas being considered. The potential financial benefits of the ACS, and its ongoing costs and costs of establishment are considered in detail below, with a high level summary appended.

2.2 Financial benefits

- 2.2.1 The 33 London LGPS funds currently have over £20bn of assets under management. Previous work undertaken by PricewaterhouseCoopers estimated savings in the region of £120m per annum from the creation of a CIV, provided there was close to full participation by authorities. The current analysis affirms this calculation.

2.2.2 The primary cost savings previously identified were in respect of lower investment management fees. Improved performance, whilst anticipated, cannot be guaranteed and is not a cost saving as such. Work since then indicates that there may be further savings in other areas. For example, when investing in a third party fund, it is likely that income from activities such as stock lending and foreign exchange will be earned, however may not be passed on to the LGPS, as investors, to the same level as could be possible in the ACS where the participating Councils also act as the ACS Operator. PWG estimated that the income from these activities could be in the region of 0.1 to 0.2%. There is no current information available about the level of return that is currently allocated to LGPS in relation to their existing investments.

2.3 Custody costs

2.3.1 The main cost associated with running the ACS is from the custody of the assets. Custody costs are calculated as a basis point fee on the amount of assets, with the basis point fee reducing on a sliding scale as the amount of assets under custody increases. For assets of £1bn or less, the cost may be relatively high, at 0.1% of assets under management. At around £6bn of assets, the custody costs would be in the region of 0.05%. For assets in excess of £14bn, the costs are lower still, estimated to be 0.035% of assets under management.

2.3.2 A reasonable minimum target size of assets under management for the ACS is considered to be in the range of £5bn of assets. This is based on work undertaken by the PWG, which shows that there are a number of boroughs who currently have very similar investment mandates with exactly the same investment managers. This research suggests that if 6 of the largest similar mandates with identical investment managers across a range of passive and active equity and bond mandates were selected in the ACS, scale of around £3bn could be achieved without any individual borough pension funds materially changing their currently selected mandates or manager. On the assumption that a number of other London boroughs would also be minded to invest in the ACS if it offered these mandates and given the initial interest expressed by boroughs in participating, a minimum target size of £5bn appears a reasonable assumption.

2.3.3 At a level of assets of £5bn the additional custody costs would be expected to be in the range of 0.03 to 0.04% (or £1.5 to £2m), being an ACS custody cost of 0.05% less the 0.01 to 0.02% which would have been incurred on existing investments.

2.4 Other costs and benefits

2.4.1 Other on-going costs of the ACS may include staff costs, consultancy fees and administration costs including audit and taxation. These fees would be charged directly to the Fund, as they would be now. Consultancy fees include professional advice on investment manager selection and compliance with the Financial Conduct Authority (FCA) Rules. As this would be performed centrally at the ACS level rather than multiple times at individual borough level, it is likely that savings would be achieved in this regard. Administration costs would not be expected to be significant compared to the benefits identified.

2.4.2 In relation to staff costs, on the basis that it is expected that a majority of functions may not be full time and might be performed by existing local authority personnel,

additional staff costs are not expected to be significant. For the purposes of the cost benefit analysis undertaken, an estimate of £400,000 has been made.

2.4.3 There are a number of roles required, and the precise detail of the final establishment of the ACS Operator will need to be confirmed later. To the extent that resource is not available, either from within London Councils or seconded from boroughs, additional third party or professional costs may be incurred. It is anticipated that these costs will be analysed in due course once the key roles have been more fully defined and the availability of suitable internal resources have been considered.

2.5 Establishment costs

2.5.1 There will be a number of establishment costs incurred in setting up the ACS Operator and the ACS.

2.5.2 These will be one-off costs in the first year, with £600,000 already contributed to by a number of London boroughs, in order to engage professional advisors to perform the necessary financial and regulatory work. It is currently expected that this work will be performed within this existing budget. However the costs for working on the detailed workings of the various committees and their interaction with ACS Operator, and any arrangements between the participating Councils as shareholders in the ACS Operator, have not been factored into to cost estimates given so far.

2.5.3 As the project progresses, additional professional fees are likely to be incurred (i.e. to assist in training relevant individuals on their regulatory roles and to assist in the development of procedure manuals). It will become clearer in due course where costs may arise in this regard.

2.5.4 There are expected to be costs of transition of assets to the ACS as assets are moved from existing managers to new managers appointed to the ACS. To a large extent, pension funds already incur similar costs as they transition assets to different managers in the ordinary course of their pension activities. As such these costs may well simply offset existing costs incurred although this depends on the level of fees currently charged and the number of transitions. Until further decisions are taken on the mandates that will be launched in the ACS, it is difficult to estimate accurately what these costs might be.

3. Proposed Structure

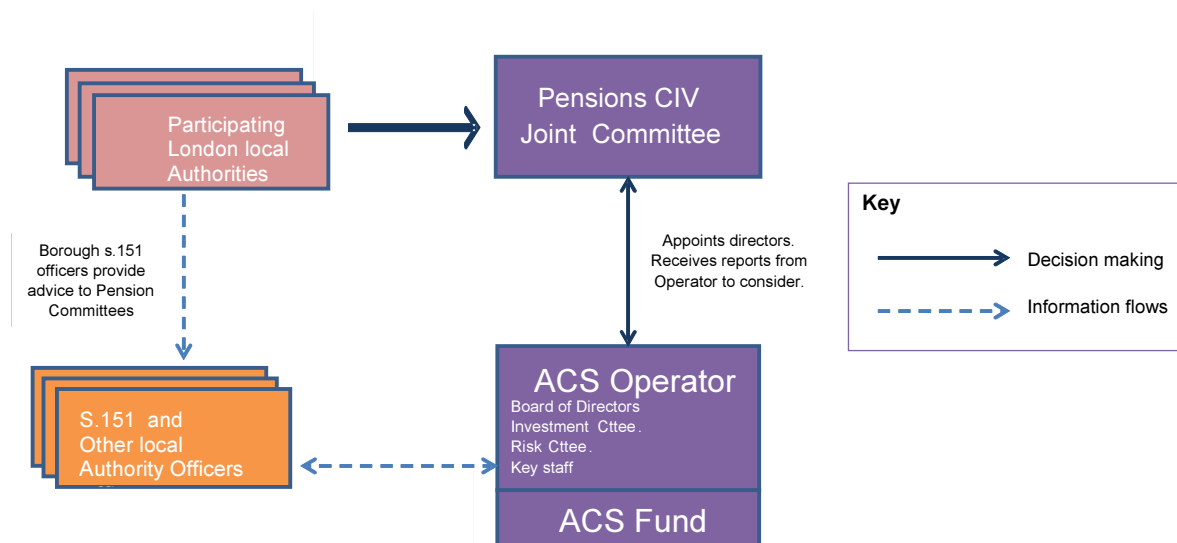
3.1 It was previously agreed that the most appropriate structure for the CIV is a UK based FCA authorised ACS fund, and nothing has emerged to suggest that that recommendation should change. During the ACS establishment process, some regulatory clarifications will be required although it is not currently expected that there will be any material difficulties. In particular, it will be important to confirm that no changes will be made that would prevent any LGPS from investing substantially all of its assets in a single ACS vehicle. Restrictions currently apply to certain other investment vehicles such as unit trusts and Open-ended investment companies and accordingly it will be important to confirm that changes to legislation will not be put in place that would impact the operation of the ACS, or that the legislation is amended to carve out from those restrictions ACSs operated by local authorities.

- 3.2 The ACS will require a FCA regulated ACS Operator to be established. Typically this is in the form of a limited liability company which is proposed here. The board and employees of this company will be responsible for the overall operation of the ACS, including its investment management. The composition of the board and its activities will need to comply with FCA regulations.
- 3.3 It is proposed that shares in the ACS Operator are owned by the participating local authorities. Initially, this would require boroughs that wish to participate at this stage to make a £1 investment in the share capital of the ACS Operator. At a later date, additional capital will be required for the ACS Operator to meet its regulatory capital obligations. It is currently expected that this capital will be invested by those boroughs that wish to make a pension investment into the ACS. No further capital would be required from any boroughs who participate at this stage but whose pension funds subsequently choose not to invest in the fund; indeed such boroughs could transfer their interests to those participating boroughs. Further details of how capital investments would need to be made for boroughs that choose to invest pension money will be considered in due course.

4. Governance structure of the ACS Operator

- 4.1 The process for governance and decision making has been considered in some detail, and there are a range of options for how the governance arrangements could be structured. The precise arrangements would always be open to members' scrutiny and amendment, and subject to FCA requirements, but what is laid out below is seen as sensible initial proposals to take the project forward at this point.
- 4.2 It is proposed that a new joint committee ('Pensions CIV Joint Committee') will be established under the existing London Councils framework and would be made up of the Leaders of those councils participating in the ACS. Should all the boroughs participate, this role would be performed by London Councils' Leaders' Committee. In relation to the make-up of this committee, it is proposed that boroughs that agree to become a shareholder in the ACS Operator would appoint a representative who will sit on this committee and with the power to act for the local authority in exercising its rights as a shareholder of the company. London Councils view is that whilst typically the borough Leader might be appointed as the representative on the joint committee, in the event that meetings are required to deal with specialist matters e.g. discussions on investment matters, it may be that a person with appropriate expertise would act as a deputy to attend such meetings, e.g. for investor matters; elsewhere it is envisaged that, the Chair of the Pension Panel could be appointed.
- 4.3 One of the main purposes of the Pensions CIV Joint Committee will be to act as a forum to recommend the key members of the board of the ACS Operator. The ability to appoint directors of the ACS Operator rests with the shareholders (who in practice, will be the members of the committee) and analysis is currently on-going to determine the most appropriate methodology for the wishes of the committee to be executed in a manner which is acceptable given various constraints that exist within local government, Companies Act 2006 requirements and FCA regulations.

4.4 The governance arrangements and lines of communication between various interest parties have been considered. The proposed arrangements in this regard are illustrated in the diagram below.



4.5 The exact mandate of the joint committee will require further consideration. The joint committee could make decisions in relation to the running of the ACS. There are a range of options in this regard, from making decisions on a limited number of matters, for example changes to capital and appointment and removal of directors, to taking decisions on a wide range of matters, such as investment strategy and choice of investment managers for the ACS. It is expected from a regulatory perspective that the mandate of the joint committee will be on a limited number of matters. The frequency of meetings of the joint committee would also need to be decided.

4.6 It is proposed that up to three members of the joint committee could be directors of the ACS Operator. The directors have to be approved by the FCA and will have fiduciary duties and responsibilities. The decision as to who could be in these roles is to be decided. It is not a requirement for the elected councillors sitting on the joint committee to have any director roles, and this will be one of the early matters on which the initial participating boroughs to join the joint committee and participate in the ACS will be asked to decide.

4.7 It is intended that at this stage the company should be established with interim directors, with formal appointments for the ongoing directors made in the autumn, prior to FCA approval. London Councils has proposed that, subject to no impediment for the individuals, the members of the Pensions Working Group should be asked to take the roles of interim directors, augmented with by the Chief Executive of London Councils. For clarity that would be Mayor Pipe (LB Hackney), Councillors O'Neill (LB Bexley) and Dombey (LB Sutton), Mr. Chris Bilsland (Chamberlain, City of London), Mr. Chris Buss (Finance Director, LB Wandsworth), Mr. Ian Williams (Finance Director, LB Hackney), and Mr. John O'Brien (Chief Executive, London Councils).

5. Next Steps

- 5.1 Broadly, if a sufficient number of boroughs agree to participate in the joint committee, the following steps will be undertaken:
- a. If required, a new sectoral joint committee will be established under the relevant Act and agreements. To the extent all 33 boroughs wish to participate at this stage, London Councils Leaders' Committee would fulfil this role instead.
 - b. The ACS Operator will be established, with participating councils each having £1 of share capital in the ACS Operator, and initial directors appointed, as set out above.
- 5.2 Further work will be undertaken regarding the design and operation of the ACS Operator and the ACS, the ongoing costs, and the documents required by the FCA to become authorised, such that when authorities reconvene following local elections, the draft documentation supporting the application can be presented, with authorities at that point being asked to commit to invest in the ACS.

6. Consultations

- 6.1 Decision making for the Council's Pension Fund has been delegated to the Pensions Panel and they have been kept informed of developments surrounding more collaborative working for the Pension Fund and also on the progress of the London Collective Investment Vehicle. The Pensions Panel have approved an initial contribution towards the set up costs of the CIV and provided support in terms of management resource to the project.

7. Financial Implications

Implications completed by: Jonathan Bunt, Chief Finance Officer

- 7.1 London Councils have considered in detail the business case for the establishment of a CIV and the potential for cost savings for Pension Funds across London. The proposals have received wide spread support with over 70% of London Boroughs being prepared to commit funds to see the CIV established, with only one authority indicating that they are not interested and the remainder wanting to see more detail before committing funds.
- 7.2 There is the potential to see significant financial benefits from greater collaboration amongst pension funds and the formation of a CIV will enable these to be delivered without the need for merger which itself could prove to significantly increase costs in the short term. It has been estimated that cost savings across London under a CIV could be as high as £120m and it is anticipated would help to deliver some of the savings that CLG are seeking from LGPS funds. The benefits of the CIV are that it will enable the cost savings to be delivered whilst continuing to enshrine the key objectives of maintaining local accountability and decision making for individual local authority pension funds. A collaborative approach provides opportunities to potentially invest in types of assets that smaller individual funds may not be able to easily access, for instance direct investment in appropriate infrastructure projects, which is also a particular focus for the current government.

- 7.3 There are clearly risks attached to the project given that funds need to be committed to establish the CIV, £25,000 to date, however these are relatively minor in the context of the Council's £655m Pension Fund, would be offset by the cost savings which can be delivered going forwards. The risks of inaction or non-participation in this collaborative venture are seen as far more significant, particularly if the outcome were to be a merger of funds which could see decisions being taken by external bodies and resulting in loss of accountability and potential to increase costs to local taxpayers.

8. Legal Issues

Implications completed by: Paul Feild Senior Corporate Governance Lawyer

- 8.1 This report asks Cabinet to agree to the Council participating in the establishment of a Collective Investment (CIV) in London. The purpose of which is to enable Pension Funds in London to access fund managers on the CIV platform efficiently should it be deemed appropriate for the Council to do so.
- 8.2 A company limited by shares will be incorporated to be the Authorised Contractual Scheme Operator (ACS Operator) of the CIV.
- 8.3 This report asks Cabinet to agree to the Council becoming a shareholder of the ACS Operator and to contribute £1 as initial capital in the ACS Operator.
- 8.4 The report also asks Cabinet to agree to the Leader to exercise the Council's shareholding rights in the ACS Operator.
- 8.5 The report asks Cabinet to agree to the establishment of the Pensions CIV Joint Committee to act as a representative body for the Local Authorities participating in the arrangements pursuant to the existing London Councils Governing Agreement dated 13 December 2001 as amended.
- 8.6 As the decision about whether to participate in the incorporation of the ACS Operator or become a shareholder in the company and how to exercise shareholder rights in it are executive functions, Cabinet is asked to agree to the delegation of those functions necessary for the proper functioning of the ACS Operator to this Joint Committee including the effective oversight of the ACS Operator and the appointment of its Directors.
- 8.7 The general power of competence in Section 1 of the Localism Act 2011 gives a local authority power to do anything that individuals of full capacity may generally do. The Council has power under Section 1 of the Localism Act to participate in the establishment of the CIV and the incorporation of the ACS Operator. Pursuant to the general power of competence, the Council can contribute to the initial capital of the ACS Operator and become one of its shareholders.
- 8.8 Sections 101 and 102 of the Local Government Act 1972 and section 9EB of the Local Government Act 2000 gives Local Authorities power to set up a representative body to act on their behalf. London Councils has an existing Governing Agreement dated 13 December 2001, as amended, through which the representative body, the Pensions CIV Joint Committee will be set up. This

Governing Agreement sets out the Standing Orders, Financial Regulations and the administrative framework under which all London Councils' activities operate.

- 8.9 Section 101 of the Local Government Act 1972 and Part 4 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 allow Cabinet to delegate the functions necessary for the proper functioning of the ACS Operator to the Pensions CIV Joint Committee.

9. Other Implications

- 9.1 **Risk Management** - The Pensions Panel is the body charged with the governance of the Council's Pension Fund and as such has to consider the balance between risk and reward for any investment decisions which it makes. Consideration of whether participation in the London CIV is appropriate for the Pension Fund has been part of the decision making process for the Panel. Whilst there is some financial risk to the Fund in terms of the costs of contributing to the setting up of the CIV, these are deemed to be minimal in the context of up to £25,000 compared to a Pension Fund valued at £655m.

The decision on whether to invest Fund money into the CIV, will be made by the Pensions Panel once the vehicle has been established and there are investment funds into which the Council's Fund can place its assets. A full assessment of options will be made at that time as to whether the investment into the CIV remains appropriate for the Fund. This will include consideration of the returns available, cost reductions available and associated risks, in line with all other investment decisions that are made by the Pensions Panel.

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

List of appendices:

Appendix 1 – Possible costs and savings at different levels of participation in the CIV

Possible costs and savings at different levels of participation in the CIV

The table below outlines possible costs and savings at different levels of participation:

	Assets under management	Assets under management	Assets under management
	£24bn	£10bn	£5bn
	£ 000's	£000's	£ 000's
Expected gain ⁽¹⁾			
Investment management fees - 15bps	36,000	15,000	7,500
Improved performance - 35bps	84,000	35,000	17,500
Total expected savings	120,000	50,000	25,000
Custody costs - Custody costs	(8,400)	(4,000)	(2,500)
<i>Incurred in existing third party funds⁽³⁾</i>	3,600	1,500	750
Net Custody Cost	(4,800)	(2,500)	(1,750)
Other Costs			
Salaries –e.g. COO/Admin	(400)	(400)	(400)
Audit/advice	(200)	(150)	(100)
Offices/expenses	(200)	(200)	(200)
Misc. Advisory	(500)	(400)	(300)
Total On-going Costs	(6,100)	(3,650)	(2,750)
Establishment costs ⁽²⁾⁽³⁾			
Transition advisory, custody selection	(700)	(500)	(400)
Other misc. fund advisory	(500)	(500)	(400)
Legal, regulatory, and financial advice ⁽⁴⁾	(600)	(600)	(600)
Total Establishment Costs	(1,800)	(1,600)	(1,400)

Notes

- (1) These savings are as previously considered. They have been allocated on a straight-line basis for assets under management less than £24bn. This is an assumption made for simplicity and any real savings may well be less and will depend on types of mandate, asset mix, etc. There are also other potential areas where financial benefits may arise, such as increased income from activities such as stock lending, which have not been quantified within the above.
- (2) All costs (other than custody costs) are estimated on very high level assumptions and may not reflect final costs.
- (3) For “other costs” and “Establishment costs”, some of these expenses would be incurred in existing investments or on changes of manager/investment. No attempt has been made to estimate these existing costs to date.
- (4) These costs have already been incurred.

This page is intentionally left blank

CABINET**8 April 2014**

Title: Essex and Suffolk Water Agreement	
Report of the Cabinet Member for Housing	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Maureen McEleney, Divisional Director of Housing and Neighbourhoods	Contact Details: Tel: 020 227 3738 E-mail: maureen.mceleney@lbbd.gov.uk
Accountable Divisional Director: Maureen McEleney, Divisional Director of Housing and Neighbourhoods	
Accountable Director: Darren Henaghan, Corporate Director of Housing and Environment	
<p>Summary:</p> <p>The Council collects water and sewerage charges from its social housing tenants on behalf of Essex and Suffolk Water (ESW) who trade as Northumbrian Water. In return for providing this service the Council receives an administration recoupment payment from ESW which is paid into the Housing Revenue Account (HRA).</p> <p>During 2013 Council officers were in negotiations with ESW to obtain a higher percentage level of commission. These negotiations have resulted in an increase in the administration recoupment rate from 13% to 15% of the charges from ESW.</p> <p>The report presents the proposal to enter into a formal three-year contract with ESW on the revised terms, which will be effective from 1 April 2014. It is estimated that over the course of a three-year arrangement the Council could be collecting in the region of £19.5m on behalf of ESW and obtaining a commission in the region of £3m.</p> <p>In accordance with the Council's procurement policy any contract in excess of £500,000 requires Cabinet approval.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to agree that the Council enters into a formal three-year agreement with Essex and Suffolk Water, effective from 1 April 2014, on the terms set out in this report.</p>	
<p>Reason(s)</p> <p>The Council's vision and priorities are underpinned by the theme 'a well-run organisation'. This report supports this theme and enables the Council to provide an efficient and cost effective Housing Management service to its tenants and leaseholders.</p>	

1. Introduction and Background

- 1.1. By Minute 52 (2 November 2010, the Cabinet agreed proposals for the Council to collect water and sewerage charges from its social housing tenants on behalf of Essex and Suffolk Water (ESW) who trade as Northumbrian Water. In return for providing this service the Council receives an administration recoupment payment from ESW which is paid into the Housing Revenue Account (HRA).
- 1.2. During 2013 Council officers were in negotiations with ESW to obtain a higher percentage level of commission. These negotiations have resulted in an increase in the administration recoupment rate from 13% to 15% of the charges from ESW.

2. Proposal and Issues

- 2.1. The report presents the proposal to enter into a formal three-year contract with ESW on the revised terms, effective from 1 April 2014.
- 2.2. The Council's commission for collection of water charges currently stands at 13%. The ending of the current three year term presented an opportunity to renegotiate this commission rate. Under the terms of the proposed agreement, the Council will receive 15% commission.
- 2.3. Whilst the current contract was for three years it also contained a one year notice period which meant that the Council was contracted for four years. The negotiations have enabled the new rate to apply from the end of the three-year term. The revised agreement, therefore, offers a significant improvement in terms of value and efficiency in administration.
- 2.4. In 2013/14 the HRA paid Essex and Suffolk Water £6.6m in respect of water and sewerage charges and received a commission of £860,000 based upon 13%.
- 2.5. Based on the proposed commission of 15%, and an estimated water and sewerage payment of £6.5m in 2014/15, it is expected that the level of commission will increase to £975,000. The water and sewerage charge is expected to reduce in 2014/15 due to decanted properties through the Estate Renewal Programme. Over the course of the contract the Council could be collecting in the region of £19.5m on behalf of ESW and obtaining a commission in the region of £3m.
- 2.6. The contract is proposed to be effective from 1 April 2014 for a minimum period of three years, with either party having the right to cancel the agreement by giving 12 month's notice at the end of year two of the contract. The contract will continue up to the expiry of the 12 month notice period, so will extend beyond the proposed three-year period if the appropriate notice is not given. This gives the Council greater flexibility as to when to renegotiate the terms of the arrangement.

3. Options Appraisal

- 3.1 The structure of the water supply industry in the UK is such that the Council has no choice in who provides the service, hence the use of the negotiated process as opposed to the usual competitive tendering process.

4. Consultation

- 4.1 The Cabinet Member for Housing has been kept informed of the negotiations and colleagues in Finance have been directly involved in the negotiations with ESW. The Procurement Board has also been appraised of the current position.

5. Financial Implications

Implications completed by: Carl Tomlinson, Finance Group Manager

- 5.1 In 2013/14 the HRA paid Essex and Suffolk Water £6.6m in respect of water and sewerage charges and received a commission of £860,000 based upon 13%.
- 5.2 Based on the proposed commission of 15%, and an estimated water and sewerage payment of £6.5m in 2014/15, it is expected that the level of commission will increase to £975,000. The water and sewerage charge is expected to reduce in 2014/15 due to decanted properties through the Estate Renewal Programme.
- 5.3 The commission includes a 2% void allowance which covers our current void level.
- 5.4 The arrangement places the risk of non-collection with the Council, and the introduction of welfare reform potentially increases this risk. Non-collection would have to be absorbed within the wider HRA.
- 5.5 The increase in commission has been factored into the HRA rent proposals for 2014/15 and the supporting HRA efficiency programme.

6. Legal Implications

Implications completed by: Kayleigh Eaton, Lawyer

- 6.1 The Council's Contract Rule, rule 28.8, requires that all procurements of contracts above £500,000 in value must be submitted to Cabinet for approval.
- 6.2 Under the proposed arrangement, the Council will not be procuring services but will be providing services to Essex and Suffolk Water. As such the Public Contracts Regulations 2006 are not applicable. Under this arrangement the Council can generate income through commission earned on money collected on behalf of Essex and Suffolk Water.
- 6.3 Contract rule 49.2 requires that all contracts with a total contract value of £100,000 or more must be sealed by Legal services.
- 6.4 Legal Services will be available to assist and advise in relation to any queries which may arise.

7. Other Implications

- 7.1 **Risk Management** - The Council will retain the risk of non-collection. Whilst 2% void allowance has been built into negotiations, any additional losses will have to be absorbed within the remaining 15%. The additional risk relating to the impact of changes to welfare benefits where tenants may withhold rent payments in favour of

other personal expenses has also been considered. The impact of welfare reform was one of the primary negotiation points used by the Council in its discussions with ESW. The reduced contract period will enable the Council to reconsider its position prior to the planned roll out of Universal Credits.

- 7.2 **Contractual Issues** - The contractual implications are explained in the body of the report.
- 7.3 **Corporate Policy and Customer Impact** - There will be no direct impact on council tenants as the agreement is a continuation of existing arrangements, albeit on better terms which will benefit the HRA.

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

List of appendices: None

CABINET**8 April 2014**

Title: Extension of Contract for the Supply of Security Industry Authority (SIA) Licensed Security Personnel	
Report of: Cabinet Member for Crime, Justice and Communities	
Open	For Decision
Wards Affected: All Wards	Key Decision: No
Report Author: Karen Proudfoot, CCTV and Security Contract Manager	Contact Details: Tel: 020 8227 2938 E-mail: karen.proudfoot@lbbd.gov.uk
Accountable Divisional Director: Glynis Rogers, Divisional Director for Commissioning and Partnerships	
Accountable Director: Anne Bristow, Corporate Director Adult and Community Services	
Summary: The Council has a contract to secure all its sites, property and land. The current contract ends on 15 June 2014, with an option to extend for one year. In light of budgetary pressures across the public sector, work is currently underway across all sites included in the contract to ascertain the level of security required and how the Council ensures its property is kept secure. The report seeks permission to extend the current contract for a year from June 2014 whilst an indepth review of the requirements for security and how the service can be further developed are undertaken.	
Recommendation(s) The Cabinet is recommended to agree the extension of the current contract with Manpower Direct (UK) Ltd for the supply of Security Industry Authority (SIA) Licensed Security Personnel for a period of one year from 15 June 2014.	
Reason(s) To reduce the opportunities for theft and damage to Council buildings and assets, to provide reassurance to residents and to assist the Council in achieving its Corporate Objective of reducing crime and fear of crime. To reduce the risk of financial outlay due to prevention of damage to Council owned property either inhabited or void. To allow a strategic review of the Council's security needs to be completed before scoping services beyond June 2015.	

1. Introduction and Background

- 1.1 The Council's current contract for Security Industry Authority (SIA) Licensed Personnel expires on 15 June 2014.
- 1.2 The current service costs £1,300,000 per year. The service is provided by Manpower Direct UK, who were awarded the contract following a competitive tender process which concluded in June 2011.
- 1.3 The service currently supplies SIA Licensed Personnel to thirteen regular sites, which include:
- concierge offices;
 - hostels;
 - Barking Learning Centre;
 - Dagenham Library;
 - Housing Advice Centre;
 - schools; and
 - various short term security requirements, such as event security.
- 1.4 The contractor also provides a 24 hour a day, 365 day a year mobile security response service which provides a varied service as dictated by the needs of the Council. This service includes:
- response to intruder, panic and fire alarms at over two hundred Council sites around the Borough, including schools, libraries, Children's Centres and pavilions;
 - park and cemetery locking and unlocking;
 - health and safety checks on vacant buildings and land;
 - out of hours emergency lift and plant room access for engineers; and
 - incident response support for security personnel at regular sites.
- 1.5 The current contract is monitored through a rigorous process of regular checks and tracking. Monthly requests for feedback from users of the service are made. The current contractor achieved a 95% satisfaction rating in 2012/13 and is on course to achieve the same rating in 2013/14.

2. Proposal and Issues

- 2.1 As the Council revisits its budgets, work is ongoing with all departments to scope how we keep our property secure. This work will inform a future re-tender, and mean that a new contract would meet the needs of those Council services which require security while being manageable within current budget pressures.
- 2.2 While this work is ongoing, it would not be desirable to re-tender, as this would mean commissioning a new service before the security needs of the Council have been fully examined. It is proposed that the option to extend the contract for a year, until 15 June 2015, is taken up to allow this strategic review to be completed ahead of any scoping of a future service. This would allow a report on the future security service to be brought to Cabinet.

3. Options Appraisal

3.1 To let the current contract expire and not re-tender

The current contract expires on 15 June 2014. It is known that the Council requires a level of security personnel provision. Allowing this contract to expire would leave the Council without security provision. This would leave Council buildings without a mobile security response to their alarms or to patrol their sites. A lack of provision of these services would increase the opportunities for significant damage or theft from Council buildings.

3.2 To take up the option of extending the current contract for a period of one year, to expire on 15 June 2015

Extending the contract would allow security services to continue to be provided while the Council completes an evaluation of its security needs. This would mean that future services could fully respond to the Council's security needs and current budget pressures. Once evaluation of the needs for this service is complete, a report will be brought to Cabinet to outline proposals for any new security service beyond June 2015. This is the recommended option.

3.3 To re-tender now

This option would commit the Council to a new contract prior to the 2015 budget position and resultant security needs being established. This option is not recommended.

4. Financial Implications

Implications completed by: Roger Hampson, Group Manager Finance (Adults and Community Services)

4.1 This report seeks authority to take up the option to extend the current contract for security services to June 2015.

4.2 Budget provision for security costs is held by a number of directorates within the Council, and by the Housing Revenue Account. The expenditure on security is variable. The need varies depending on identified risks, removal of assets and regeneration of the Borough.

4.3 The current contract works on a 'Call Off' basis from a priced schedule of rates, therefore, the Council's spend is directly associated to the services provided. The Council is not committed to a stand-by or retention fee.

4.4 Since the contract was awarded, the Council expenditure on the contract has remained relatively stable. The 2011/12 year shows a lower spend as it is not a full financial year as the contract was awarded part way through the year and there was a phased introduction of the contract. The spend in 2013/14 is projected to be similar to the spend in 2012/13 and there are no known significant changes in 2014/15 so the projection is based on the current level of provision.

15/06/11 – 31/03/12	01/04/12 – 31/03/13	Projected 2013/14	Projected 2014/15
£838,158	£1,306,080	£1,300,000	£1,300,000

4.5 All costs are met directly by the department requiring the service.

4.6 There is currently a levy of £1.50 per hour for every security officer hour provided, which is estimated to generate circa £225k per annum, which is levied by the Council's CCTV and Contract Security Monitoring team. This levy covers the management and administration costs of the security contract and subsidises the cost of providing the Council's mobile security response service which is not site specific and provides security to all sites across the Borough.

5. Legal Implications

Implications completed by: Kayleigh Eaton, Lawyer

5.1 Cabinet is asked to authorise the extension of the existing contract for a period of one year. The current contract is a three year contract with an option to extend for one year. The current contract received Cabinet's approval on 2 November 2010 and the procurement was conducted in line with the European Union (EU) public procurement rules as outlined in the Public Contracts Regulations 2006. It is anticipated that the spend incurred for the one year extension will be within the region of £1.3million and in accordance with the Council's Contract Rule 54.5, Cabinet can indicate whether it is content for the option of the one year extension to be utilised.

5.2 The Legal Practice is on hand and available to assist and answer any queries that may arise and draft documentation for the extension of the contract.

6. Other Implications

6.1 **Risk Management** - If the extension of the current contract is not approved it will be necessary to undertake the full Tender process in a much more condensed manner. However, it is likely there will be a short period which may result in the Council being unable to provide security personnel under contract. However, there is a requirement for a continuous service, particularly in relation to a mobile security response service. Accordingly, the Council will have to seek alternative methods such as inviting Tenders to providing these services short term while the full procurement process is concluded which may result in increased charges.

6.2 **Contractual Issues** - The current contract with Manpower Direct UK began in June 2011 following a competitive tender process. This was a 3 year contract which expires on 15 June 2014, with the option to extend for a further year. This report recommends that this option is taken up, to ensure the Council retains a mobile security response service. During the year's extension of the contract, Officers will complete a review of the Council's security needs, and from this a review of the requirements for a new security contract will be drawn up and brought to Cabinet.

6.3 **Staffing Issues** - The current provider supplies regular security personnel to thirteen sites. These sites may be considered their primary place of work. Therefore, contractor to contractor TUPE may apply.

6.4 **Customer Impact** - The Council Security Contract Management team request monthly satisfaction feedback from regular service users. Site Managers for the sites which receive regular services from the current contractor have been consulted on whether they are satisfied with the service they receive from the current contract and they have confirmed they are. No issues have been raised by site managers in relation to the proposed extension of the current contract.

Regular security service users will be consulted on the development of the specification for the new contract and some will be involved on the Procurement Board.

The service specification, once detailed, will be subject to a full Equalities Impact Assessment (EIA). It is believed that no specific equalities group will be adversely affected by the delivery of the security contract, though as public spending is cut any reduction in provision should be considered in terms of equality to ensure that those no longer receiving a service are not adversely affected in terms of their ability to feel safe. The service currently delivers security to a range of Council-run and public buildings and open spaces.

Older people often feel more vulnerable and value the services of a security officer. Low level crime and disorder, which are often issues a contractor would deal with, are often perceived to be perpetrated by young people and it may be that, in delivering such a service, targeted enforcement action is directed at that group. However, as part of the EIA we will consider mechanisms for collection of data with the contractor to ensure that no group suffers a negative impact. For example we will be requesting that the contractor collects information on the profile of those people that are challenged by the security staff, which will be monitored through the contract monitoring process.

6.5 **Safeguarding Children** - In 2013 -14, 43 schools subscribed to receive the mobile security response service provided by the security contractor to respond to their alarms and undertake patrols. The effective provision of this service reduces the opportunities for significant damage or theft from schools, ensuring the uninterrupted learning of children in the borough. In addition all staff are Security Industry Authority (SIA) trained and certified and have criminal record checks undertaken priority a licence being issued.

Security personnel deliver a range of services which impact favourably on vulnerable adults. Training will be undertaken with staff within the new contract to ensure that they are aware of the issue of vulnerable adults and know how to refer.

6.6 **Health Issues** - Feeling safe brings a sense of wellbeing and ensures that residents, particularly older residents, use public space and enjoy their homes. Provision of security ensures that vandalism and the lack of physical guardianship does not adversely impact on that sense of wellbeing.

6.7 **Crime and Disorder Issues** - Section 17 of the Crime and Disorder Act requires the Council to have regard to crime reduction and prevention in its service delivery

and design. The primary purpose of this contract is to assist the Council to reduce the opportunities for crime and disorder. The Security Contract assists the Council to:

- reduce the risks of damage, theft and unauthorised use of Council properties, particularly vacant properties;
- improve the safety of Council staff working in customer facing services such as the Housing Advice Centres and Hostels;
- contribute to crime reduction in parks;
- improve the management and response to crime and disorder incidents within Council Housing sites.

6.8 **Property / Asset Issues** - The Council is keen to improve the efficiencies of building use and the turn around of vacant properties. However, as above, a primary function of this contract is to reduce the risk of damage, theft and unauthorised use of Council buildings, particularly vacant properties.

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

List of appendices: None

CABINET

8 April 2014

Title: Extension of Age Range at Eastbrook and Eastbury Comprehensive Schools and Expansion of Eastbrook School	
Report of the Cabinet Member For Children's Services	
Open Report	For Decision
Wards Affected: Eastbrook, Eastbury and Longbridge	Key Decision: Yes
Report Author: Mike Freeman, Group Manager, Schools Estate and Admissions	Contact Details: Tel: 020 8227 3492 E-mail: mike.freeman@lbbd.gov.uk
Accountable Divisional Director: Jane Hargreaves, Divisional Director of Education	
Accountable Director: Helen Jenner, Corporate Director of Children's Services	
<p>Summary:</p> <p>At its meetings on 10 May 2011 (Minute 133) and 14 February 2012 (Minute 109), Cabinet approved the allocation of funding within the Capital Programme to support an investment programme to respond to the demand for additional school places in the primary and secondary age range. The reports to the aforementioned meetings, together with several previous reports, outlined arrangements that had been agreed with Head Teachers and Governing Bodies to meet immediate demand issues at a number of the Borough's schools. A further meeting on 18 December 2013 (Minute 72) informed of the continuing support from the DfE for Eastbury Comprehensive School under the Priority School Building Programme (PSBP).</p> <p>This report seeks to formalise those arrangements through the permanent expansion of:</p> <ul style="list-style-type: none"> • Eastbrook Secondary School to become a 12 form of entry (FE) Secondary School and to become an all-through school through the provision of a nursery and a 3FE Primary School. • Eastbury Secondary School to become an all-through school through the provision of a nursery and a 2FE Primary school. <p>The benefits of this proposal will be to increase school places in both the primary age range and in the secondary age range in order to meet the increasing demand for school places. This increase in demand for school places is being caused by the changes experienced in the age profile of the Borough, most notably the rise in birth rates and changes in migration patterns into the Borough.</p>	

Recommendation(s)

The Cabinet is recommended to agree:

- (i) The extension of the age range for pupils attending Eastbrook Secondary School in order to accommodate primary aged pupils (three forms of entry) and also nursery aged pupils (39 places) from September 2016;
- (ii) The expansion of Eastbrook Secondary School from 10 to 12 forms of entry from 1 September 2017; and
- (iii) The extension of the age range for pupils attending Eastbury Secondary School in order to accommodate primary aged pupils (two forms of entry) and also nursery aged pupils (26 places) from September 2016.

Reason(s)

To assist the Council in achieving its Community Priority whereby “every child is valued so they can succeed” and in fulfilling its duty to provide every child in the Borough with a school place.

1. Introduction and Background

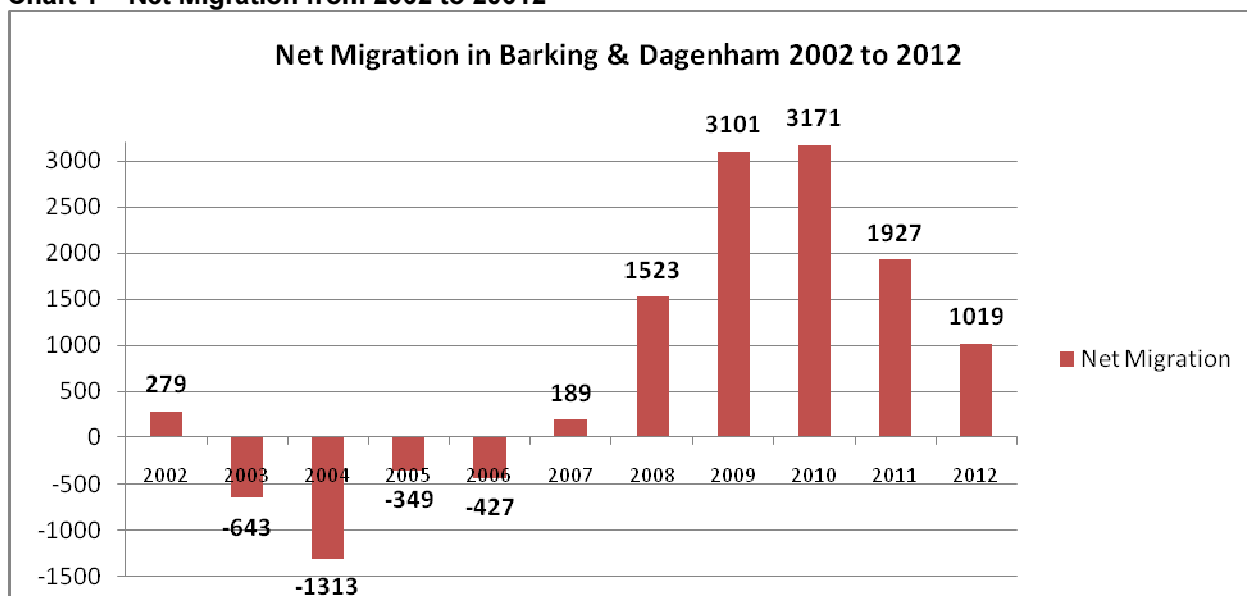
- 1.1 As reported to Cabinet on 22 May 2012 (Minute 5 refers), the Borough has seen an unprecedented rise in births since 2003/04 and the Council has planned for steady expansion of school places since 2007. The impact of this was first seen in the Reception Cohort in 2008/09.
- 1.2 The additional school places that have been created to date have predominantly been in the primary sector as this has been where the increase in demand has been. The Council has started to embark on creating more pupil places in the secondary sector as the year groups move up from the primary sector and transfer over into the secondary sector. This will be in addition to continuing to increase school places in the primary sector as demand is forecast to continue to rise.
- 1.3 Additional classes have been put in place since 2007/08 in order to meet the increased demand for pupil places and this has been detailed in previous reports to Cabinet. The cumulative total of additional primary classes to date is 155 across the primary sector since we started the expansion programme. These additional classes have been managed by a combination of expansions, blip classes and the new George Carey Church of England Primary School that will continue increasing the number of classes it provides year on year.
- 1.4 In the Secondary sector, a total of twelve additional Year 7 and Year 8 classes have been provided. This can be summarised as follows:

Additional Secondary School Classes as at September 2013

Secondary School	Number of Additional Year 7 classes	Number of Additional Year 8 Classes	Total
Dagenham Park Church of England School	1	1	2
Riverside School	4	4	8
Sydney Russell School	2		2
Total	7	5	12

- 1.5 Also, as reported to Cabinet on 22 May 2012, in addition to the increased births, the Admissions Team in Children's Services are continuing to receive high numbers of late applications for Reception age and Year 1 children and this has compounded the difficulty in planning for the right number of school places, as this relates to new people moving into the Borough.
- 1.6 A further issue previously reported to Cabinet is the change in the retention rate regarding the number of children born in the borough requiring a Reception place. This is now at 103.4% and means that we continue to have more children moving into the borough than were born here. Prior to 2006/2007 this rate was below 100%. This and the information set out above high-lights the number of new residents moving to the Borough with larger families. This is backed by data from the Office for National Statistics and the GLA that shows a growth in migration into the borough (see chart 1 below).

Chart 1 – Net Migration from 2002 to 2012



Source: Office of National Statistics – released October 2013

Appendix 1 (Table 1) further details migration flows from 2002 to 2012.

- 1.7 Of all the London Boroughs, Barking and Dagenham have had the highest growth in the 4 to 10 age range over the past 6 years. The top six highest growth Local Authorities for this age range are detailed in Table 2 below.

Table 2 - Six Year Population Growth from 2008 to 2013

	4 to 10 Yrs of Age	% Growth	11 to 15 Yrs of Age	% Growth
Barking & Dagenham	4,670	26%	243	2%
Redbridge	4,208	17%	432	2%
Hounslow	3,199	16%	657	5%
Barnet	4,474	15%	277	1%
Tower Hamlets	1,930	9%	1,109	9%
Newham	2,234	8%	533	3%

Source: GLA 2012 Round Data

- 1.8 This increase in pupil numbers is being reflected in many London boroughs and as can be seen in the table above two of our neighbouring boroughs (Newham and Redbridge) are also in the top six highest growth boroughs in 4 to 15 year olds. It is worth noting that Havering is also experiencing population growth with rising numbers in the primary sector.
- 1.9 The increase in Havering's 4 to 10 year olds from 2008 to 2012 is circa 980 additional children although the 11 to 15 year olds for the same period reduced by circa 880 children. Historically, steady numbers from Barking & Dagenham have gone to Secondary Schools in Havering. This may be closing as an option over coming years. Details of Havering's 4 to 15 year old population change from 2008 to 2012 are given in Appendix 1 (Table 2).
- 1.10 The need to provide additional secondary school places can be further illustrated from the information set out in table 3 below.

Table 3 - Year 7 Secondary School Capacity and growth in pupil numbers

	Year in which pupils move up to Year 7	Number Of Pupils	Yearly Increase/ (decrease)	Current Number of places
Current Year 7 Capacity (as at September 2013)				2,550
Number of Year 6 pupils in 2010	September 2011	2,364		
Number of Year 6 pupils in 2011	September 2012	2,437	73	
Number of Year 6 pupils in 2012	September 2013	2,524	87	
Number of Year 6 pupils in 2013 *	September 2014	2,667	143	
Number of Year 5 pupils in 2013 *	September 2015	2,811	144	
Number of Year 4 pupils in 2013 *	September 2016	3,028	217	
Number of Year 3 pupils in 2013 *	September 2017	3,190	162	
Number of Year 2 pupils in 2013 *	September 2018	3,531	341	
Number of Year 1 pupils in 2013 *	September 2019	3,582	51	
Number of Reception pupils in 2013 *	September 2020	3,527	(55)	

NB: * These numbers are from the October 2013 pupil count and will change during the course of the school year.

- 1.11 It should be noted that the above forecast numbers (from 2014) do not take account of in-year movements that generally increase pupil numbers such as from new housing developments. Also a number of pupils will go to out of borough schools and the Local Authority will also 'import' pupils into the borough.

- 1.12 The Cabinet has previously approved a range of necessary actions taken by the Corporate Director of Children's Services to respond to the demand for additional school places in the primary phase, and these proposals endorse the earlier decisions.
- 1.13 Eastbury Comprehensive School was judged 'Good' with outstanding leadership at its last Ofsted Inspection in January 2013.
- 1.14 Eastbrook Comprehensive School was judged 'Requires Improvement' at its last Ofsted Inspection in October 2013. At its previous Ofsted Inspection in January 2013 it was judged 'Good'.
- 1.15 The Council has been in discussions with the Education Funding Agency (EFA) regarding obtaining additional funding under the Priority School Building Programme (PSBP) for the maintenance of schools in Barking & Dagenham.
- 1.16 The EFA is the Department for Education's delivery agency for funding and provides revenue and capital funding for education for learners between the ages of 3 and 19, or the ages of 3 and 25 for those with learning difficulties and disabilities. It also supports the delivery of building and maintenance programmes for schools, academies, Free Schools and sixth-form colleges.
- 1.17 The Council has been successful in securing a commitment from the EFA for two schools in Barking & Dagenham to be taken forward in the PSBP. The schools are Eastbury Comprehensive School and Eastbrook Comprehensive School.
- 1.18 The DfE has appointed a technical team to help the design process and ensure that the right solutions for the schools are developed.
- 1.19 Meetings with the Chair and Board of Governors of the schools have been held to discuss the wider proposals and support was received to expand the schools permanently from 1 September 2016 subject to accommodation provision being made available which meet each of the Schools requirements. This will allow the schools to grow year on year.
- 1.20 The discussions that have followed with each School Governing Body, parents and the local community have placed the schools in a position to permanently expand their intake (as set out in section 2 below) in order to meet current and future demand.
- 1.21 Letters were sent to Parents, Carers and Guardians of Pupils, Staff and Governors of each of the schools informing them of the proposal to expand the school and the reasons for this in November 2013. Unions were copied into these letters.
- 1.22 The Council has published a formal statutory notice to expand the schools with effect from the start of the Autumn Term, 1 September 2016 with standard new admission numbers as set out in section 2 below. The notice was published in the local press on 15 January 2014 and copies of the notice were displayed in each of the schools and both Barking Library and Dagenham Library and also sent to other neighbouring local authorities. The notice period expired on 25 February 2014.

- 1.23 At the time of writing this report, a number of responses have been received following the published notice, the letter sent to parents, carers and guardians of pupils, staff and governors of the school and the letter sent to local residents of Eastbury Comprehensive School.
- 1.24 The responses have come from local residents of Eastbury Comprehensive School and have made reference to the following:
- the local vicinity of the school will be in need of additional street cleaning;
 - the increased traffic that will be caused to the vicinity of the school with the additional children and the need for more parking places;
 - not being aware of the plans for the expansion of the school (until a letter was sent to local residents on 18 February 2014 – the consultation period ended on 25 February 2014);
 - concern about the level of disruption to local residents caused by building works;
 - what would be replacing the portacabins and what would be the new layout for the school.
- 1.25 Any further responses received subsequent to the writing of this report will be reported at the meeting.

2. Proposal and Issues

The proposals are as follows:

2.1 Eastbrook Secondary School

1. Extend the age range for pupils attending the school in order to accommodate primary aged pupils and also nursery aged pupils. The proposal is to have ninety places (3 forms of entry) per year group for Reception Year through to Year 6 and also 39 places for nursery pupils beginning in September 2016. This would mean the school would begin with 90 places (3 forms of entry) in Reception Year in 2016 and also the nursery places and then grow year on year (for Reception through to Year 6) until all year groups are operating by September 2022.
2. Therefore, in September 2023 all Year 6 Eastbrook pupils will be able to move up to Year 7 of the same school.
3. Expand its Secondary School facility from 10fe to 12fe from September 2017. This would mean an additional 60 places (2 forms of entry) per year group beginning in September 2017 with Year 7 and then growing year by year until by September 2021, Years 7 to 11 would be operating at twelve classes per year group.
4. Therefore, regarding secondary level provision, the current admission number for the school is 300 in Year 7. From September 2017, the proposed admission number for Year 7 pupils will be for 360 places (and 90 places in reception year). From September 2023, the admission number for entry at age 11 will be 270 pupils, to allow for 90 pupils that will by then be attending the school in Year 6 to transfer from Year 6 to Year 7 (as noted in point 2 above). The overall number of pupils in Year 7 will be 360, with 90 pupils transferring from the existing school and 270 pupils being admitted through the normal secondary admission round.

5. To establish a specialist educational needs unit for 12 pupils to meet the needs of pupils with more enduring Behaviour, Emotional and Social Difficulties (BESD) for whom longer term intensive intervention is required.

2.2 Eastbury Secondary School

1. Extend the age range for pupils attending the school in order to accommodate primary aged pupils and also nursery aged pupils. The proposal is to have sixty places (2 forms of entry) per year group for Reception Year through to Year 6 and also 26 places for nursery pupils beginning in September 2016. This would mean the school would begin with 60 places (2 forms of entry) for Reception pupils in 2016 together with the nursery places and then grow year on year until all year groups (Reception to Year 6) are operating by September 2022.
2. Also, regarding secondary level provision, the current admission number for the school is 300 in Year 7. From September 2023, the admission number for entry at age 11 will be 240 pupils, to allow for 60 pupils that will by then be attending the school in Year 6 to transfer from Year 6 to Year 7. The overall number of pupils admitted in Year 7 will remain 300, with 60 pupils transferring from the existing school and 240 pupils being admitted through the normal secondary admission round.
3. It is proposed the school will expand its current Hearing Impaired Unit from 12 places to 16 places.

- 2.3 By September 2023 both Eastbrook Comprehensive School and Eastbury Comprehensive School will be offering all the places proposed by these alterations. This is detailed in Appendix 2.
- 2.4 Further considerations in connection with the Eastbury Secondary School expansion include whether it would need to change its name so as to avoid confusion with Eastbury Primary School in Dawson Avenue, Barking with regards to being an all-through school and in particular with regards to admission into the schools.
- 2.5 Also, the Governing Body for both Eastbury Comprehensive Secondary School and Eastbrook Comprehensive Secondary School might in due course feel that the names of their schools will need to include the words 'All Through School' once the age range has expanded. It is for the Governing Body of the schools to decide whether or when to change the name of the school, and if it does wish to change the name of the school, to what it should change.
- 2.6 Both schools will continue to admit pupils into Year 7 at age 11 years using the admission criteria of the Local Authority. The Governing Body for both schools believe the move to an all through structure will have positive benefits for both secondary and primary age students. Secondary and primary staff working in closer partnership will help improve the achievement of all pupils still further.
- 2.7 The schools have agreed to the above and the Council will work in partnership to ensure each of the two schools has the support it needs to accommodate the additional pupils. Further, the Council are working closely with the schools together

with the DfE who have indicated their support for these proposals, as mentioned above, and have given assurance that funding will be made available to improve the existing provision at each of the schools and help to create these additional school places.

- 2.8 The EFA is currently undertaking feasibility work to establish the estimated cost of redeveloping both schools.
- 2.9 This is in line with the Council's Vision which is to encourage growth and unlock the potential of Barking and Dagenham and its residents and thereby allow every child to be valued so they can succeed. The residents of Barking and Dagenham can look to the future with confidence, assured that their council will do what it can to provide the educational, academic and vocational opportunities they need.
- 2.10 The outcome would be for a borough with excellent schools, constantly improving and which are growing to meet the demands for pupil places.
- 2.11 Further, this proposal meets with the Education Strategy whereby the overarching responsibility for Education in the Borough is to improve the life chances and help drive, support and fulfil the ambitions of all the children, young people and adults who live and study here.
- 2.12 In particular the Education Strategy sets out the agreement for a programme for developing school places subject to the proviso that it may need revision in the light of changed demand for places and resources available.

3. Options Appraisal

- 3.1 **Do Nothing** - This is not practical due to the legal and statutory obligation placed on the Council to provide sufficient school places and the pressures currently faced across the Borough. It would also mean losing the opportunity to take part in the Government's Priority School Building Programme being offered by the DfE.
- 3.2 **Expansion of Schools** - This preferred option has the support of each School's Governing Body and local community and forms part of the wider development of the Schools for which funding has been made available within the Capital Programme.

4. Consultation

- 4.1 As set out in Section 1.16 to 1.20 of the report, discussions have been held with the headteachers of each of the schools regarding the expansion of their schools, letters were sent to all parents, carers and guardians, members of staff and members of the governing body for each of the schools allowing them six weeks to put forward any comments or views. Trade Unions were copied into the letters.
- 4.2 At a consultation meeting held at Eastbury Comprehensive School in December 2013, parents were very supportive of the proposal and idea. Concerns raised were discussed with the school and were generally misunderstandings about all through schools. The key remaining concerns that parents have is additional traffic created by the primary element of the school. Also, parents do not want any loss of playground/sports grounds for secondary students.

4.3 A formal statutory notice was published in The Barking and Dagenham Post on 15 January 2014 regarding the proposal to expand the schools with effect from 1 September 2016 allowing a further six weeks for views to be brought forward.

4.4 Ward Councillors were sent details as part of the consultation process.

5. Financial Implications

Implications completed by: Patricia Harvey, Interim Finance Group Manager

5.1 This report informs Members of the Council's Strategy of ensuring sufficient school places. Indicative budget allocations were reported previously to Members on the 25 June 2013 and subsequently 18 December 2013.

5.2 The expansions will be funded from within the Children's Capital Services program of works, Priority Schools Building Programme (PSBP) and working with the Education Funding Agency (EFA).

5.3 Feasibility work is currently being established to redevelop both schools and the PSBP application from the Council estimated rebuilding costs were Eastbrook £14.6m and Eastbury £21.1m. These are preliminary calculations and work is currently being undertaken with the EfA and a further update will be required with the PSBP and funding allocation announcements once the feasibility reports have been completed.

6. Legal Implications

Implications completed by: Lucinda Bell, Education Lawyer

6.1 There are prescribed requirements in order to make specific alterations, including to expand existing schools to add additional form groups and decrease the existing age range. The requirements are set out in the Education and Inspections Act 2006 and associated regulations, namely the School Organisation (Prescribed Alteration to Maintained Schools) (England) Regulations 2007.

6.2 In order to publish proposals to expand maintained schools, local authorities are required to consult stakeholders. Prior to deciding to publish proposals, the Council must consciously take account of the consultation results. If the results show that a number of stakeholders are against the proposal, the Council should consider these views, any mitigating steps which can be taken to address these views and other relevant information. In this case, relevant information will include financial information, views of other stakeholders, other viable alternatives and the requirement for school places to meet the Council's statutory duty. The Council must ensure it meets its public law duties when making decisions, including meeting its public sector equality duty. It must consider all relevant information, disregard irrelevant information, act in accordance with the statutory requirements and make its decision in a fair and transparent manner.

7. Other Implications

- 7.1 **Risk Management** - The Council has a statutory obligation to make provision for additional pupil places in the Borough and these proposals mitigate Corporate Risk 31 - the risk of failing to provide suitable numbers of places for pupils' learning.
- 7.2 **Staffing Issues** - The schools will need to increase the numbers of teaching and non-teaching staff to support the increase in pupil numbers. This will be funded through the school's DSG budget and the increased share which the school will receive.
- 7.3 **Customer Impact** - The increase in pupil places from these proposals will improve the available places for parents expressing a preference for their children to attend Eastbrook and Eastbury Secondary Schools. It will also ensure that pupils have better access to education provision in both the primary sector and secondary sector and are more likely to be able to attend schools in their local area.
- 7.4 **Safeguarding Children** - Adoption of the recommendation would contribute strongly 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's Act 2006 in relation to the provision of services to children, parents, prospective parents and young people. The proposal will result in additional accessible school places and this will have a positive impact on all equality groups.
- 7.5 **Property / Asset Issues** - Where necessary, as detailed above, the schools will be expanded with new classrooms added and through internal and building alterations to meet the increased size of the school.

Public Background Papers Used in the Preparation of the Report:

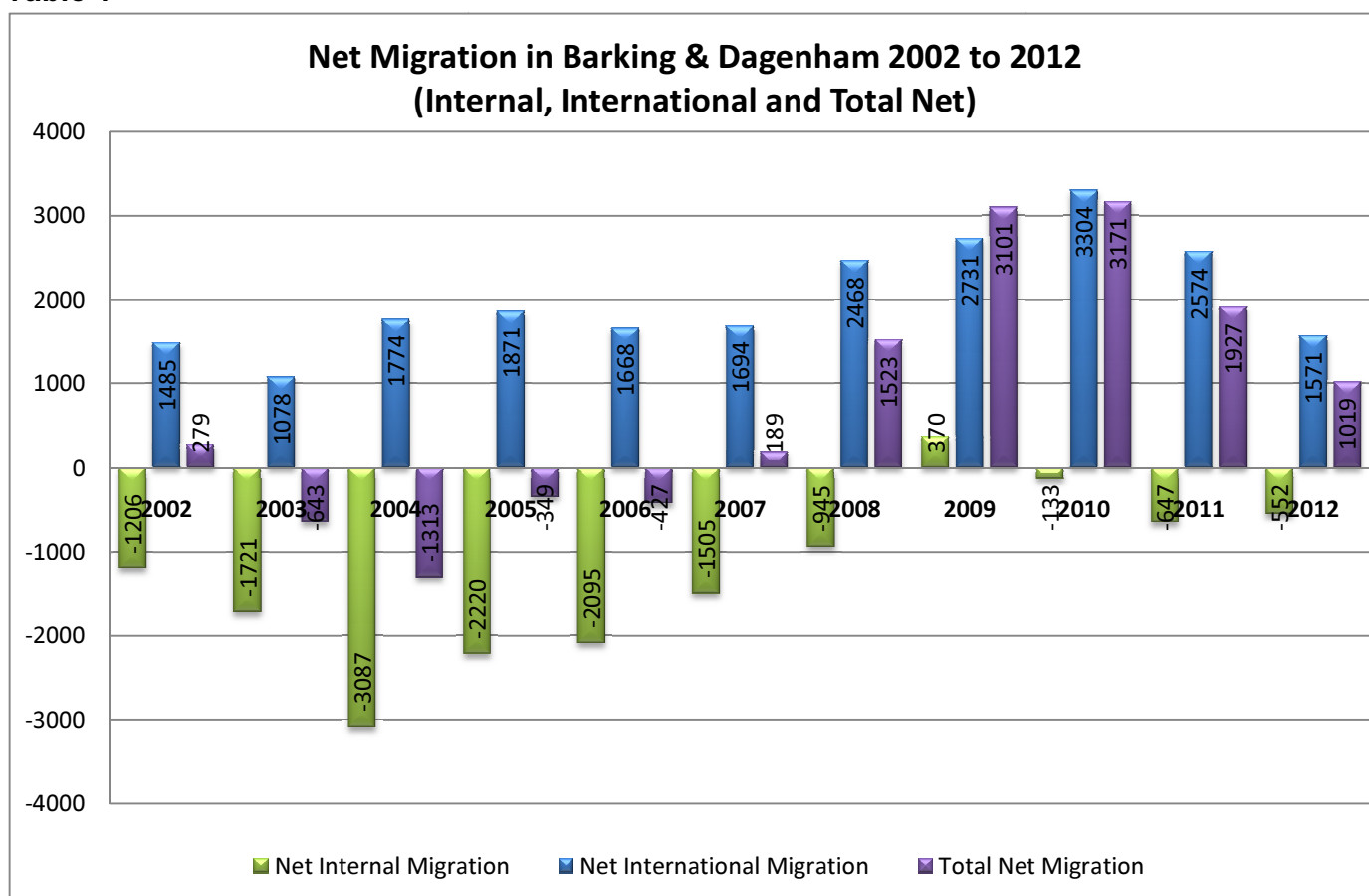
- Notice Published 15 January 2013
(<http://www.lbbd.gov.uk/Education/Pages/Home.aspx>)

List of appendices:

- Appendix 1 – LBBB Migration Data and Havering School Population Changes
Appendix 2 – Timeline of changes to Eastbury and Eastbrook Comprehensive Schools
Appendix 3 – Birth Data (Actual and Forecast) 2000 to 2018

Migration Data

Table 1



Source: Office of National Statistics – released October 2013

Havering - 5 Year Population Change from 2008 to 2013

Table 2

Year	Age 4 to 10 Yrs Population	Annual % Change	Age 11 to 15 Yrs Population	Annual % Change Increase/(Decrease)	Number of Births
2008	18134		15274		2,734
2009	18314	0.98%	15074	(1.31) %	2,726
2010	18357	0.24%	15033	(0.27)%	2,853
2011	18757	2.18%	14736	(1.98)%	2,958
2012	19110	1.88%	14395	(2.31)%	3,036

This page is intentionally left blank

Eastbury Secondary School – Timeline of Proposed New Primary Provision

September	Nursery	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
2016	26 places	2 classes						
2017	26 places	2 classes	2 classes					
2018	26 places	2 classes	2 classes	2 classes				
2019	26 places	2 classes	2 classes	2 classes	2 classes			
2020	26 places	2 classes	2 classes	2 classes	2 classes	2 classes		
2021	26 places	2 classes	2 classes	2 classes	2 classes	2 classes	2 classes	
2022	26 places	2 classes	2 classes	2 classes	2 classes	2 classes	2 classes	2 classes

Eastbrook Secondary School – Timeline of Proposed New Primary Provision

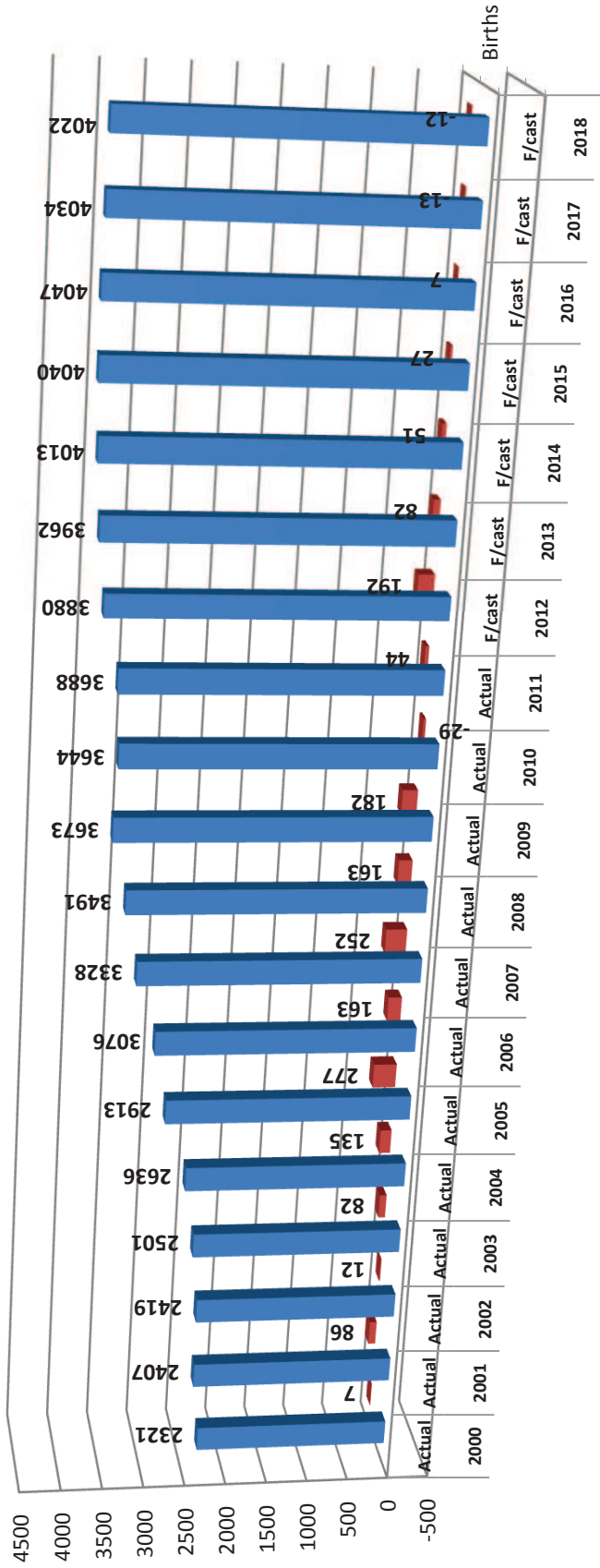
September:	Nursery	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
2016	39 places	3 classes						
2017	39 places	3 classes	3 classes					
2018	39 places	3 classes	3 classes	3 classes				
2019	39 places	3 classes	3 classes	3 classes	3 classes			
2020	39 places	3 classes	3 classes	3 classes	3 classes	3 classes		
2021	39 places	3 classes	3 classes	3 classes	3 classes	3 classes	3 classes	
2022	39 places	3 classes	3 classes	3 classes	3 classes	3 classes	3 classes	3 classes

Eastbrook Secondary School – Timeline of Increased Secondary Provision

September:	Year 7	Year 8	Year 9	Year 10	Year 11
2017	12 classes	10 classes	10 classes	10 classes	10 classes
2018	12 classes	12 classes	10 classes	10 classes	10 classes
2019	12 classes	12 classes	12 classes	10 classes	10 classes
2020	12 classes	12 classes	12 classes	12 classes	10 classes
2021	12 classes	12 classes	12 classes	12 classes	12 classes

This page is intentionally left blank

Actual & Forecast Number of Births in Barking & Dagenham
and Annual Changes (Based on May 2013 GLA Data)



■ Births ■ Birth Annual Increases

This page is intentionally left blank

CABINET**8 April 2014**

Title: Schools' Annual Results 2013 and Performance Update	
Report of the Cabinet Member for Children's Services	
Open Report	For Information
Wards Affected: All	Key Decision: No
Report Author: Jane Hargreaves, Divisional Director of Education	Contact Details: Tel: 020 8227 2686 E-mail: jane.hargreaves@lbbd.gov.uk
Accountable Divisional Director: Jane Hargreaves, Divisional Director of Education	
Accountable Director: Helen Jenner, Corporate Director of Children's Services	
<p>Summary</p> <p>This report sets out performance in two key areas:</p> <ul style="list-style-type: none"> i) Results in national tests and examinations Summer 2013; ii) School inspection outcomes 2012/2013 <p>It reviews current educational performance and sets out priority areas and actions for the Director and Education Division.</p> <p>This report updates the information presented to Cabinet Members in December 2013 and provides the final national comparative figures.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is asked to note the schools' performance information for 2013 and the priorities set out in section 3 of the report.</p>	
<p>Reason(s)</p> <p>The priorities set out following the review of performance will drive improvement and support the Council Priority 'Ensure every child is valued so they can succeed'.</p>	

1 Performance in national tests and examinations - headlines**1.1 Early Years Foundation Stage**

- On the headline indicator of children achieving a good level of development, at 46% Barking and Dagenham is 6% below the national figure and is ranked 111th out of 151 Local Authorities nationally and 22nd out of 32 in London.

- After a number of years of closing the gap to within 3% this is disappointing. However, the method of assessment changed significantly in 2013 so it is difficult to compare with previous years.
- Results have fallen across the country with the national figure dropping from 64% to 52%. Barking and Dagenham has fallen further than the national.
- This appears to be caused by a fall in the Personal, Social and Emotional Development strand which dropped by 10%.

1.2 Key Stage 1

- Results rose on the headline measures for reading, writing and maths but nationally results rose at a greater rate. This means that reading and writing have slipped at L2B from in line with the national to 1% below. Maths stays in line with the national for the third year running.
- As a result the borough has fallen 9 places to 75th in reading and 25 places to 88th in writing, although it climbed 3 places to 64th in maths out of 150 Local Authorities nationally.
- Compared with 32 Local Authorities in London, the borough has fallen 6 places to 20th in reading, 9 places to 24th in writing and 2 places to 15th in maths.
- At the higher level the gap has closed to within 1% in maths. Reading is further from the national at 4% and is a priority for improvement.

1.3 Key Stage 2

- Revised results, published 12 December 2013, show the borough is at the national average of 75% for the headline measure of Level 4 and above in reading, writing and mathematics. This represents a 2% improvement from 2012 and a 12% improvement over 3 years. As a result the borough has climbed 12 places to 90th out of 152 Local Authorities nationally and 2 places to 29th in London.
- Performance at the higher levels has improved in writing and mathematics and is closing the gap to national to 2% for both.
- The key weakness in performance as at KS1 is in reading which has fallen in line with the national and at 84% Level 4 and 37% Level 5 plus, is 2% and 8% respectively below the national figure.
- The proportion of pupils making expected progress between KS1 and KS2 in reading fell by 1% to 87%, 1% below the national. However, writing rose by 1% to 90% and maths by 3% to 89%, 2% below and 1% above the national respectively.
- Despite the drop in reading, the borough rose 2 places to 108th out of 152 Local Authorities and 34 places to 63rd in maths. However, it fell 6 places to 116th in writing.
- Compared to Local Authorities in London, the borough remained in 32nd place for expected progress in reading, although it rose by 1 place for expected progress in both writing and maths to 31st and 30th respectively.
- The number of schools below the floor standard of 60% on the combined reading, writing and maths indicator fell from three in 2012 to one in 2013.
- The cohort of 22 looked after children performed significantly better than in 2012 with 59% achieving a Level 4 in reading, 64% in writing and 74% in mathematics. This is at least in line with the latest published national figures and well above for mathematics.

1.4 GCSE

- Revised results, published 23 January 2014, shows that GCSE performance continues to make steady gains against a backdrop of change at national level. A 1.6% rise to 60.2% for the headline 5+ A*-C including English and maths figure puts the borough above the national average for the first time with an overall ranking of 84th out of 151 Local Authorities nationally and 29th in London. Nationally performance fell slightly to 59.2%.
- English continues to perform very strongly with 73.9% of the cohort achieving an A*-C grade, 11.9% above the national average. Maths saw a drop of 1.9% this year falling from above the national average to 66.4%, 1.6% below.
- The proportion of pupils making expected progress between KS2 and KS4 in English rose by 7.7% to 78.5%, 8.1% above the national. However, there was a fall of 2.2% in maths to 66.7%, 4.0% below the national.
- As a result the borough rose 32 places to 12th for expected progress in English but fell 44 places to 117th for maths out of 151 Local Authorities nationally.
- Similarly, when compared to Local Authorities in London, the borough rose 13 places to 10th for expected progress in English but fell 3 places to 32nd in maths.
- EBacc saw a good rise from a very low base from 5.1% to 13.6% - still below the national position of 23.0% and still with significant scope for improvement to ensure this measure gets to national levels in all schools in the borough.
- GCSE performance of looked after children fell this year. Only two (7.4%) of the 27 young people achieved 5A*-C including English and mathematics – both taught in borough schools. It was a very vulnerable cohort with 11 of the 27 not in mainstream schools. Disappointingly six of the cohort entered secondary school with Level 4 in English and mathematics but they had high levels of fixed term exclusions, incidences of absconding and poor attainment.

1.5 Post 16

- Revised results were published 23 January 2014 and after a mixed performance in 2012, this summer saw some good rises at A Level and equivalent.
- On the A*-C measure a 1.3% rise closes the gap to within 5% of the national figure of 77.6%.
- The published average point score figures include Barking College. They show a fall in the per pupil point score although schools improved on this measure. For APS per entry results are within 3 points of the national and the average grade is a C.
- The key area which is proving difficult to improve is A and A* performance which at 15.4% remains 11.4% below national.

1.6 Key Groups

- There is an increasing focus on the performance of groups nationally. Key groups for the borough which are not performing as well as the national include White British pupils, in particular at secondary and SEN pupils without a statement at both KS2 and KS4.
- The attainment of boys at KS2 is also significantly below that of boys nationally, although girls in the borough have improved and are now outperforming their national counterparts.

- The low proportion of pupils who reach the highest levels of attainment is a key issue at every stage of education.

Appendix 1 shows the comparative performance over five years for 11 and 16 year olds.

2. Ofsted Performance

2.1 Ofsted published annually the percentage of schools which are judged good or outstanding. Its expectation is the same as the borough's – that every school should be good or outstanding.

2.2 How we compared at 31 August 2013:

- 78% of schools were judged good or outstanding nationally – up from 70% last year. Overall at 68% Barking and Dagenham is below that figure. When broken down by phase, secondary schools performed well above the national at 89% with only one school that was not good.
- Whilst primary performance has improved significantly over the last 3 years from below 50% in 2010 to 61% on 31 August 2013. It is still well below the average.

2.3 Current performance

- The borough continues to have high levels of inspection activity with eight full inspections in the Autumn and six HMI monitoring visits and a further five full inspections and two HMI monitoring visits in the first half of the Spring term.
- Current inspection performance as of 12 February 2014 is:
Primary – 60% good or outstanding
Secondary – 78% good or better
PRU and Special – 100% good or better
Overall – 65%
- As of 12 February 2014 17 of 43 primary schools are not yet good and 9 of these are making good progress. The gap to national represents seven schools moving to good.
- Improving leadership at primary level has been, and is still, a priority. The LA has taken action to address weaknesses in leadership in nine primary phase schools over the past three years where it was clear that the leadership was not able to improve performance rapidly. Ofsted is recognising the impact of the change. All primary schools which are not yet good have a target to become so by July 2014.
- There are eight schools which are not currently on track to achieve a good judgement by July. These schools are subject to intensive monitoring, support and challenge.

3. Review of performance and priority areas for action

- 3.1 The Education Strategy 2011 – 2014 set out two overarching expectations:
- every school at least good or outstanding;
 - performance at national and then London levels and 10 standards.

- 3.2 The LA reviewed performance against the strategy with headteachers during the summer. The full review is attached as Appendix 2.
- 3.3 In order to support schools in the continued drive to improve the following five areas were agreed as a focus for 2013/14:
- a) Support for the leadership of teaching, including:
 - recruitment;
 - teaching school bids and links;
 - focus on the teaching of reading (including leading primary reading project and £500K bid to Education Endowment Fund to continue);
 - intervening where leadership lacks skills or capacity to improve quality of teaching;
 - b) Supporting the quality of governance, including:
 - brokering and providing training and mentoring for governors;
 - improving the quality of clerking;
 - intervening where governing bodies are working not effectively e.g. appointing additional governors;
 - c) Further developing school partnerships and improvement networks;
 - d) Continuing to focus on Post 16 outcomes including:
 - working with schools and colleges to ensure all of our young people have an educational, employment or training destination at 16, 17 and 18;
 - monitoring, analysing and where necessary challenging provision and performance at all levels at 16 plus.
 - e) Continued focus on reaching the highest levels of attainment including:
 - continued focus with headteachers on A and A* at secondary and higher levels at primary;
 - supporting high quality teaching of reading through the primary reading comprehension project;
 - borough-wide ten minute extra reading campaign.

4. Conclusion

- 4.1 Appendix 3 provides a summary of the population growth, levels of mobility and impact on school places. That most schools are continuing to improve outcomes for pupils in this context and under an inspection framework where twice the bar has been raised – in September 2012 and again in 2013 is a considerable achievement.
- 4.2 In the primary phase reaching the national average on the new headline measure and improving faster than the national over three years is a key milestone.
- 4.3 In the secondary sector attaining above the national average for the first time at GCSE in the headline 5A*-C with English and mathematics was the biggest collective achievement.
- 4.4 Reaching the London average for eleven and sixteen year olds is the next milestone.

- 4.5 Securing Ofsted Grade 2 - Good is the key driver and challenge for schools and then moving towards outstanding. Whilst the headline percentage of good or outstanding schools is still around the mid 60s, it should rise significantly over the next 18 months as those requiring improvement schools which are making good progress are re-inspected.

Public background papers used in the production of this report

SFR43/2013 - Early years foundation stage profile results: 2012 to 2013

SFR37/2013 - Phonics screening check and national curriculum assessments at key stage 1 in England: 2013

SFR51/2013 - National curriculum assessments at key stage 2: 2012 to 2013

SFR01/2014 - GCSE and equivalent results in England, 2012 to 2013 (revised)

SFR02/2014 - A level and other level 3 results, England 2012 to 2013 (revised)

All available from <https://www.gov.uk/government/organisations/department-for-education/about/statistics#statistical-series>

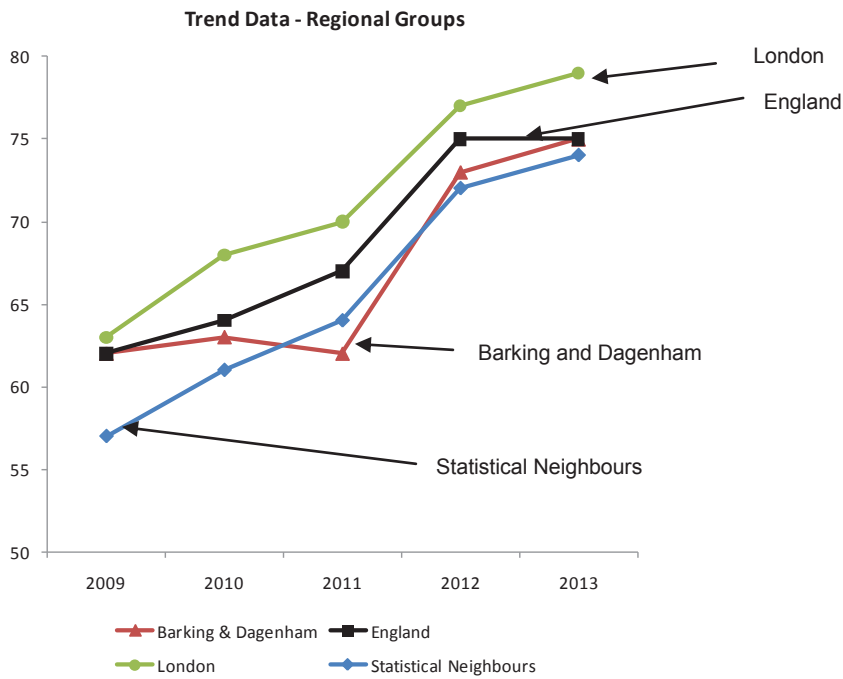
Appendices

Appendix 1 Improvement trajectory at 11 and 16

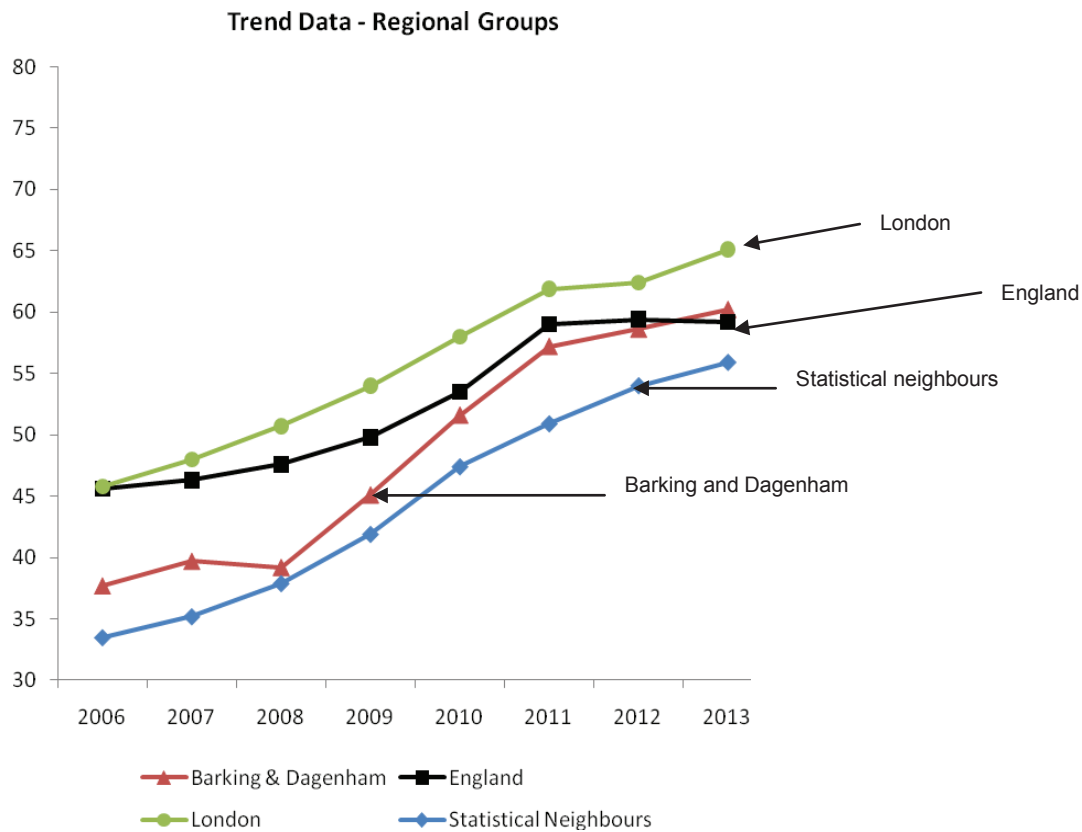
Appendix 2 Barking and Dagenham Education Strategy Review Summer 2013

Appendix 3 The context – population, school organisation and places

Improvement trajectory at 11 – Reading, Writing and Mathematics



Improvement trajectory at 16



This page is intentionally left blank

London Borough of Barking and Dagenham Education Strategy **Summer 2013 Review**



Our aim:

Rapid school improvement over the coming year will make sure that all our schools are good or better and variability in schools' progress is reduced, continuing our drive to exceed national averages for quality and attainment.



Foreword

In November 2011, Barking and Dagenham schools and the Council agreed the Education Strategy 2011 to 2014, which set 10 standards and seven priority areas for action. This mid-point review judges what has been achieved by August 2013, what remains to be done and to look beyond 2014 to reprioritise for the next three to five years.

The key principles of the strategy are:

- a further raising of the expected standards and shared ambition for all the children and young people that live here;
- a commitment to collective responsibility for all children and young people in Barking and Dagenham, not just those who attend a particular school through maintaining the family of local schools with its underlying principle of inclusive comprehensive provision;
- a commitment to improved outcomes and accelerated progress for children and young people through sustaining and refreshing the partnership between early years and child care settings, children's centres, schools, colleges and the Council; and
- making sure the pre-conditions for effective learning are in place through effective local authority intervention.

Our strategy is having an impact. Attainment on the headline measures at 11 and 16 is within a percentage point of the national average, and for the first time performance is above the national average in both English and Mathematics at GCSE (Summer 2012). In the broadest terms this means that children in Barking and Dagenham make better than expected progress from when they start school to age 16.





Progress over time

The borough has come a long way in raising standards: 20 years ago it was near the bottom of the national league tables. The recent Ofsted evidence report 'Unseen children: access and achievement 20 years on', which focuses on how young people from disadvantaged backgrounds are helped to succeed, shows that the borough is one of the highest performing areas in the country for the attainment of pupils with free school meals at GCSE (see Fig 1 – adapted from the report).

Key issues

Whilst progress has been made since 2011 towards all of the standards two significant groups of students, higher attainers and post-16 young people, are still not meeting the standards we expect. 11 and 16 year olds have rapidly closed the gap to the national level and securing national and then London levels of performance are the next milestones for both phases.

Provisional Summer 2013 results for 11 year olds indicate a fall in reading. This is already a priority with a major project underway to recover and further improve standards.

A further issue is that whilst there is a general commitment to collective responsibility for all children, the capacity of different phases and also of individual schools varies too widely.

Secondary schools: Overall the secondary phase is strong with all but one school now judged good or outstanding by Ofsted. Robust school to school support is being provided to accelerate improvement in the single school in special measures, where good progress needs to continue to be made.

Primary schools have improved significantly over the last 3 years but below average numbers of schools are good or better. All schools are signed up to the standard of reaching at least Grade 2 Good by 2014. Strong school-to-school support and effective intervention and governance will be key to achieving this goal.

Our primary schools are raising attainment in challenging circumstances. We have the fastest rising population in the country with 1,000 more children entering reception classes in September 2012 than left to go to secondary school; high mobility; increasing cultural, faith and linguistic diversity and high levels of complex special educational needs.



Accelerating improvement: Our Focus for 2013 and beyond

This mid-point strategy review finds evidence of continued improvement against a backdrop of increasing challenge, through population growth, increasing levels of need and recruitment difficulties.

Standards are not yet at the levels the local authority, headteachers, governors and our community want. At nearly all stages, the standards sought by 2014 still provide significant challenges. In particular, at Key Stage 2 and GCSE, the national average and then the London average are interim targets.

The local authority's key strategy is to work with headteachers and to further encourage their commitment to local and pan authority partnerships for the benefit of all our children and young people. The local authority is striving to build on some very high quality examples of school-to-school support and also school improvement leadership led by schools. In the light of review findings, priority areas and actions for improvement are set out below.

Our two overarching objectives are:

- Every school a good or outstanding school; and
- Reaching national standards and beyond.

To achieve these we will:

A Further support the leadership of teaching through:

1. a renewed shared recruitment strategy;
2. supporting the development of the current teaching school to support primary recruitment;
3. supporting the bid for a second teaching school to train teachers in current areas of shortage – including primary and specialist SEN;
4. supporting and brokering school network led projects to improve teaching – with the primary reading project (nine schools) as a model;
5. signposting and brokering school-to-school support for teaching;
6. intervening where school leadership lacks the skills or capacity to improve the quality of teaching.
7. a focus on the teaching of reading from 2013 to 2015.

B Further support the quality of school governance through:

1. establishing a Director's Steering Group to monitor and evaluate the impact of our work on improving governance;
2. supporting access to governors with skill sets in shortage areas;
3. providing strong professional advisory support to governors, linking with a range of partners;
4. providing improved access to professional clerks;
5. promoting high quality training and mentoring for governors and particularly chairs; and
6. actively intervening if governing bodies are providing insufficient support and challenge to their schools.

C Further the development of school led school improvement networks and support through:

1. signposting and brokering;
2. supporting collective models which address specific areas of underachievement (such as the primary reading project);
3. working with schools to ensure resources are directed to where they are most needed to impact on our key aims.



D Continue to focus on post-16 outcomes at all levels through:

1. implementing the key actions set out in the Raising Participation Strategy, through monitoring and analysing provision, impact and suitability in the 14 to 19 Strategic Partnership and NEET Boards;
2. independent advice and guidance (IAG) to organise an effective service that offers advice and feedback to students and schools.

E Continued shared focus on reaching for the highest levels of attainment through:

1. promoting quality first teaching which aims to shift performance for all students, but especially for higher attainers, so that more achieve A and A* at 16;
2. developing and expanding the primary reading project;
3. ensuring each school has robust policies for higher achievers and those with particular talent;
4. establishing cross borough excellence groups, matching those available for music and sport;
5. ensuring academic outcomes, including the performance of vulnerable groups and the effectiveness of intervention strategies is closely analysed by governing bodies so that they support and challenge their schools appropriately;
6. intervening and brokering specific support where children are underachieving or where school results are too variable;
7. ensuring our Special Educational Needs (SEN) offer is ambitious for all our children, and staff have the expertise and flexibility to meet an increased diversity of need.

Figure 1

Weakest and strongest performing local authorities by FSM pupil attainment and change in FSM pupil attainment from 2007 to 2012 all 11 and 16

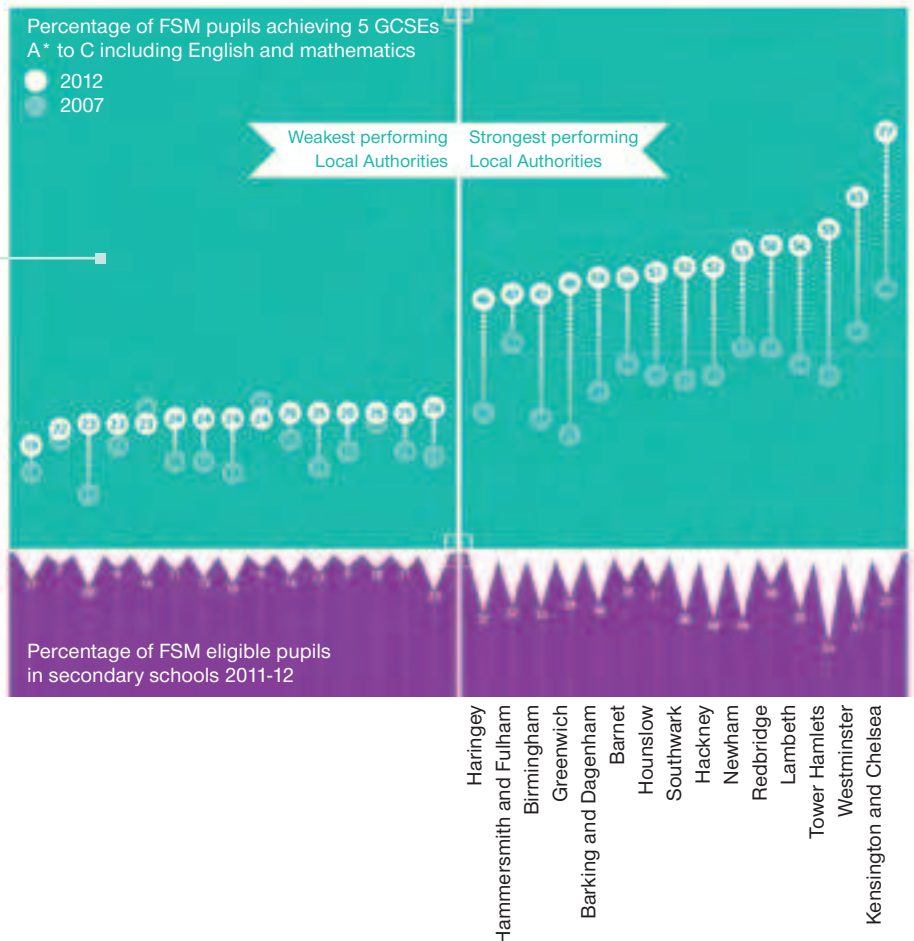
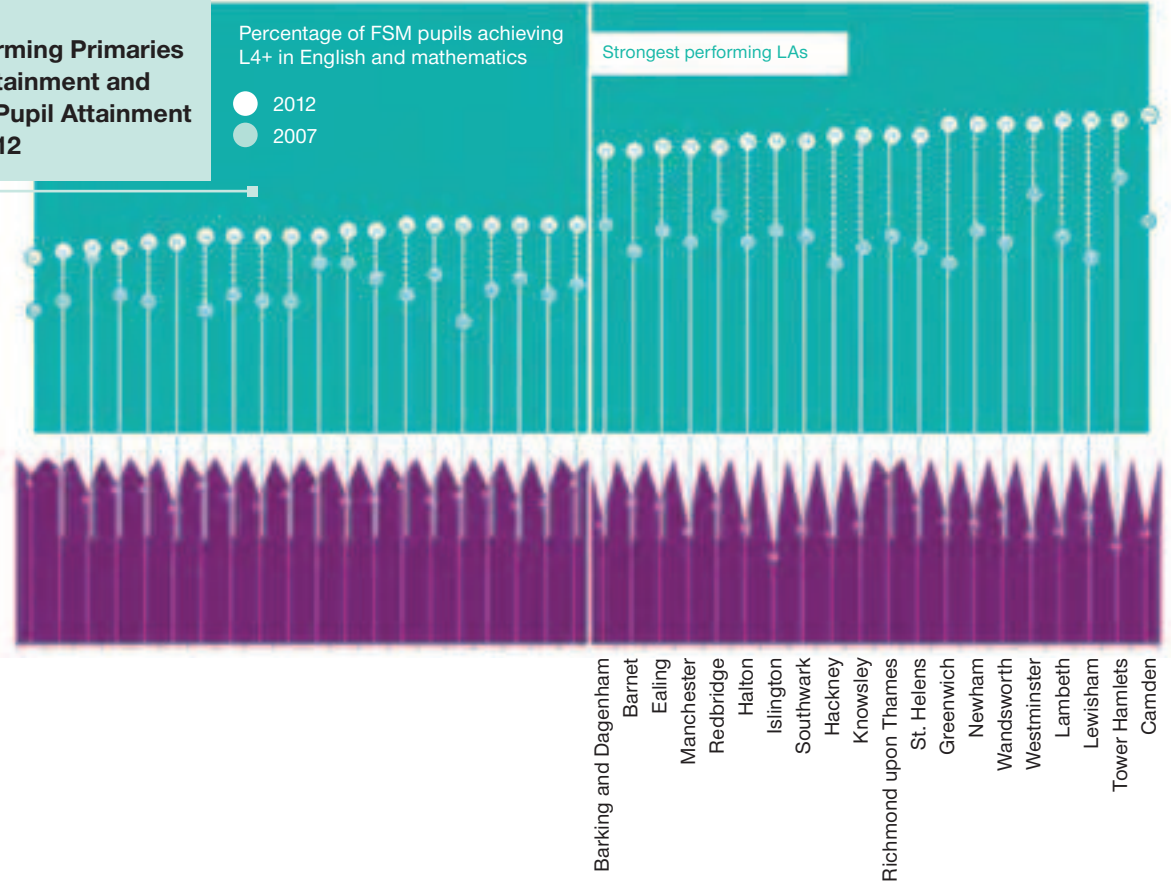


Figure 2
Strongest Performing Primaries
by FSM Pupil Attainment and
Change in FSM Pupil Attainment
from 2007 to 2012



Ten standards and seven priority areas for action - November 2011 Education Strategy

1. Every family should be able to send their child to a good or outstanding local school – an Ofsted good is the local floor standard.
2. Every young person leaves school with a recognised qualification.
3. Sufficient inclusive education places of the right quality, both mainstream and special, to meet the full range of needs and provide best value. Performance indicators – all attainment indicators plus percentage of children and young people with a statement in mainstream schools and percentage of children with statements in local provisions.
4. No primary school below the floor standard of 60% in 2012 and a commitment to raising the floor standard to 65% in 2013 and 70% in 2015 to keep pace with government policy and equip our young people for secondary school.
5. An overall raising of expectation by the end of the primary phase with a commitment to an overall target of 75% at L4 English and mathematics by 2012 and 80% by 2014 and 90% two levels of progress in English and mathematics separately. (2011 floor standards 87% and 86%)

6. No secondary school below the locally agreed floor standard of 50% 5A* to C including English and mathematics by 2012. (2011 national 35% rising to 40% in 2012 and possibly 50% in 2015).
7. A locally agreed target of 70% 5A* to C at GCSE including English and mathematics by 2014 (top quartile performance 58% in 2010/top 10% - 62.5%), with quartile C in the English Baccalaureate and 85% three levels of progress.
8. A cross phase commitment to raise the proportion of young people achieving the highest levels.
 - 20% A/A* at GCSE in mathematics by 2014
 - 20% A/A* at GCSE in English by 2014
 - 30% Level 5 in English at the end of KS2 by 2014 (2011 23%)
 - 35% Level 5 in mathematics at the end of KS2 by 2014 (2011 30%)
9. A continued raising of expectations at Level 3/A Level.
 - A* to C 78% by 2014 (2011 69.3/national 76%)
 - Average Point Score (APS) per pupil 765 by 2014 (2011 664)
 - APS per entry 230 by 2014 (2011 215)
10. Appropriate pathways and provision for all young people, including high quality alternative provision to be in place so that all are supported to remain in education, gain a recognised qualification, and to make at least expected progress.
 - Attendance – Ofsted good performance for primary and secondary attendance.
 - Permanent exclusions – maintain below national average performance -0.05 of the school population. (Provisional 2011 performance – 0.07, current national 0.08.)



Seven priority areas for action

1. Improving the quality of teaching and learning
2. Primary performance
3. GCSE performance
4. Post 16 performance
5. Improving the proportion of young people who achieve the highest levels for their age
6. Providing sufficient school places
7. Developing partnerships and governance to support the above



Review findings Summer 2013

For each of the ten standards and seven priority areas we asked ourselves:

1. Are we making sufficient progress against the standards?
2. Are they still robust and challenging?
3. Are we taking the right actions? If not – what do we need to do differently?

And, subsequently, given the evidence of the last 18 months do any of our priorities need to change or be amended?

- In almost all cases the standards continue to provide challenge for 2014. The end of Key Stage 2 standard at 80% Level 4 and 30/35% Level 5 in English and mathematics by 2014 appeared less challenging after the 2012 Summer results. Level 5 targets were already met and the 2012 results rapidly closed the gap to the national results. However, the change nationally, in the way results are calculated from 2013 has restored the level of challenge to these targets and provisional results at 11 indicate a fall in reading. The local authority has retained the target of 80% in reading, writing and mathematics for 2014 to reflect the national position. National and then London averages are always milestones and will continue to be next targets.
- Since 2011, performance has improved against all standards apart from sub-sections of Standard 8 – proportions achieving the highest levels, (GCSE A and A*) and Standard 9 Level 3/A Level performance.
- Areas of particularly strong performance are:
 - Ofsted performance of secondary schools with two more moving to good this year;
 - Reduction in number of schools below floor standards;
 - Key Stage 2 performance in 2012 (7% improvement at Level 4 to within 1% of national and Level 5 standard met);
 - GCSE performance (above national average for English and mathematics and gap to national closed to within 1% Summer 2012);
 - Attendance – further improvements (Ofsted Grade 1 performance);
 - Exclusions – falling and 96% of schools judged good for behaviour;
 - School places – the borough continues to expand and manage the fastest increasing school population in the country;
 - Partnerships – some strong examples of individual effective school to school support – through federations, internal NLE support, use of neighbouring NLE/teaching alliance and primary/secondary partnerships. This is a key area for further development in 2013/14.
- Areas where progress needs to accelerate:
 - A and A* attainment at GCSE and A Level;
 - Level 3/A Level performance – which rose slightly on one and fell on two measures in 2012 following strong improvement in 2010 and 2011. To this has to be added the proportion of young people who remain in education and training Post 16 and 17 which is low;
 - Performance at 11 - provisional 2013 results indicate that performance in relation to the national average has slipped with reading as the key issue.
 - Whilst the proportion of primary schools judged good or outstanding has improved significantly over the last three years overall, it has not made gains over 2012/13;
 - The quality of teaching remains the key barrier to moving to good and is a priority for 2013/14. (See additional comments on recruitment.)
 - Governance – a renewed approach is required to recruit governors with the skill sets required and to support governing bodies.



Ten key facts about Barking and Dagenham's children, young people and schools

- 1 Barking and Dagenham is home to 60,000 children and young people, 31% of the total population of 191,000.
- 2 The borough is experiencing one of the fastest rising birth rates in the country. In September 2012, one thousand more children entered Reception than left Year 6 to go to secondary school. Our forecasts indicate that the combined primary and secondary populations (Year R to Year 11) will grow by around 10,000 over the coming five years to 2017/18.
- 3 46% of all primary aged children and 33% of all pupils at secondary school in Barking and Dagenham do not hold English as a first language. The average for England is 17% and 13% respectively.
- 4 Approximately one in three children in Barking and Dagenham is born into poverty, higher than the national average of one in five.
- 5 There are 44 primary phase schools, 10 secondary schools, one special school and one pupil referral unit in Barking and Dagenham. One primary school is an Academy and one secondary is a Free School.
- 6 There are 10 maintained schools with sixth forms, (including one special school), one further education college, a Technical Skills Academy and one adult college.
- 7 Barking and Dagenham is ranked 99 out of 152 local authorities for attainment at age 11 and 77 out of 151 at age 16. (2012 performance)
- 8 74% of Disadvantaged* pupils and 82% of Other** pupils in Barking and Dagenham achieved the expected level in both English and maths at age 11, compared with 68% and 84% nationally for each group. Barking and Dagenham is ranked 20 out of 152 local authorities for attainment at 11 for pupils on free school meals.
- 9 50% of Disadvantaged* pupils and 64% of Other** pupils in Barking and Dagenham achieved five A* to C GCSEs or equivalent, including English and maths, compared with 39% and 66% nationally. Barking and Dagenham is ranked 11 out of 152 local authorities for achievement of pupils on free school meals at 16.
- 10 Currently (June 2013) 0.8% (43) of 16 to 17 year olds in Barking and Dagenham are in employment without any training opportunities associated with their job while 5.3% (280) are not in any kind of employment or training.

* Disadvantaged pupils are defined as those in receipt of the Pupil Premium funds (Looked After Pupils are those who are FSM Ever6 - have ever been FSM in the past 6 years).

** Other pupils are those who are not in the Disadvantaged group.

All attainment data is based on 2012 validated results.



Appendix 1 - School led partnerships

School and contact person	Specialism/Offer
All Saints Teaching School Contact: Kevin Wilson (HT All Saints RC School)	<ul style="list-style-type: none"> • Opportunities for primary school placements • Opportunities for middle leader development
Beam/Leys Federation Contact: Leigh Culyer (HT)	<ul style="list-style-type: none"> • A highly effective federation of vulnerable and strong schools which has improved outcomes for both schools • Provides model and support for federating schools • Strong model for improving teaching and pupil outcomes
Free School, Independent and Academy Partnerships	<ul style="list-style-type: none"> • Support for all schools and school providers to procure and share expertise within the Borough through partnership arrangements
Manor Junior School Contact: Caro Drumm (HT)	<ul style="list-style-type: none"> • Local Leader in Education
Partnership Learning Trust Contacts: Roger Leighton (HT Sydney Russell); Gary Wilder (Executive HT Warren/Furze Federation); Peter McPartland (Trinity School)	<ul style="list-style-type: none"> • Model for free school provision • Teaching school bid – to cover primary, secondary and special
Primary Alliance networks Contact: Ruth Ejvet – Chair of Primary Headteachers, David Reedy - Principal Adviser Primary	<ul style="list-style-type: none"> • Local networks of schools with specific foci and shared cross borough opportunities
Tollgate Teaching Alliance Contact: Caroline Stone - 0207 476 1848 or email teachingschool@tollgate.newham.sch.uk	<ul style="list-style-type: none"> • Partnership work to encourage Barking and Dagenham Schools' access to a range of opportunities from our nearest Primary Teaching School Alliance
Warren/Furze Federation Contact: Gary Wilder	<ul style="list-style-type: none"> • NLE and national support school • Leadership and management support • Self-review/Ofsted preparation • Highly effective data and tracking systems
Valence Primary, Hunters Hall Primary, Grafton Primary, John Perry Primary	<ul style="list-style-type: none"> • Primary Reading Comprehension Project expertise
Eastbury Comprehensive School Contact: David Dickson (HT) Ripple Primary School Contact: Roger Mitchell (HT)	<ul style="list-style-type: none"> • Pilot Cultural Education Partnership Steering Group representatives

Appendix 2 - Register of excellent practice

School	Area(s) of excellence
All Saints	Parents' evenings
Beam Primary	Outdoor Learning Environment Effective Dialogic Pedagogy
Becontree Primary	Progress and attainment data analysis
Dorothy Barley Infant	School Council
Dorothy Barley Junior	Marking
Eastbury	Sports leadership
Eastbrook	French teaching and learning EAL teaching and learning
Erkenwald Centre	Student circle time
Five Elms Primary	Early Years provision
Furze Infant	Classroom learning environments Professional development of teachers
Gascoigne Primary	EYFS
George Carey C of E Primary	Phonics teaching Provision for autism
Godwin Primary	Nursery (how they develop children's learning behaviours and prepare them for YR) NARP
Grafton Primary	A happy, vibrant learning environment
Henry Green Primary	EYFS
Hunters Hall Primary	Writing
James Cambell Primary	EYFS
John Perry Primary	ARP for autistic children
Jo Richardson	SMSC
Manor Junior	Effective feedback tutorials
Manor Longbridge	Effective interventions
Manor (Sandringham Road)	Key Stage 1 - Writing
Marsh Green Primary	Teachers' collaborative drive and shared ambition - sharing good practice
Northbury Junior	Progress in writing
Richard Alibon Primary	ARP for children with Complex Needs
Ripple Primary	EYFS, Behaviour and Safety of Pupils and Social Inclusion/Family Support
Riverside	Learning
St Joseph's (Barking)	Nursery
St Joseph's (Dagenham)	Training and management of teaching assistants
St Margaret's C of E	Family liaison
Thames View Junior	School Council Multiculturalism Attitudes and Behaviour
The Leys Primary	Attitudes and engagement
Thomas Arnold Primary	International primary curriculum
Trinity Special School	The quality of teaching and learning with ASD pupils
Village Infant	SEN teaching assistants
Warren Comprehensive	English progress and literacy
Warren Junior	An outstanding teacher in Y3 Professional development of teachers
William Bellamy Primary	Meeting behaviour needs of all pupils - even the most challenging EBD pupils.



London Borough of Barking and Dagenham Education Strategy
Summer 2013 Review

London Borough of Barking and Dagenham
Phone: 020 8215 3000

Out-of-hours emergencies only
Phone: 020 8215 3024
Fax: 020 8227 3470
Email: 3000direct@lbbd.gov.uk
Website: www.barking-dagenham.gov.uk

We have tried to make sure that this information is correct at the time of going to print. However, information may change from time to time.

You must not copy this document without our permission.
© 2013 London Borough of Barking and Dagenham.

Publication reference number: MC7203
Date: October 2013



**INVESTORS
IN PEOPLE**

Context: population, school organisation and places

Headline performance

Table 1 below shows the context the borough and its schools are operating in. It continues to see one of the fastest if not the fastest increases in population in the country, bringing with it significant mobility and change. That most schools are continuing to improve their outcomes for children in this context should not be underestimated.

Table 1

	2010/11 Reception	2011/12 Reception	2012/13 Reception	2013/14 Reception
Number of children in Reception	3354 (as at the closing date)	3481 (as at the closing date)	3486 (as at the closing date)	3507plus 361 late (16 January to 31 August)
Number of additional Reception classes	4	9	5	6
Total additional primary classes	20	28	41	45
Number of amalgamations/federations	1	4	2	1
Number of new schools	-	1	1	-

Levels of mobility in primary schools are typically high, partly owing to families being rehoused from other boroughs. We have seen a significant amount of increase in school applications over the past few years and this will increase since the introduction of the welfare reform tax.

The borough is continuing to keep pace with demand but there are particular pressure times and year groups. The summer period is particularly volatile when we tend to get an influx of families. In July and August of this year 357 new requests for places were received with 149 families coming from abroad.

In this case it meant that we have had to open three additional classes (1 x R, 1 x Y1, 1 x Y2) since the start of term. We may need further Y1 classes and will probably require up to three Reception classes between January and July as children turn five and have to go to school.

School organisation

Amalgamations & Federations

School	Effective Date of Amalgamation/Federation
Ripple Infant & Junior Schools Now Ripple Primary School	1 September 2009
Cambell Infant & Junior Schools Now James Cambell Primary School	1 January 2012
William Bellamy Infant & Junior Schools Now William Bellamy Primary School	1 April 2012

Grafton Infant & Junior Schools Now Grafton Primary School	1 April 2012
Rush Green Infant & Junior Schools Now Rush Green Primary School	1 April 2013
Northbury Infant & Junior Schools To become Northbury Primary School	1 January 2014
Furze Infant and Warren Junior Schools (Hard Federation)	1 October 2010
Leys Primary and Beam Primary Schools (Soft Federation)	March 2012
Marks Gate Infant & Junior Schools (Hard Federation)	17 January 2013

New schools opened are The George Carey Primary School in September 2011 and Barking Riverside Secondary School in September 2012.

Forecasts

A separate report to the December Cabinet provided more detailed information on forecasts and budget for the capital programme. The headline forecasts remain that since the academic year 2007/08 to the present, 4,500 additional primary aged pupils have had to be accommodated. This is equivalent to 150 new classes across all year groups in the primary phase. The forecast in the next 5 years is an additional 6,130 primary pupils to 2017/18. Overall this forecast would be equivalent to nearly 10 3FE primary schools.

For secondary aged pupils, there has been an increase in secondary school demand over the last 5 years 2007 to 2013 of 640 pupils, this has been equivalent to 21 classes, and has largely been accommodated through existing provision.

The forecast for the next 5 years is an additional 4,180 pupils in the secondary phase up to 2018, this is equivalent to 140 classes or 3 8FE secondary schools, largely generated from pupils passing through the primary phase.

In respect of places for pupils identified with special educated needs the forecast is demand for 66 places in additional resource provisions across the Borough, and a 160 place special needs school. This latter provision is to be provided through the development of the Barking Riverside Free School SEN facility.

Conclusion

Cabinet received a report on 13 November 2012 which explained that the likely scope of cost to meet demand over the period to 2016/17 would be in the region of £228m, or £45.6m per year. Based on the numbers now forecast and having taken into account the rise in the cost of design, procurement and construction this estimate remains constant and would mean that from 2015 when we have to provide additional places as set out in the Strategy for Ensuring Sufficient School Places, there will be no funding unless the Government allocate additional resources.

CABINET**8 April 2014**

Title: Programme of Meetings 2014/15	
Report of the Leader of the Council	
Open Report	For Decision
Wards Affected: None	Key Decision: No
Report Author: Alan Dawson, Democratic Services Manager	Contact Details: Tel: 020 8227 2348 E-mail: alan.dawson@lbbd.gov.uk
Accountable Divisional Director: Fiona Taylor, Head of Legal and Democratic Services	
Accountable Director: Graham Farrant, Chief Executive	
<p>Summary</p> <p>This report relates to the proposed programme of meetings for the forthcoming municipal year 2014/15 and seeks the Cabinet's confirmation of the proposals underpinning the programme.</p> <p>The 2014/15 programme has been based on well established principles for the annual calendar but also reflects specific arrangements associated with the 2014 Local Elections and the associated Member Development programme, as well as the pre-election period for the 2015 Parliamentary Elections.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to agree the basis of the programme of Council meetings for 2014/15 as detailed in the report.</p>	
<p>Reason(s)</p> <p>To accord with the requirements of the Council Constitution.</p>	

1. Introduction and Background

- 1.1 The annual programme of meetings covers all of the main political structure meetings and typically relates to the 12 month period from mid May each year.
- 1.2 The general principles underpinning the programme are well established. Wherever possible, clashes between meetings are avoided and meetings scheduled outside of school holiday periods, although certain statutory deadlines or other legitimate reasons mean that this is not always possible / practical.

- 1.3 The 2014/15 programme has been designed around these principles but has also taken account of the Local Elections on 22 May 2014 and the Parliamentary Elections on 7 May 2015, which impact on the programme in several ways.
- 1.4 Local Elections normally take place in the first week of May but were put back to 22 May 2014 to coincide with the European Elections. As a consequence the Annual Assembly meeting, at which appointments to committees are made, will take place on 12 June 2014 which reduces the capacity to schedule a full programme of meetings in that period before the main school summer holidays.
- 1.5 The period leading up to the main school summer holidays will also be used to deliver an extensive Member Development programme, agreed through the Member Development Group. An extensive programme was first introduced in 2010 and was very well received by councillors, particularly those new to the Council. A series of Member Development workshops have therefore been scheduled for June and July 2014 and other informal sessions will also be held during this period.
- 1.6 The latter end of the 2014/15 programme takes account of the pre-election period for the 2015 Parliamentary Elections which is due to commence on Monday 30 March 2015. During the pre-election period, local authorities are prohibited from undertaking certain activities and the Council has typically kept to a minimum the number of meetings during that period, holding only those meetings that are necessary.

2. Proposal and Issues

- 2.1 In terms of a formal meeting structure, the period from Annual Assembly to the end of the school summer holidays has been designed to only include meetings such as the Development Control Board, Licensing and Regulatory Board and Personnel Board, which have a quasi-judicial role and must consider matters within prescribed timescales, and the main decision-making bodies such as the Cabinet, Health and Wellbeing Board and Pensions Panel.
- 2.2 The Select Committees, Standards Committee, Employee Joint Consultative Committee and the Employee Joint Health Safety and Wellbeing Committee would begin their formal meeting structure after the school summer holidays.
- 2.3 With the above factors in mind, set out below are the proposals in respect of the Council's main meetings for 2014/15:

Assembly

The Assembly has been scheduled to meet on five occasions during the 2014/15 municipal year, which is considered sufficient. There are two key dates during the year, namely the end of February for the budget / Council Tax setting and mid May for the 2015 Annual Meeting. The proposed scheduling avoids school holidays.

Cabinet

There are nine meetings of the Cabinet proposed for the 2014/15 municipal year, typically on a four-week schedule but taking into account the main summer and winter school holidays and the final meeting taking place at the end of March 2015, prior to the pre-election period for the Parliamentary Election.

Development Control Board

These have typically been scheduled four-weekly in order to ensure that applications are considered within statutory timescales.

Health and Wellbeing Board

There are seven meetings proposed for the 2014/15 municipal year, typically on a six-week schedule but taking into account the main summer and winter school holidays and the final meeting taking place mid-March 2015, prior to the pre-election period for the Parliamentary Election.

Licensing and Regulatory Board

These have typically been scheduled fortnightly in order to ensure that applications are considered within statutory timescales. Where there are no applications to consider, meetings would be cancelled.

Pensions Panel

These have been scheduled on a quarterly basis.

Personnel Board

These have typically been scheduled fortnightly but where there are no cases to consider, meetings would be cancelled.

Standards Committee

In the light of changes to the Standards regime as a consequence of the Localism Act 2011, it is considered sufficient for the Committee to continue to meet on an approximate quarterly basis rather than every two months as was the case under the former, more complex legislative arrangements.

Select Committees

The Constitution refers to Select Committees meeting approximately every six weeks (eight times a year). To keep the immediate period after the Annual Assembly as clear as possible for the reasons outlined above, the first meetings of the Select Committees have been scheduled to commence in September, which in effect takes two meetings per committee out of the calendar. However, the loss of meetings will be compensated by the dedicated Select Committee training which will be delivered as part of the Member Development programme during the summer period and other informal arrangements planned by the Democratic Services team.

Between September 2014 and March 2015, the Living and Working, Children's Services and Health and Adult Services Select Committees have each been scheduled to meet four times. The Safer and Stronger Select Committee has five meetings in the calendar as its March 2014 meeting has been cancelled and the Public Accounts and Audit Select Committee also has five meetings to reflect its overview role in respect of the budget savings exercise which will resume this year.

This scheduling is also based on the probability that the Select Committees will need additional meetings to consider the respective budget savings proposals. Rather than set the dates for those meeting at this stage, bearing in mind that the arrangements and timetabling for the 2015/16 budget savings will not be finalised

until after the Local Elections, capacity has been built in to the overall programme to enable additional meetings to be arranged as and when necessary.

- 2.4 Meetings of the Employee Joint Consultative Committee and the Employee Joint Health Safety and Wellbeing Committee have been scheduled quarterly, in line with normal arrangements, although the first meetings in the municipal year would not take place until after the school summer holidays. There are a number of other meetings, such as the Housing Forums and school governing bodies, which are also included in the full Council calendar. The scheduling of these meetings is determined by the bodies themselves but they are asked to have regard to the Council's programme when setting their respective schedules.
- 2.5 The proposed programme for 2014/15 can be viewed on the Council's website via <http://moderngov.barking-dagenham.gov.uk/mgCalendarMonthView.aspx?GL=1>.

3. Options Appraisal

- 3.1 The proposals within this report generally reflect the standard approach to the annual calendar. There is always some flexibility within the calendar to allow for in-year changes.

4. Consultation

- 4.1 The key principles which underpin this report have been agreed in consultation with the Chief Executive, Leader, Labour Group Secretary and relevant officers. Once the Cabinet has approved them, the full programme of meetings will be made widely available.

5. Financial Implications

Implications verified by: Jon Bunt, Chief Finance Officer

- 5.1 There are no direct financial implications associated with this report.

6. Legal Implications

Implications verified by: Fiona Taylor, Head of Legal and Democratic Services

- 6.1 There are no legal implications associated with this report.

7. Other Implications

- 7.1 **Corporate Policy and Customer Impact** - The arrangements for the 2014/15 municipal year follow the same general pattern as previous years and are therefore not considered to have any material impact on customers.
- 7.2 **Property / Asset Issues** - The Council's meetings are typically held in the Civic Centre or Town Hall due to their accessibility and to minimise costs.

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

List of appendices: None

CABINET**8 April 2014**

Title: Debt Management Performance and Write-Offs 2013/14 (Quarter 3)	
Report of the Cabinet Member for Finance	
Open Report	For Information
Wards Affected: None	Key Decision: No
Report Author: Steve Cooper, Head of Revenues	Contact Details: Tel: 07972003726 E-mail: steve.cooper@elevateeastlondon.co.uk
Accountable Director: Jonathan Bunt, Chief Finance Officer	
Summary	
<p>This report sets out the performance of the Council's partner, Elevate East London, in carrying out the debt management function on behalf of the Council and covers the third quarter of the year 2013/14. It also includes details of debt written off in accordance with the write off policy approved by Cabinet on 18 October 2011.</p>	
Recommendation(s)	
<p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Note the contents of this report as it relates to the performance of the debt management function carried out by the Revenues and Benefits service operated by Elevate East London, including the performance of bailiffs; and (ii) Note the debt write-offs for the second quarter of 2013/14 and that a number of these debts will be publicised in accordance with the policy agreed by Cabinet. 	
Reason	
<p>Assisting in the Council's Policy aim of ensuring a well run organisation delivering its statutory duties in the most practical and cost-effective way. It will ensure good financial practice and adherence to the Council's Financial Rules to report on debt management performance and total debt write-off each quarter.</p>	

1. Introduction and Background

- 1.1 The Council's Revenues, Benefits, General Income and Rents Service are operated by the Council's joint venture company, Elevate East London LLP (Elevate). The service is responsible for the management of the Council's debt falling due by way of statutory levies and chargeable services.

- 1.2 This report sets out the performance for the third quarter of 2013/14 and covers the overall progress of each element of the service since April 2013. In addition it summarises the debts that have been agreed for write off in accordance with the Council's Financial Rules. Write offs in the third quarter have been actioned in accordance with the Council's debt management policy agreed on 18 October 2011.

2. Proposal and Issues

- 2.1 Set out in table 1 below is the performance for quarter 3 of 2013/14 achieved by Elevate for the main lines of debt managed by the Revenues Service during the financial year.

Table 1: Collection Rate Performance – 2013-14 Quarter 3

Type of Debt	Annual Target	Target for Quarter 3	Performance	Variance	Actual collected £m
Council Tax	93.50%	81.0%	81.3%	+0.3%	45,671
NNDR	97.57%	81.27%	80.32%	-0.95%	46,813
Rent	96.50%	96.70%	96.73%	+0.03%	75,290
Leaseholders	91.80%	69.39%	73.86%	+4.47%	2,745
General Income	94.64%	73.76%	81.98%	+8.22%	57,835

Council Tax collection performance

- 2.2 Council Tax collection at the end of the third quarter is 0.30% above the profile but 0.80% below the performance at the same time last year. Collection of Council Tax, from those in receipt of Council Tax Support (CTS) but still with a sum to pay, at the end of the third quarter, was estimated at 70%
- 2.3 The Council has adopted the same Council Tax Support Scheme for 2014/2015 as it administered in 2013/2014. This means that the calculation for any working age claimant is based upon 85% of the relevant Council Tax liability. Uprating of premiums and allowances that are proposed for Housing Benefit in 2014/2015 are to be exactly reflected in the Council Tax Support scheme for Barking and Dagenham in 2014/15. The Council also adopted the following discretionary areas within the Council Tax Support Scheme;
- i. The ability to backdate working age claims to a maximum of 3 months.
 - ii. To disregard war widows and war disablement pension income.
 - iii. To adopt the extended payment scheme and align it with the main Housing Benefit scheme
- 2.4 Changes and improvements:
- i. During the third quarter debt recovery action continued for non payers with 12,380 summonses being issued for the year.

- ii. Enforcement action has been initiated and there are currently 3,610 accounts with attachments to earnings or benefit. These are identified via a segmentation process prior to bailiff action which details accounts receiving benefit or where we hold employers details.
- iii. The sending of text messages to debtors commenced in quarter 3 acting as an additional reminder.
- iv. The payment arrangement procedure continues to ensure that those requiring more time to pay are managed correctly. Those that fail to adhere to the terms of the arrangement are quickly identified and recovery action is initiated.

Business Rates (NNDR) collection performance

- 2.5 The NNDR collection rate at the end of the third quarter is 80.32% which is 0.95% below the profile but 1.23% above the same period in 2012/13.
- 2.6 The financial climate continues to have a detrimental effect upon businesses within the Borough making collection of Business Rates challenging.
- 2.7 Following the end of the joint service with Havering in September 2013 the team were left with 1.5 FTE vacancies which affected performance and their ability to carry out proactive recovery initiatives. This situation was addressed in the main in November by employing an NNDR experienced contractor and taking on 2 apprentices.
- 2.8 Recovery procedures were reviewed through Q3 to ensure that debts are progressed to bailiffs in a timely fashion. A second bailiff company is now being used to increase this method of enforcement.
- 2.9 Proactive outbound calling has now been adopted to identify ratepayers that are beginning to fall behind with payments. This will ensure that these cases are quickly identified and payment agreed where possible.
- 2.10 Recovery notices have been reviewed and redesigned where necessary to increase their effectiveness.
- 2.11 The largest value 100 debtors, totalling £1.6m, are being specifically targeted to ensure recovery is appropriate and effective where required.

Rent collection performance

- 2.12 The rent collection target for the end of the third quarter of 96.73% has already exceeded the year end target of 96.50%. By the end of quarter four, the projected collection is expected to be approx 96.58%.
- 2.13 The introduction of the bedroom tax affects approximately 1,600 of our tenants. Of those tenants who have lost housing benefit this year because they are deemed to have one or more excess bedrooms; 48% are in rent arrears. This group as a whole owe £360k and recovery action is only taken against these tenants at the agreement of the Council and based on each case's merits. Where tenants have arrears caused in the main by the bedroom tax changes recovery action will not take place whilst they are actively seeking to move to smaller accommodation.

2.14 Various actions have been taken to improve performance in rent collection:

- i. A good platform is in place to ensure that avoidable arrears are minimised with procedures agreed between the Council and Elevate. These procedures are designed to ensure that rent accounts are closed more swiftly when tenants move out.
- ii. Elevate are proactively seeking to backdate housing benefit entitlement for tenants who have experienced a loss of entitlement due to learning difficulties or mental illness which prevents them being able to comply with the standard claims requirement.
- iii. Elevate have included messages on rent statements and on-line reminding tenants to prioritise rent payments first and the possible consequences of non-payment are highlighted.
- iv. Improved procedures are in place at the sign up of new tenancies to maximise housing benefit take up from the start of tenancy and encourage payments through direct debit.
- v. Proposals for further changes to procedures are under discussion with Housing with a view to achieving substantial increases in collection performance next year by spend to save initiatives.

Leaseholders' debt collection performance

2.15 The leasehold collection target for the year has been set at 91.80%. In the third quarter Elevate achieved 73.86% which exceeds the expected profile of 69.39% by 4.47%.

General Income collection performance

Overall position

2.16 General Income is used to describe the ancillary sources of income available to the Council which support the cost of local service provision. Examples of areas from which the Council derives income include: penalty charge notices; social care charges; housing benefit overpayments; rechargeable works for housing; nursery fees; trade refuse; truancy penalty notices; hire of halls and football pitches. Oracle is used for the billing of these debts and collection performance by Elevate for its activities across all these debts is reported together.

2.17 Good collection has been maintained through quarter 3 with over £57m being collected in the first three quarters against a debit of £70.5m. This collection is above the profile for the previous year with more effective school salary collection having been implemented by the team. The remainder of this section considers a selection of General Income debts which have specific separate collection rate targets.

ACS Homes and ACS Residential - Collection of social care charges (home and residential)

2.18 The Council's Fairer Contribution Policy commenced from October 2011 and applies to home care. Residential care charges are covered by the Department of Health's *Charging for Residential Accommodation Guide* (CRAG).

- 2.19 Collections of debt for home and residential care are reported separately. For both, the agreed measure for performance reporting is the percentage collected on debt over 90 days old and performance reporting can include debts from previous financial years.
- 2.20 Residential care debt which the Council has secured with a charging order against the client's assets, usually their property, is not included in these figures.

Residential care

	Invoices	Debit Raised (£000)	Total Collected (£000)	Collection rate	Target	Difference
Dec	90+ days	5.259	4.863	92.46	90.00%	+2.46%

Homecare

	Invoices	Debit Raised (£000)	Total Collected (£000)	Collection rate	Target	Difference
Sept	90+ days	6.635	2.470	93.75%	90.00%	+3.75%

- 2.21 The recovery process of these debts is similar to that of other debts, but with added recognition given to particular circumstances. In order to ensure that the action taken is appropriate and to maximise payments each case is considered on its own merits at each stage of recovery and wherever possible payment arrangements are agreed. In addition a further financial reassessment of a client's contribution is undertaken where there is extraordinary expenditure associated with the care of the service user.

Housing and Environment: Penalty Charge Notices

- 2.22 This recovery work only includes debts due to Penalty Charge Notices (PCNs) for parking, bus lane and box junction infringements once a warrant has been obtained from the Traffic Enforcement Centre (TEC). The majority of these relate to parking infringements and Elevate enforce these warrants through bailiffs and monitor their performance. Overall collection rates on PCNs will be reported by Environmental and Enforcement Services (Parking Services). Performance is set out in 2.26 below.

Housing Benefit Overpayments

- 2.23 In the first three quarters of the year collection totalled £2.488m. This is ahead of the collection profile target by £256,000.

Bailiff Performance

- 2.24 Bailiff action is a key tool for the Council to recover overdue debts but is only one area of collection work. There are now over 13,000 additional households liable to pay Council Tax following the introduction of Council Tax Support (CTS) as a replacement of Council Tax Benefit. This many additional payers will create an increase in the number of accounts requiring recovery action and the overall value

of arrears. This is not a static group as residents move in and out of work. The Council's ability to collect sums due will be progressively affected as the welfare reforms take effect alongside the cumulative yearly effect of CTS on arrears.

- 2.25 A report was made to the Public Accounts and Audit Select Committee (PAASC) meeting on 26 June 2013 clarifying the scale of the potential impact in 2013/14, and the recovery processes the Council uses. The key to the Council's approach is that it encourages contact and payments as soon as possible, which maximises the opportunity for the taxpayer not to incur the added costs for being summonsed. The norm in 2011/12 and 2012/13 was for less than 25% of reminders to lead to action by bailiffs. It is not anticipated that this percentage will change in 2013/14.
- 2.26 The majority of cases sent to the bailiffs for Council Tax in quarter one related to 2012/13 debts. Referrals increasingly related to 2013/14 debts as recovery cycles gathered pace through Q2 and Q3. Collection will continue to improve over the rest of the year
- 2.27 Information on the performance of the bailiffs is set out in the table below by type of debt for quarters 1 to 3 of 2013/14:

Service	Value sent to bailiffs (£000)	Total collected by bailiffs (£000)	Collection rate
Council Tax	4,872	409	8.17%
NNDR	1,693	398	23.51%
Road Traffic	1,851	318	17.19%
Commercial rent	24	23	94%
General Income	70	22.5	32.14%

New Regulations for Bailiffs

- 2.28 From 6 April 2014 all activity carried out by civil enforcement agents (bailiffs) on behalf of the Council will be carried out in accordance with new regulations that have been introduced in accordance with the Tribunals, Courts and Enforcement Act¹, 2007.
- 2.29 The regulations apply to England and Wales and are designed to apply more effective control and greater transparency for charging by the bailiff industry.
- 2.30 The new rules split the bailiff action into a number of stages, four stages for enforcement under a High Court Writ and three stages where enforcement is not under a High Court Writ. The most common enforcement carried out by Elevate on

¹ The regulations are:

1. The Taking Control of Goods Regulations 2013 No. 1894
2. The Taking Control of Goods (Fees) Regulations 2014 No. 1.
3. Regulations for training and certification of enforcement agents, still to be laid as at 3.2.14

behalf of the Council is under the latter; the fees to apply are set out in the regulations and are as follows:

- i. Compliance Stage £75
- ii. Enforcement Stage £235 (7.5% additional charge for debts over £1,500)
- iii. Sale or disposal stage £110 (7.5% additional charge for debts over £1,500)

2.31 Compliance stage is when the Enforcement Agent Company (Bailiff) receives instruction to deal with the debt and will issue a notice of enforcement to the debtor. This stage may also include other attempts to contact the debtor. The Enforcement stage is when the bailiff visits the property, the fees are fixed regardless of how many visits are made and may include the bailiff taking control of goods belonging to the debtor. The last stage is the Sale stage where debtors' goods are removed for sale.

2.32 These new rules and their simplified charges are being implemented after lengthy consultation with the industry and for the government they demonstrate its commitment to protecting the public from unsound and unsafe methods of rogue bailiffs, but at the same time having rules that allow for the fair collection of debts.

Debt Write-off: Quarter 3 2013/14

2.33 All debt recommended for write off is done so in accordance with the policy of the Council who have the final decision with regard to approval. The value of debt recommended to the Chief Finance Officer and subsequently approved for write off during the third quarter of 2013/14 totalled: £334,242. The detail of the value of cases and number of cases written off in quarters 1 to 3 of 2013/14 is provided in Appendix A.

2.34 The figures in Appendix B show the total write-offs for 2011/12 and 2012/13 as well the total debts written off in the first, second and third quarters of 2013/14.

2.35 440 debts were written off in quarter 3 for which the reasons were:

Absconded/not traced	Uneconomic to pursue	Debtor Insolvent	Deceased	Other reasons
6.8%	64.1%	4.1%	14.5%	10.5%

(The 'Other reasons' category includes examples such as: where the debt liability is removed by the Court or the debtor is living outside the jurisdiction of the English Courts and is unlikely to return).

Publication of individual details of debts written off (Appendix C)

2.36 In line with Council policy established in 2007, due to the difficulties of finding absconding debtors, a list showing the details of some debtors who have had debts written off is attached to this report at Appendix C. The list has been limited to the ten largest debts only and can be used in the public domain.

3. Options Appraisal

3.1 Not relevant for this report.

4. Consultation

4.1 Not relevant for this report.

5. Financial Implications

Implications completed by: Kathy Freeman, Finance Group Manager

- 5.1 Collecting all sums due is critical to the Council's ability to function. In view of this, monitoring performance is a key part of the monthly meetings with Elevate.
- 5.2 The monthly meetings between Elevate and the Council focus on the areas where the targets are not being achieved and discuss other possibilities to improve collection.
- 5.3 Since the start of 2013/14, Elevate has written off debts of £638,846, which is significantly lower than quarters 1 to 3 in 2012/13 by £1.2m. This is partially due to increased support required for Council Tax Support debts, It is important that bad debts are dealt with promptly as it affects the level of bad debt provision the Council is required to make at year end.
- 5.4 To the end of quarter 3, Elevate are exceeding the collection target for the majority of debt types, except for NNDR. If this trend continues, there is a likely to be an increase in the overall income collected for the year.

6. Legal Implications

Implications completed by: Paul Feild, Senior Governance Lawyer

- 6.1 Monies owed to the Council in the form of debts are a form of asset that is the prospect of a payment sometime in the future. The decision not to pursue a debt carries a cost and so a decision not to pursue a debt is not taken lightly.
- 6.2 The Council holds a fiduciary duty to the ratepayers and the government to make sure money is spent wisely and to recover debts owed to it. If requests for payment are not complied with then the Council seeks to recover money owed to it by way of court action once all options are exhausted. While a consistent message that the Council is not a soft touch is sent out with Court actions there can come a time where a pragmatic approach has to be taken with debts as on occasion they are uneconomical to recover in terms of the cost of process and the means of the debtor to pay, the maxim *no good throwing good money after bad* applies. In the case of rent arrears, the court proceedings will be for a possession and money judgement for arrears. However a possession order and subsequent eviction order is a discretionary remedy and the courts will more often than not suspend the possession order on condition the tenant makes a contribution to their arrears.
- 6.3 While the recent use of Introductory Tenancies a form of trial tenancy may have some impact as only those tenants with a satisfactory rent payment history can expect to be offered a secure tenancy the best approach is to maintain a dialogue with tenants and highlight the importance that payment of rent and Council tax

ought to be considered as priority debts rather than credit loans as without a roof over their heads it will be very difficult to access support and employment.

6.4 The decision to write off debts has been delegated to Chief Officers who must have regard to the Financial Rules.

7. Other Implications

7.1 **Risk Management** - No specific implications save that this report acts as an early warning system to any problems in the area of write offs.

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

List of appendices

Appendix A – Debt Write Off Table for Quarters 1, 2 and 3 for 2013/14.

Appendix B – Debts written off in 2011/12 and 2012/13 and totals for 2013/14 so far.

Appendix C – Ten Largest Debts Written Off in Quarter 3, 2013/14

This page is intentionally left blank

Table 1: Debts Written Off during Quarter 1 2013/14 (£)

Write-offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
Apr-13	Under 2k	2,160	0	0	11,989	0	14,149
	Over 2k	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0
Total	0	2,160	0	0	11,989	0	14,149
May-13	Under 2k	22,500	0	1,457	27,292	14,324	65,572
	Over 2k	9,721	0	0	0	2,269	11,990
	Over 10k	0	0	0	0	0	0
Total	0	32,221	0	1,457	27,292	16,592	77,562
Jun-13	Under 2k	32,872	23,729	0	0	0	56,601
	Over 2k	12,961	0	0	0	0	12,961
	Over 10k	10,350	0	0	0	0	10,350
Total	0	56,183	23,729	0	0	0	79,912
Totals	0	90,564	23,729	1,457	39,280	16,592	171,623

Table 2: Debts Written Off during Quarter 2 2013/14 (£)

Write-offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
Jul-13	Under 2k	15,021	0	0	0	0	15,021
	Over 2k	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0
Total	22,110	15,021	0	0	0	0	37,132
Aug-13	Under 2k	16,044	0	359	23,402	0	39,805
	Over 2k	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0
Total	39,582	16,044	0	359	23,402	0	79,386
Sep-13	Under 2k	6,133	0	215	0	0	6,348
	Over 2k	7,613	0	0	0	0	7,613
	Over 10k	0	0	0	0	0	0
Total	2,500	13,746	0	215	0	0	16,462
Totals	64,193	44,811	0	574	23,402	0	132,980

Table 3: Debts Written Off during Quarter 3 2013/14 (£)

	Write-offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NDR	TOTAL
Oct-13	Under 2k	2,694	24,073	0	0	2,320	0	
	Over 2k	0	25,636	0	0	0	0	
	Over 10k	0	0	0	0	0	204,788	
	Total	2,694	49,709	0	0	2,320	204,788	259,511
Nov-13	Under 2k	6,492	7,265	23,472	472	0	0	
	Over 2k	0	0	0	0	0	0	
	Over 10k	0	0	0	0	0	0	
	Total	6,492	7,265	23,472	472	0	0	37,701
Dec-13	Under 2k	19,217	2,061	0	0	15,753	0	
	Over 2k	0	0	0	0	0	0	
	Over 10k	0	0	0	0	0	0	
	Total	19,217	2,061	0	0	15,753	0	37,031
Totals		28,403	59,035	23,472	472	18,072	204,788	334,242

Table 4: Debts Written Off during Quarter 1 2013/14 (Numbers)

Write-offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
Apr-13	Under 2k	27	0	0	21	0	48
	Over 2k	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0
	Total	27	0	0	21	0	48
May-13	Under 2k	141	0	1	51	23	216
	Over 2k	3	0	0	0	2	5
	Over 10k	0	0	0	0	0	0
	Total	144	0	1	51	25	221
Jun-13	Under 2k	162	153	0	0	0	315
	Over 2k	4	0	0	0	0	4
	Over 10k	1	0	0	0	0	1
	Total	167	153	0	0	0	320
Totals	0	338	153	1	72	25	589

Table 5: Debts Written Off during Quarter 2 2013/14 (Numbers)

Write-offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
Jul-13	Under 2k	110	0	0	0	0	127
	Over 2k	0	0	0	0	0	0
	Over 10k	0	0	0	0	0	0
	Total	17	110	0	0	0	127
Aug-13	Under 2k	100	0	1	50	0	166
	Over 2k	0	0	0	0	0	0
	Over 10k	2	0	0	0	0	2
	Total	17	100	0	50	0	168
Sep-13	Under 2k	37	0	1	0	0	51
	Over 2k	1	0	0	0	0	5
	Over 10k	0	0	0	0	0	0
	Total	17	38	0	0	0	56
Quarter 2 Totals	51	248	0	2	50	0	351

Table 6: Debts Written Off during Quarter 3 2013/14 (Numbers)

	Write-offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NDR	TOTAL
Oct-13	Under 2k	20	122	0	0	2		144
	Over 2k	0	9	0	0	0		9
	Over 10k	0	0	0	0	0	11	0
	Total	20	131	0	0	2	11	164
Nov-13	Under 2k	33	40	0	1	0		74
	Over 2k	0	0	0	0	0		0
	Over 10k	0	0	0	0	0		0
	Total	33	40	0	1	0	0	74
Dec-13	Under 2k	42	9	101	0	50		202
	Over 2k	0	0	0	0	0		0
	Over 10k	0	0	0	0	0		0
	Total	42	9	101	0	50	0	202
Quarter 3 Totals		95	180	101	1	52	11	440

Table 1: Debts written off during 2011/12

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	PSL Homeless	Home Care	Residential Care	Council Tax	NNDR	TOTAL
2011/12 Totals	£260,487	£145,284	£987,383	£2,808	£N/A	£0	£0	£205,789	£772,683	£2,374,433

Table 2: Debts written off during 2012/13

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	PSL Homeless	Home Care	Residential Care	Council Tax	NNDR	TOTAL
2012/13 Totals	£110,876	£141,896	£886,890	£23,360	£N/A	£0	£0	£1,015,408	£569,842	£2,748,281

Table .3: Debts written off during 2013/14 (Quarters 1 – 3)

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	PSL Homeless	Home Care	Residential Care	Council Tax	NNDR	TOTAL
2013/14 Totals	£92,596	£194,411	£47,201	£2,503	£N/A	£0	£0	£80,755	£221,380	£638,846

This page is intentionally left blank

Appendix C

Ten largest debts approved for write-off by the Chief Financial Officer - Quarter 3, 2013/14

NAME	AMOUNT	DEPARTMENT	REASON	CASE SUMMARY
Mr Ola Adegburin	£22,000	General Income	Eviction	Outstanding Commercial Rent Debt. Property was repossessed. Court action taken. Judgement Obtained. Case was dealt with by LBBD Legal Department. Unable to enforce this further as debtor has many aliases and Court would not grant charging order unless we could prove identity beyond doubt.
Mr J Carey	£17,250	NNDR	Unable to Trace	The account was open from 01.03.2012 until 30.11.2012. Lease advised Mr J Carey as liable for rates, this individual's forwarding address was based in Ireland and the 'trading name' on the lease was not registered on companies' house. Visit on 01.10.12 stated that property owners are using premises, but only the yard. Service tried to reach Mr J Carey, however post returned on 3 different occasions. Decision was made to make property owner's liable for rates. Service could not trace Mr J Carey, hence debt was written off.
Mr M Chaudhury	£10,609	NNDR	Unable to Trace	The account was open from 1.7.2010 until 1.1.2013. Recovery action commenced but summons returned as address incomplete. Serviced a call from the new occupier and email from Environmental Health concerning who is liable. Account passed on to recovery, considered for bankruptcy or committal to prison for Mr Chaudhury. Land registry details were not accurate. Service contacted the person responsible for properties in borough to find out if Mr Chaudhury still there and if not what is going on. Email received back with lease agreement stating that new occupier was liable, account closed with effect from the 1.1.12. Trace continued for Mr Chaudhury using all systems, all unsuccessful. Unable to locate and trace debtor after advance searches, debt written off
Mr Lamine Niang	£1,217	CTAX	Unable to Trace	The period of liability is from 15.04.10 to 27.04.11. The debtor left the property without leaving a forwarding address. Attempted to contact owner for more information on this tenant (i.e. date he left, forwarding address etc) however no reply received. No payments were ever made on this account and the case was referred to bailiffs in November 2010 and July 2011. Cases were returned as there were no goods in May 2013. In May all possible checks were

Appendix C

				repeated without success.
Mr Luke Butler	£1,107	CTAX	Unable to Trace	The period of liability is from 23.04.07 to 10.02.13. This is a council property and the debtor was evicted in February 2013. As of 2010, the debtor was no longer entitled to full CTB as he had been in previous years, meaning he had a charge to pay. As no payments were made on the account, the debts for 2010, 2011 and 2012 were referred to the bailiff. They were all returned as no effects in November 2012. When the account was closed due to the eviction, internal systems were checked as well as external credit checks. These proved to be unsuccessful. Further traces were made in March 2013 and June 2013 both to no avail.
P Jolly	£975	General Income	Deceased no effects	Repayment of Care Fees. Client now deceased. Numerous failed arrangements. Applied case to court. Judgement obtained. Debtor Defaulted. Debtor is on benefits and unable to keep up with payments. Passed to the bailiff. Returned as unable to collect. Therefore recommended for write off.
Mr Mohammed Jama	£736	CTAX	Unable to Trace	The period of liability is 07.06.09 to 04.07.11. Council tax benefit was in payment but not the full 100%. The service originally sent the debts for an Attachment of Benefits order. Due to a change in circumstances, the DWP stopped the AOB order. An arrangement on the account was then set up so the debtor could pay the Council directly. The debtor defaulted on the arrangement so the account was referred to the bailiff. Cases were returned from the bailiff and in May 2013, internal systems were checked as well as external credit checks. Both were unsuccessful so debt passed for write off.
Mr I Owusu	£656	CTAX	Unable to Trace	The period of liability is from 10.03.12 to 17.01.13. The landlord advised us in January 2013 that the debtor left the property. The landlord did not have a forwarding address. The managing agents were contacted for further information, they advised they did not hold this information. External credit checks were done to no avail. The owner contacted us and confirmed no forwarding address was available and neither were employment details. The debt was then

Appendix C

				passed for write off as all searches exhausted.
Ms Adeola Ademola	£623	CTAX	Unable to Trace	The period of liability is from 24.04.12 to 01.12.12. Payments were made on account, however they were bounced by the bank. The debt was referred to the bailiffs and returned as no effects. The owner called us in December 2012 to advise us that the tenant had vacated and that we needed to check with managing agents for more information. The agents replied to our request for information later that month and confirmed no forwarding address was provided. In May 2013, all possible checks were made but no new information was available so the debt was passed for write off.
Mr Bishal Pujari	£597	CTAX	Unable to trace	Demand notices were issued to Mr Bishal Pujari for his period of liability from 4.2.2008 to 24.7.2010. Reminders and summonses were issued following non payment and Liability Orders obtained. Arrangements were made with Mr Pujari but these were not adhered to. The account was sent to the bailiff on 7.2.2010, 6.7.2010 and 24.2.2013. The account was returned each time as the bailiff was unable to trace the customer.

This page is intentionally left blank

CABINET**8 April 2014**

Title: Freehold Disposal of 1, 2, 3 and 7 The Triangle, Tanner Street, Barking, IG11 8QA	
Report of the Cabinet Member for Finance	
Open report with an exempt appendix (Appendix D)	For Decision
Wards Affected: Abbey	Key Decision: Yes
Report Author: Andrew Sivess, Group Manager Programmes and Funding	Contact Details: Tel: 020 8227 5732 E-mail: andrew.sivess@lbbd.gov.uk
Accountable Divisional Director: Jonathan Bunt, Chief Finance Officer	
Accountable Director: Graham Farrant, Chief Executive	
<p>Summary</p> <p>Numbers 1, 2, 3 and 7 The Triangle are retail units and are part of a small parade of shops. The shops have been in decline for a number of years as a viable retail centre and have been increasingly converted to non-retail uses. A previous attempt to redevelop the site as a mixed use residential and commercial scheme failed because of viability issues and difficult site conditions.</p> <p>The freeholds of two shops in the parade (Nos. 4 and 8) have already been sold and a small area of land to the rear of the shops is landlocked by the shops. Shop values on the parade are static and have the potential to fall further limiting the commercial value for the Council to continue to retain these units within its commercial portfolio.</p> <p>It is therefore proposed that the freeholds of the remaining shops are offered for sale to existing tenants or to the market, either as let investments or with vacant possession when existing leases expire. This will realise capital receipts for the Council which can be used to reduce the commitment to borrow to fund the capital programme. The revenue saving from this will offset any reduction in rental income.</p> <p>The existing tenants of 3 and 7 are the Barking Muslim Social and Cultural Society (BMSCS) who have expressed an interest to purchase the freehold of these units which they currently occupy under a lease. It is proposed to offer the freehold interest of these premises to the BMSCS in the first instance. If the negotiations with the BMSCS prove unsuccessful, these units would be offered for sale on the open market alongside Nos. 1 and 2 The Triangle.</p>	
Recommendation(s)	
The Cabinet is recommended to:	
(i) Agree that the Council's freehold interest in 3 and 7, The Triangle, Tanner Street,	

Barking be offered for sale to the existing tenants in the first instance and, if those negotiations prove unsuccessful, to the units being offered for sale on the open market at the expiry of the current leases;

- (ii) Agree that the Council's freehold interest in 1 and 2 The Triangle be offered for sale on the open market;
- (iii) Delegate authority to the Chief Executive, in consultation with the Cabinet Member for Finance, the Chief Finance Officer and the Head of Legal and Democratic Services, to negotiate and agree terms in respect of the proposed sale of 3 and 7 The Triangle to the Barking Muslim Social and Cultural Society within the agreed parameters; and
- (iv) Authorise the Head of Legal and Democratic Services, or an authorised delegate on her behalf, to execute all of the legal agreements, contracts and other documents on behalf of the Council.

Reason(s)

To assist the Council in meeting the Council's strategic objective to 'encouraging growth and unlock the potential of Barking and Dagenham and its residents'.

1. Site Background

- 1.1 The site consists of two retail parades. The first parade comprises of six shops whilst the second parade comprises of three shops. The parades are separated by a piece of land not in Council ownership comprising of a number of advertising hoardings.
- 1.2 The Council currently owns the shops known as Nos. 1, 2, 3 and 7 at the western end of the parade, which has been broken by the previous sale of Nos. 4 and 8 (there is no No. 5 or 6) and Nos. 11 to 14.
- 1.3 A plan of the site is shown at Appendix A and an aerial plan is shown at Appendix B. Photographs of Nos. 1, 2, 3, 7 and 8 are shown (either side of No. 4) at Appendix C. There is limited vehicular access to the rear via a narrow unmade road alongside No. 1, The Triangle.
- 1.4 Redevelopment of the land behind the shops on the plan is not considered an option because of the open culvert running westwards from Barking Park Lake and the adjacent houses on Victoria Road. The car park serving the recently-built flats at Sixpenny Court prevents the inclusion of any land to the west.
- 1.5 Nos. 1-7 originally comprised Edwardian shops with flats above in a location which has declined significantly in terms of passing trade in recent years. This decline has been made worse by the non-retail uses at Nos. 3, 4 and 7.

2. Site Information – 3 and 7 The Triangle

- 2.1 The properties at 3 and 7 The Triangle, Tanner Street are let on commercial leases to the Barking Muslim Social and Cultural Society (BMSCS) on the terms outlined below:

Property	Lease Start Date	Lease End Date	Current Rent Payable	Current Lease Status
3 The Triangle	17 January 2003	16 January 2013	£8,800 (market rent)	Tenant is 'holding over' under the terms of the lease.
7 The Triangle	02 November 1999	01 November 2014	£5,750 (less than market rent)	Expires later this year

- 2.2 Both sites currently produce an annual income of £14,550 with the possibility that this may rise to £16,000 if both properties were leased at full market rent.
- 2.3 The Barking Muslim Social and Cultural Society (BMSCS) were registered as a charity in 1996 to promote the benefits of the Muslim residents of the Borough.
- 2.4 With the lease on No. 3 having already expired and the lease on No. 7 due to expire in November 2014, the BMSCS have expressed an interest in obtaining the freehold of both sites in order to establish the long term security of these properties which will help them to attract funding. Any disposal would need to achieve "best value" and sign-off to this effect will be obtained from an independent Chartered Surveyor.
- 2.5 Disposal of the site provides the opportunity to simultaneously raise a capital receipt, support investment by existing occupiers and help deliver the Council's corporate objectives.

3. Property Values

- 3.1 The value of the properties would be higher if they were sold with vacant possession.
- 3.2 However, as the existing tenants of 3 and 7 The Triangle occupy one property under a lease that includes automatic right of renewal, and if they were to remain in possession of the other property in the expectation that the lease will be renewed, there is limited probability of the Council being able to achieve the highest value.
- 3.3 The expected receipt that can be achieved on these two properties therefore needs to reflect the existing lease terms and any final negotiated sale price would take this into account.

4. Options appraisal

4.1 The following options have been considered:

Option 1	Do nothing	<ul style="list-style-type: none"> The parade of shops is likely to decline further in terms of condition and value This option is not recommended.
Option 2	Continue with the current lease arrangements at 3 & 7 The Triangle	<ul style="list-style-type: none"> Both units currently produce an annual income of £14,550, which may increase to £16,000 if both units were leased at full market rent. Future rental growth is unlikely and therefore not the preferred option. This option remains acceptable to the Council in financial terms but does not enable or encourage the tenant to invest in the property and is therefore not recommended
Option 3	Dispose of the site on a long leasehold (99 years)	<ul style="list-style-type: none"> The disposal of these sites on a long leasehold interest would potentially realise the values contained in Appendix D (which is in the exempt section of the agenda due to the commercially sensitive nature of the information). This option is not recommended because the freeholds of two of the six shops have already been sold and therefore there is no reason for offering the remaining ones on a long leasehold basis at a “peppercorn” (nil) rent. The sale proceeds of a long leasehold would be probably be at least 10% less than a freehold disposal and continue to require management by the Council.
Option 4	Disposal of the freeholds of No. 3 and No. 7 the Triangle to the BMSCS	<ul style="list-style-type: none"> The freehold disposal of these sites could realise values contained in Appendix D. This is the recommended option because there are very limited prospects for this part of the declining parade whilst it remains in the Council’s part-broken, intermittent ownership and comprehensive redevelopment is not an option.

5. Financial Implications

Implications completed by: Carl Tomlinson, Deputy Chief Financial Officer

5.1 Disposal of properties realises a capital receipt for the Council. This can be used to reduce the Council’s commitment to borrow to fund the capital programme. The revenue saving from this will offset any loss of rental income.

6. Legal Implications

Implications completed by: Erol Islek, Property Solicitor

- 6.1 The report is seeking approval for the disposal of property. The Council is required to obtain best consideration in the disposal of its assets. The Council has the power to enter into the proposed sale of the property but must do so in compliance with law and the Council's acquisition and land disposal rules.
- 6.2 The Council's disposal powers are contained in section 123 of the Local Government Act 1972, and Section 1 of the Localism Act 2011 also provides local authorities with a general power of competence. Under section 123 of the Local Government Act 1972 the Council has the power to dispose of land in any manner that they wish which includes the sale of freehold land. One constraint is that the disposal must be for the best consideration reasonably obtainable unless there is ministerial consent or the transfer is to further local well being. An independent valuation should be carried out to ensure the disposal is at market value.
- 6.3 The Council can choose option 4 which is the recommended option in the report.
- 6.4 The Legal Practice should also be consulted for the preparation and completion of the necessary legal documentation.

7. Other Implications

- 7.1 **Risk Management** - Disposing of the shop units at The Triangle, Tanner Street as set out in this report will help to ensure that the properties attract investment that would otherwise not be possible if the units remain in the ownership of the Council. This would help to arrest the decline of the Parade and help minimise anti-social behaviour associated with rundown parades of shops.
- 7.2 **Contractual Issues** - The transaction is a sale of the Council's freehold interest in a property. Legal Services will be instructed to prepare the contract for sale.
- 7.3 **Property / Asset Issues** - The proposals in the report would produce a capital receipt for the Council and provide the new owners with an opportunity to invest in their freehold units.

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

List of appendices:

Appendix A - Site Plan

Appendix B - Aerial photograph

Appendix C - Site photographs

Appendix D - Financial Information (exempt information)

This page is intentionally left blank

Appendix A – Site Plan The Triangle, Tanner Street, Barking.

No 3 The Triangle

No 7 The Triangle



This page is intentionally left blank

Aerial Plan of The Triangle, Tanner Street



This page is intentionally left blank

Site Photographs The Triangle, Tanner Street



View from
no 1 Tanner
Street



View from
no 8 Tanner
Street

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank