

## Notice of Meeting

### CABINET

**Tuesday, 18 October 2016 - 7:00 pm**  
**Council Chamber, Town Hall, Barking**

**Members:** Cllr Darren Rodwell (Chair); Cllr Saima Ashraf (Deputy Chair) and Cllr Dominic Twomey (Deputy Chair); Cllr Sade Bright, Cllr Laila M. Butt, Cllr Evelyn Carpenter, Cllr Cameron Geddes, Cllr Lynda Rice, Cllr Bill Turner and Cllr Maureen Worby

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### AGENDA

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

In accordance with the Council's Constitution, Members are asked to declare any interest they may have in any matter which is to be considered at this meeting.
3. **Minutes - To confirm as correct the minutes of the meeting held on 20 September 2016 (Pages 3 - 10)**
4. **Budget Monitoring 2016/17- April to August (Month 5) (Pages 11 - 42)**
5. **Parking Strategy 2016 - 2021 (Pages 43 - 161)**
6. **Publicising Enviro-Crime and Anti-Social Behaviour Cases Policy (Pages 163 - 185)**
7. **Sebastian Court - Redevelopment and Delivery Proposals (Pages 187 - 206)**

**8. Future Management Arrangements for the Council's Leisure Services (Pages 207 - 216)**

Appendix 1 to the report is in the exempt section of the agenda at Item 14.

**9. Independent Growth Commission - Select Committee Feedback and Recommendations (Pages 217 - 228)**

**10. Children's Social Care Annual Report 2015/16 (Pages 229 - 285)**

**11. Procurement of a Modular Building Systems Framework Agreement (Pages 287 - 298)**

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

**13. To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

**Private Business**

The public and press have a legal right to attend Council meetings such as the Cabinet, except where business is confidential or certain other sensitive information is to be discussed. The item below is in the private part of the agenda as it contains commercially confidential information which is exempt from publication under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

**14. Appendix 1: Future Management Arrangements for Leisure Services (Pages 299 - 327)**

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



Our Vision for Barking and Dagenham

## **One borough; one community; London's growth opportunity**

Our Priorities

### **Encouraging civic pride**

- Build pride, respect and cohesion across our borough
- Promote a welcoming, safe, and resilient community
- Build civic responsibility and help residents shape their quality of life
- Promote and protect our green and public open spaces
- Narrow the gap in attainment and realise high aspirations for every child

### **Enabling social responsibility**

- Support residents to take responsibility for themselves, their homes and their community
- Protect the most vulnerable, keeping adults and children healthy and safe
- Ensure everyone can access good quality healthcare when they need it
- Ensure children and young people are well-educated and realise their potential
- Fully integrate services for vulnerable children, young people and families

### **Growing the borough**

- Build high quality homes and a sustainable community
- Develop a local, skilled workforce and improve employment opportunities
- Support investment in housing, leisure, the creative industries and public spaces to enhance our environment
- Work with London partners to deliver homes and jobs across our growth hubs
- Enhance the borough's image to attract investment and business growth

### **Well run organisation**

- A digital Council, with appropriate services delivered online
- Promote equalities in the workforce and community
- Implement a smarter working programme, making best use of accommodation and IT
- Allow Members and staff to work flexibly to support the community
- Continue to manage finances efficiently, looking for ways to make savings and generate income
- Be innovative in service delivery

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## MINUTES OF CABINET

Tuesday, 20 September 2016  
(7:04 - 8:06 pm)

**Present:** Cllr Darren Rodwell (Chair), Cllr Saima Ashraf (Deputy Chair), Cllr Sade Bright, Cllr Laila M. Butt, Cllr Evelyn Carpenter, Cllr Cameron Geddes, Cllr Lynda Rice, Cllr Bill Turner and Cllr Maureen Worby

**Also Present:** Cllr Irma Freeborn

**Apologies:** Cllr Dominic Twomey

### 35. Declaration of Members' Interests

There were no declarations of interest.

### 36. Minutes (19 July 2016)

The minutes of the meeting held on 19 July 2016 were confirmed as correct.

### 37. Budget Monitoring 2016/17- April to July (Month 4)

The Strategic Director of Finance and Investment introduced a report on the Council's capital and revenue position for the 2016/17 financial year, as at 31 July 2016.

The General Fund showed a projected end of year spend of £157.0m against the approved budget of £150.3m. The overspend of £6.722m was almost £2m higher than projected at the previous meeting and was largely attributable to an increase in pressures within the Homelessness service from £1m to £2.7m. The Strategic Director confirmed that a recovery plan had been put in place which should bring the service within budget by the year end. The ongoing pressures within Children's Social Care of £3.6m were also expected to be much reduced by the year end.

The Housing Revenue Account (HRA) showed a predicted revenue surplus of £0.6m, which would increase the HRA reserve to £9.3m at the year end, while the forecast outturn for the Capital Programme was at £204.1m against the budget of £199.4m due to accelerated spend on several projects.

The Strategic Director also advised on an opportunity to capitalise the £2m Transformation Programme funding that was due to be met from revenue budgets, as well as proposed virements from the Central Expenses budget to cover the costs associated with the annual pay award and Microsoft IT licences.

The Cabinet **resolved** to:

- (i) Note the projected outturn position for 2016/17 of the Council's General Fund revenue budget at 31 July 2016, as detailed in paragraphs 2.1 to 2.19 and Appendix A of the report;

- (ii) Agree to rescind the decision made by Minute 82(vi) (19 January 2016) to fund the £2m of the initial stages of the Transformation Programme from reserves and instead for the funding to be met from capital receipts, subject to an in depth review of capital receipts and the cost of the programme overall by the Strategic Director of Finance and Investment which shall be reported as part of the MTFs to a future meeting;
- (iii) Note the overall position for the HRA at 31 July 2016, as detailed in paragraph 2.20 of the report;
- (iv) Note the progress made on budgeted savings to date as detailed in paragraph 2.27 and Appendix B of the report;
- (v) Note the projected outturn position for 2016/17 of the Council's capital budget as at 31 July 2016, as detailed in paragraph 2.28 to 2.33 and Appendix C of the report; and
- (vi) Approve virements from the Central Expenses budget in respect of the annual pay award (£2,635,500) and Microsoft IT licences (£380,000), as detailed in paragraph 2.34 of the report.

### **38. Corporate Delivery Plan 2016/17 - Quarter 1 Performance Reporting**

The Cabinet Member for Corporate Performance and Delivery introduced the inaugural performance report under the new, interim corporate performance framework which covered the first quarter of the 2016/17 financial year.

The Cabinet Member explained that the new approach had a greater focus on the Council's key ambitions and the delivery of outcomes that supported local residents' aspirations. It was also designed to complement the stronger strategic role of Cabinet Members and would continue to be developed to give more focus to quantitative performance indicators and, for 2017/18 onwards, the Council's enhanced role as a commissioning-based organisation.

The Cabinet Member for Social Care and Health Integration commented that the new approach concentrated on the most important issues to the local community. The information would also support the Council's continued efforts to hold other providers to account for the services that they provided to the local community.

The Cabinet **resolved** to:

- (i) Note progress against the Key Accountabilities as detailed in Appendix 1 to the report; and
- (ii) Note performance against the key performance indicators (KPIs) as detailed in Appendices 2 and 3 to the report.

### **39. Waste Strategy 2016 - 2020: Reduce, Reuse and Recycle**

The Cabinet Member for Environment and Street Scene introduced the Waste Strategy 2016 - 2020 which set out the Council's plans to reduce waste and

increase the reuse and recycling of materials over the next five years.

It was noted that Barking and Dagenham households threw away approximately one tonne of rubbish each year, the highest level of waste production per household in London. Furthermore, the borough recycling rate had reduced from a peak of over 30% in 2011/12 to approximately 24% in 2014/15 and an estimated 19.2% in 2015/16. The Cabinet Member explained that a number of service improvements and a public awareness campaign had seen the 2016/17 recycling rate increase to around 28.6% by the end of July. The new Strategy would build on that improvement via a wide range of measures aimed at changing the behaviour of the local community and through the delivery of cost-effective services.

The Cabinet **resolved** to:

- (i) Approve the Waste Strategy 2016 - 2020: Reduce, Reuse and Recycle at Appendix 1 to the report; and
- (ii) Authorise the Strategic Director of Customer, Commercial and Service Delivery, in consultation with the Cabinet Member for Environment and Street Scene, to agree minor amendments to the Strategy prior to its publication.

#### **40. Playing Pitch Strategy**

The Cabinet Member for Community Engagement and Leadership presented a new Playing Pitch Strategy which set out current and emerging needs in respect of football, cricket, rugby, tennis and hockey pitches in the Borough.

The Cabinet Member advised that the new Strategy built on the version adopted in 2005 and reflected the latest Sport England and National Governing Body guidance. The Strategy contained priority actions relating to football, cricket and rugby which included seeking external funding to improve the pitches and enhance changing and club house facilities. It was also proposed to reduce the number of adult football pitches and increase those for youth and mini-football, to reflect shifts in demand.

It was noted that the implementation of a new Strategy was essential to support future funding bids to Sport England and other agencies and would form part of a wider Parks and Open Spaces Strategy that was currently being developed.

Arising from the discussions, the Cabinet Member for Educational Attainment and School Improvement suggested that the Strategy could be enhanced through increased reference to the important role of women and girl's sports in the Borough and how their specific needs would be met.

The Cabinet **resolved** to:

- (i) Approve the Playing Pitch Strategy at Appendix 2 to the report, subject to the inclusion of additional reference to women and girl's sports and how their needs would be met within the Strategy; and

- (ii) Authorise the Strategic Director for Growth and Homes, in consultation with the Cabinet Member for Community Engagement and Leadership, to agree any minor amendments to the Strategy prior to its publication.

#### **41. Substance Misuse Strategy 2016-2020**

The Cabinet Member for Social Care and Health Integration introduced the Substance Misuse Strategy for 2016 - 2020 which set out the measures for tackling the impact of drugs and alcohol in the Borough over the next five years.

The Cabinet Member advised on the latest data relating to substance misuse in the Borough and referred to the four main objectives of the Strategy, namely:

- Reduce the harmful impact of substance misuse on the wider community;
- Ensure everyone can access good quality healthcare when they need it and continue to enable access to effective treatment and promote sustained recovery;
- Enable social responsibility by supporting residents to take responsibility for themselves, their homes and their community; and
- Protect the most vulnerable, keeping adults and children healthy and safe.

Key to achieving those aims would be a programme of prevention and education initiatives and the Cabinet Member made particular reference to the work already being carried out in schools to make children more aware of the dangers of substance abuse and the avenues open to those who experienced the effects within the family environment. The Cabinet Member also referred to the important role of the general public in reporting substance misuse concerns to the Council, the Police, the Health Authorities and other relevant agencies, to enable appropriate action to be taken.

The Cabinet **resolved** to:

- (i) Agree to adopt the Substance Misuse Strategy 2016 - 2020 at Appendix 1 to the report; and
- (ii) Authorise the Strategic Director for Service Development and Integration, in consultation with the Cabinet Member for Social Care and Health Integration, to agree any minor amendments to the Strategy prior to its publication.

#### **42. Chadwell Heath Cemetery Extension**

The Cabinet Member for Enforcement and Community Safety presented a report on proposals for landscaping and other works at Chadwell Heath Cemetery to provide additional burial space in an extended area of the site.

The Cabinet Member explained that there was a shortage of burial space within the Borough, with Chadwell Heath Cemetery only able to offer new burials for plots that had already been purchased. Planning permission for the extended area at the site had been granted several years ago and some works, including drainage improvements and the raising of the land above the high water table, had been carried out to make the area more suitable.



An investment of £400,000 would enable the extended area to be brought up to an aesthetically appropriate condition and the Cabinet Member referred to the range of proposals, which included a bespoke area for Muslim burials and a pet cemetery. In response to a question regarding the location of the pet cemetery, it was noted that the area was not ideally suited to human burials although the new drainage and raising of the land meant that it would now be entirely suitable for pets. With regard to the area for Muslim burials, the Cabinet Member confirmed that the pricing structure would be reflective of the availability of other dedicated Muslim burial space in the neighbouring area as well as the limited capacity at the Chadwell Heath Cemetery. On that issue, it was noted that the new pricing structure for the Borough's cemeteries would be presented as part of the corporate fees and charges report to be presented to Cabinet later in the year.

The Cabinet **resolved** to:

- (i) Agree an investment of £400,000 to complete the extension of Chadwell Heath Cemetery as detailed in the report, which shall include:
  - landscaping work to enhance the whole site;
  - installation of above ground vaults;
  - development of a new scattering area;
  - development of a new bespoke area for Muslim burials;
  - development of a pet cemetery.
- (ii) Note that officers are to undertake an options appraisal for a new car parking area to serve the Cemetery.

#### **43. Boundary Road Hostel Refurbishment and Extension Project**

The Strategic Director of Growth and Homes introduced a report on the proposed procurement of a contract to extend and refurbish the Boundary Road Hostel to provide an additional eight units and improve accessibility and facilities at the hostel.

The Council had been successful with a grant application to the Greater London Authority in the sum of £656,250 towards the total budget of £875,250. The Strategic Director confirmed that the additional units would be achieved through the reconfiguration of the current building without the need to expand onto the existing car park. The works would address the greater needs of homeless single and disabled residents, with four of the additional units being on the ground floor specifically for disabled individuals, and the works would be carried out in such a way as to minimise the need to decant residents.

The Strategic Director also advised that the hostel would form part of the wider regeneration plans for the area and that the Council's 'Community Solutions' initiative would provide a more holistic approach to dealing with issues associated with homelessness going forward.

The Cabinet **resolved** to:

- (i) Agree that the Council proceeds with the procurement of contracts for the

renovation works to Boundary Road hostel in accordance with the strategy set out in the report; and

- (ii) Delegate authority to the Strategic Director for Growth and Homes, in consultation with the Cabinet Member for Finance, Growth and Investment, the Strategic Director for Finance and Investment and the Director of Law and Governance, to conduct the procurement and award and enter into the contracts and all other necessary or ancillary agreements with the successful bidder(s) in accordance with the strategy set out in the report.

#### **44. School Catering Procurement Strategy**

The Cabinet Member for Social Care and Health Integration reported on the proposed procurement of contracts to supply the Borough's schools with various foodstuffs.

The proposed procurement would be via a mini-competition from the Yorkshire Purchasing Organisation (YPO) Food Framework Agreement and the Cabinet Member for Corporate Performance and Delivery commented on the fact that local suppliers were not party to those Frameworks. Reference was also made to the Council's Healthy Eating campaign and whether the commissioning was reflective of that vision. The Cabinet Member for Social Care and Health Integration agreed to provide her Cabinet colleagues with a detailed response, although she was able to confirm that the principles of Healthy Eating would be reflected in the quality requirements of the contract specifications. The Leader added that the Council's "look local" approach to contracting had already achieved a level of 17%, with a longer-term target of at least 25% which would see Barking and Dagenham being among the top 10 local authorities.

The Cabinet **resolved** to:

- (i) Agree to proceed with the procurement of contracts for the supply of frozen foods, groceries and other products by way of a joint call-off exercise, led by the London Borough of Havering, from the Yorkshire Purchasing Organisation (YPO) framework in accordance with the strategy set out in the report; and
- (ii) Delegate authority to the Strategic Director for Service Development and Integration, in consultation with the Cabinet Member for Social Care and Health Integration, the Strategic Director of Finance and Investment and the Director of Law and Governance, to conduct the procurement exercises and enter into the contracts and all other necessary or ancillary agreements with the successful bidder(s) in accordance with the strategy set out in the report.

#### **45. Re-Tendering of the Contract for Insurance, Claims Handling and Operational Risk Management Services**

The Strategic Director of Finance and Investment introduced a procurement report in respect of the Council's insurance-related services, the current contract for which was due to expire on 31 March 2017.

Arising from the discussions, the Strategic Director confirmed that plans were being developed to undertake joint procurements with other neighbouring Councils in the future, although the varying end dates of existing contracts and other factors meant that was not possible at the present time.

The Cabinet **resolved** to:

- (i) Approve the tendering of the Council's requirements for the provision of Insurance, Claims Handling and Operational Risk Management Services in accordance with the strategy set out in the report; and
- (ii) Delegate authority to the Strategic Director for Finance and Investment, in consultation with the Cabinet Member for Finance, Growth and Investment and the Director of Law and Governance, to conduct the procurement and enter into the contract and all other necessary or ancillary agreements, including the exercising of any extension options that are deemed to be in the best interest of the Council, with the successful bidder(s) and/or other related parties in accordance with the strategy set out in the report.

#### **46. Highways and Street Lighting Term Maintenance Contracts**

The Chief Executive introduced a report relating to the retendering of contracts for planned and reactive highways works and street lighting services, alongside a proposal to extend the current contractual arrangements while the procurement was conducted.

By Minute 65 (23 November 2010), the Cabinet had approved arrangements for the previous contracts to be procured under joint arrangements with Havering Council, which would act as the lead authority, and the intention was to continue with that arrangement for the new contracts. In response to a question, it was confirmed that the street lighting contract would continue to include responsibilities for monitoring the stock.

The Cabinet **resolved** to:

- (i) Waive the requirements to advertise and tender in accordance with the Council's Contract Procurement Rules in order to extend the existing Highways and Street Lighting Term Contracts with the current providers for five months from 1 November 2016 until 31 March 2017 in accordance with the strategy set out in the report;
- (ii) Agree that the Council proceeds, in collaboration with the London Borough of Havering, to invite tenders for highways maintenance (planned and reactive) and street lighting services; and
- (iii) Delegate authority to the Strategic Director for Customer, Commercial and Service Delivery, in consultation with the Cabinet Member for Enforcement and Community Safety, the Strategic Director of Finance and Investment and the Director of Law and Governance, to conduct the procurement and award and enter into the contracts and all other necessary or ancillary agreements with the successful bidder(s) in accordance with the strategy set out in the report.

#### 47. Debt Management Performance and Write-Offs 2016/17 (Quarter 1)

The Strategic Director of Finance and Investment introduced the performance report for the first quarter of the 2016/17 financial year in respect of the debt management function carried out by the Revenues and Benefits Service within Elevate East London.

The Strategic Director advised that the performance of Elevate was predominantly positive and he made particular mention of the above target returns in the areas of Council Tax and Council Tax arrears as well as the collection of older debts. Underperformance was, however, being experienced in respect of rent collection equivalent to approximately £380,000 (-0.36% against target). The Strategic Director commented on the steps being taken by Elevate to rectify that position and also the additional resources that had been directed towards Council Tax arrears which had resulted in the level of collection being £244,000 above target.

The Leader made reference to the cost effectiveness of debt collection and the need to be mindful of the vulnerability of many residents who found it difficult to pay all of their bills. The Strategic Director referred to the Council's debt collection arrangements, which included assessing an individual's ability to pay and active engagement to try to reach a solution, although he stressed that the Council had a duty to collect as much as possible in order to sustain the services that it was responsible for providing. It was agreed that further discussions should take place on the issue.

The Cabinet **resolved** to:

- (i) Note the performance of the debt management function carried out by the Revenues and Benefits service operated by Elevate East London, including the performance of enforcement agents; and
- (ii) Note the debt write-offs for the first quarter of 2016/17.

## CABINET

18 October 2016

<b>Title:</b> Budget Monitoring 2016/17 - April to August (Month 5)	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> No
<b>Report Author:</b> Richard Tyler, Interim Chief Accountant, Corporate Finance	<b>Contact Details:</b> Tel: 020 8227 5834 E-mail: <a href="mailto:richard.tyler@lbbd.gov.uk">richard.tyler@lbbd.gov.uk</a>
<b>Accountable Director:</b> Kathy Freeman, Finance Director	
<b>Accountable Strategic Director:</b> Jonathan Bunt, Strategic Director of Finance and Investment	
<p><b>Summary</b></p> <p>This report provides an update on the Council's revenue and capital position for the five months to the end of August 2016, projected to the year end.</p> <p>There is a projected overspend of £5.786 m on the 2016/17 budget. This is a decrease in the forecast overspend of £0.936m from last month mainly the result of a reduction in the overspend in Children's Care and Support and additional income forecast in Finance and Investment. The main elements of the current projection are overspends in Services for Children (£2.9m), Homelessness (£3.1m) and Leisure (£0.5m) offset by underspends in Finance and Investment and Central Expenses. There are pressures in a number of other service areas but all are currently forecast to be managed.</p> <p>The total service expenditure for the full year is currently projected to be £156.1m against the budget of £150.3m. The projected year end overspend will contribute to a significant reduction in the General Fund balance to £17.035m at year end, which is above the minimum target balance set by the Strategic Director of Finance and Investment. However given the level of risk in both this year and future years it is still important that action should be taken to address the service pressures or bring forward other mitigations to safeguard the Council's future financial stability.</p> <p>The Housing Revenue Account (HRA) is projected to produce a revenue surplus of £1.01m, leaving the HRA reserve at £9.75m. The HRA is a ring-fenced account and cannot make or receive contributions to/from the General Fund and there are a number of potential calls on this reserve.</p> <p>The Capital Programme budget stands at £201m of which £74m is the HRA. A reprofiling of the Schools programme is required to bring forward around £8.4m. Conversely there is £7.8m slippage on the HRA programme.</p>	

## Recommendation(s)

The Cabinet is recommended to:

- (i) Note the projected outturn position for 2016/17 of the Council's General Fund revenue budget at 31 August 2016, as detailed in section 2 of the report;
- (ii) Note the overall position for the HRA at 31 August 2016, as detailed in section 4.4 of the report;
- (iii) Note the progress made on budgeted savings to date as detailed in section 5 and Appendix B of the report; and
- (iv) Note the projected outturn position for 2016/17 of the Council's capital budget as at 31 August 2016, as detailed in section 6 and Appendix C 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 report 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, HRA and Capital positions. Alongside service expenditure budgets there is also planned expenditure to implement savings proposals. The revenue outturn for 2015/16 led to a General Fund balance of £21.1m and the table below shows the available reserves at the authority's disposal to cover this expenditure:

<b>Projected Level of Reserves</b>	<b>£'000</b>	<b>£'000</b>
Current GF balance		21,115
Other available reserves		4,538
<b>Total available reserves</b>		<b>25,653</b>
<u>Calls on reserves:</u>		
Implementation of savings proposals	(2,832)	
		<u>(2,832)</u>
<b>Revised Level of Reserves</b>		<b>22,821</b>

- 1.2 It was recommended to Cabinet last month that they reverse their decision to fund the costs of the Transformation programme from capital receipts subject to a full review of the likely receipts and the full costs of the programme. Whilst these receipts can only normally be used to fund capital expenditure, the government is allowing their use for transformational projects during the period 2016 to 2019. Further comment on the level of reserves is given in paragraph 3.

## 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:

**Table 1: Council Forecast Expenditure Position**

<b>Council Summary 2016/17</b>	<b>Net Budget £000</b>	<b>Full year forecast (Aug 2016) £000</b>	<b>Over/(under) spend Forecast £000</b>
Service Development & Integration	107,960	111,403	<b>3,443</b>
Customer, Commercial & Service Delivery	31,365	31,616	<b>251</b>
Growth & Homes	6,212	9,284	<b>3,072</b>
Law & Governance	590	510	<b>(80)</b>
Finance & Investment	1,983	1,483	<b>(500)</b>
Central Expenses	2,205	1,805	<b>(400)</b>
<b>Total Service GF Expenditure</b>	<b>150,314</b>	<b>156,101</b>	<b>5786</b>

**Table 2: The consequent forecast position on reserves**

	<b>Balance at 01-Apr 2016 £0</b>	<b>Forecast Balance at 31-Mar-17 £0</b>
General Fund	21,115	17,035
Housing Revenue Account	8,736	9,754

2.2. The forecast general fund balance includes the drawdown from reserves to fund savings proposals, plus the projected budget overspend shown above. The Medium Term Financial Strategy reported to Cabinet in June recommended a further use of £2.3m from reserves to balance the 2017/18 budget. Last month's budget monitoring report recommended reversal of the decision to fund the first phase costs of the Ambition 2020 and successor programmes from reserves, subject to sufficient capital receipts or other resources being available.

### **3 Comments of the Strategic Director of Finance and Investment**

3.1 Although the projected overspend of £5.8m shown in the table above is an improvement from last month it still continues to represent a very significant risk to the authority's financial position and, if it cannot be managed, would reduce the GF balance to £17.035m. The small improvement overall also masks a worsening of the overspend in the Homelessness service.

3.2 Whilst this is above the target balance of £15.0m, it should however be noted that there is currently a funding gap of £2.3m for the 2017/18 budget, which Cabinet

agreed could be funded from reserves and will result in a further reduction of the GF balance to £14.7m. This would be below the target minimum level of balances. The Strategic Director of Finance & Investment has a responsibility under statute to ensure that the Council maintains appropriate balances at all times.

- 3.3 The main elements of the projected overspend are as follows, offset by a £0.4m underspend in central expenses and £0.5m in Finance and Investment:
- Children's Complex Needs & Social Care - £2.9m
  - Leisure - £0.5m
  - Environmental Services - £0.25m
  - Homelessness - £3.1m
- 3.4 Last year Cabinet received reports from Children's Services on the pressures in that service and setting out options for reducing expenditure. These were partially successful and the overall overspend in Children's Social Care reduced to £4.8m by year end. The SAFE programme within Children's Social Care is ongoing with a focus on reducing the level of expenditure. Good progress is being made in reducing the cost of placements; however staffing cost reductions are proving harder to achieve. However the savings have also been made against additional spend areas (expenditure under section 17 and section 20). Taken together this has resulted in a fall in the overall forecast to £2.9m overspend variance.
- 3.5 The pressures in Homelessness also emerged towards the end of the last financial year and that has continued in to 2016/17 with the welfare reform pressures. The main cause is the continuing increase in homelessness applications and the growing gap between the cost to the Council of obtaining temporary accommodation and the income that can be recovered from tenants through Housing Benefit. The key concern is that this pressure may grow due to the wider external factors acting on the borough and the capital more broadly.
- 3.6 Such is the size and nature of the overspend that it is unlikely to be recovered without concerted action and management oversight. The Strategic Director for Growth and Homes has therefore commissioned a recovery plan project similar in nature to the SAFE programme. However pending the development and implementation of such a plan the position has the potential to worsen. The delay in the reporting of the recovery plan is the most significant cause of concern at the time of drafting the report.
- 3.7 The updated medium term financial strategy (MTFS) agreed by Cabinet in July including a recommendation to capture the in year benefits from the transformation and voluntary redundancy programmes and roll them forward to support balancing the draft 2017/18 position. Whilst this is helpful for the next financial year, and provides some smoothing capacity for the transformation programme to implement, it increases the pressure on 2016/17.
- 3.8 As important, in terms of the budget setting and MTFS, as bringing this year in to balance, is that the pressures impacting on 2016/17 are managed by the start of the new financial year so the momentum of overspending does not continue in to 2017/18. The SAFE programme, whilst not managing to contain the full pressure identified last year, does appear to have a positive direction of travel but the



overspend in Homelessness continues to increase and needs to be the focus of attention for the organisation over the next six months.

- 3.9 The historic trend for all services is for the final outturn position to be better than that projected throughout the year though this predominantly occurs as a result of active management decisions and close monitoring of the pressure areas. It is essential that this occurs again in 2016/17 and the delivery of services within the approved budget is given equal status as other projects and programmes within the Council.

#### 4. Directorate Performance Summaries

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

##### 4.1 Service Development & Integration

- 4.1.1 The budgets within Service Development and Improvement are currently forecast to overspend by £3.4m by year end as shown in the table below.

**Table 3 – Service Development and Integration Budgets**

Service Block	Full year Budget 2016/17	Period 5 Projection	Variance from Budget	
			£0	%
<b>Adults Care &amp; Support</b>				
Operations	30,982	32,819	1,837	
Commissioning	6,828	6,673	(155)	
Mental Health	3,841	3,841	0	
Adults Mgt & Support	1,651	(31)	-(1,682)	
<b>Sub-total Adults Care &amp; Support</b>	<b>43,302</b>	<b>43,302</b>	<b>0</b>	<b>0</b>
<b>Children's Care &amp; Support</b>				
Operations	39,172	42,079	2,907	
Commissioning	8,963	8,963	0	
<b>Sub-total Children's Care &amp; Support</b>	<b>48,135</b>	<b>51,042</b>	<b>2,907</b>	<b>6%</b>
Public Health	0	0	0	
Community Safety & Offender Mgt	1,282	1,282	0	
Healthy Lifestyles - Leisure	985	1,521	536	
Education Commissioning	4,418	4,418	0	
Divisional Support - Children's	9,838	9,838	0	
<b>TOTAL</b>	<b>107,960</b>	<b>111,403</b>	<b>3,443</b>	<b>3.09%</b>

4.1.2 There has been a large improvement in the position on Children's Care and Support Operations – largely within the placements budgets. The forecast still assumes further savings will be delivered through the SAFE programme – however the forecast is based on prudent assumptions. .

4.1.3 The main pressures are:

- Children's Care and Support forecasting an overspend of £2.9m against a budget of £39.172m. This position makes the assumption that £0.8m remaining SAFE programme savings will be achieved by year end.
- Leisure services forecast to overspend by £0.536m (no change since last month). The service is reviewing all areas of spend and exploring income generation ideas to mitigate this pressure.

There still remains a pressure within the Adult Social Care & Support service block regarding the purchase of social care which the service is working to mitigate or manage through a call on the Adults services reserve at year end.

### **Adults Care & Support**

4.1.4 The service delivery arm of Adult Social Care and support is currently reflecting a balanced position, but there remains a potential budget pressure of £1.837m. The forecast has not been changed this month however within the overall figure there is some evidence of increased risks and upwards pressures in the homecare purchasing budgets (where the impact of the price increases are now being seen.) However offsetting this is an increased estimate of the level of DP clawback and a detailed piece of work is also being carried out on the LD Supported Living budgets forecast.

4.1.5 These budgets will continue to be monitored closely throughout the year as activity levels fluctuate. At this stage it is assumed that this pressure would be managed in year through mitigation - part of which is the major review of care packages and placement costs in learning disabilities but a call on the Adults reserve may also be required.

4.1.6 The Commissioning service is currently forecast to underspend by £0.155m mainly as a result of underspends against the extra care services budgets assuming maximum hours are not utilised and additional income received.

4.1.7 Mental Health is showing a small underspend (£23k) based on current placement numbers within an overall balanced position. However there are some risks to this position from their waiting list. (The estimated in year cost if all clients were placed is around £340k.)

### **Children's Care and Support**

4.1.8 Significant demand pressures within the Children's Care and Support service block have continued from 2015/16 into the current financial year. At the start of the financial year the service faced a potential pressure of £9.465m on its budget. The service delivery block now has a current pressure (ie based on current activity and commitments) of £3.693m down £1.2m from last month.

#### 4.1.9 This reduction includes

- (91k) decrease in Asylum Seekers. There was a net decrease of 5 Asylum seekers, mostly from the more expensive kinds of provision. As a result the average unit cost is around £50 per week lower (from £498 a week to £448) than in previous reporting periods..
- (54k) Legal costs have gone down as a direct result of the recruitment of the 2 extra in-house advocates which has consequently reduced the use of external counsel.
- (£237k) decrease in No Recourse to Public Funds (NRPF). There were around 70 families at the start of the year with 22 cases now closed to date. This has resulted in £237k reduction.
- (£342k) decrease across placements. There was a net increase in number of 5 placements across the whole service (excluding Asylum Seekers). However due to work carried out around reviewing use of expensive placements there has been a reduction in the average cost.
- (£510k) reduction in the Section 17 and Section 20 spend. The service have managed to close the majority of cases following a rigorous review of the service and also a change in the supplier of outreach support services to a cheaper and value for money supplier.

The first four items were all planned savings within the SAFE programme. Overall £4.26m of SAFE savings have been delivered this and are included in the forecast. The last item is in addition to the SAFE savings. The current pressure is before the remaining planned reduction in expenditure as a result of SAFE programme delivery. Around £1.1m of the revised programme savings target have yet to be delivered; however a more prudent assumption of £0.8m further savings has been made for monitoring purposes given the level of risk. This gives an outturn forecast of £2.9m overspent. This is a huge improvement since the beginning of the year.

**Table 5: Children’s Care and Support Operations– Forecast Outturn**

<b>Service Area</b>	<b>2016-17 Budget</b>	<b>2016-17 Forecast</b>	<b>Current 2016-17 Variance</b>	<b>2016-17 Further Action</b>
Agency/Staffing	14,583	16,882	2,299	(313)
Placements	22,565	21,326	(1,239)	(473)
Transport	2,628	2,119	(509)	0
Legal	437	437	0	0
NRPF	1,009	1,114	105	0
UASC	1,098	987	(111)	0
Unattributed savings/ funding gap <sup>1</sup>	-3,148	0	3,148	0
<b>Total Childrens Care and Support Operations</b>	<b>39,172</b>	<b>42,865</b>	<b>3,693</b>	<b>(786)</b>

- 4.1.10 It should however be noted that although there has been some reduction in staffing costs, there has been little progress in the main staffing saving target of reducing agency and so this remains a significant risk even at the prudent level used in the report. It must also be recognised that while the service has made particular progress in containing the cost of LAC placements this is a volatile and high risk budget and could be subject to future increased statutory demand requirements.
- 4.1.11 Nevertheless the vastly improved position is evidence of strong management action and provides a better basis to deal with any further pressures that emerge. The Commissioning and Safeguarding Service is forecasting to be on budget.

### **Education Youth and Childcare Commissioning**

- 4.1.12 There is currently no overall forecast variance. Many services in this division collect income and so face some level of inherent risk but no major in year variances have been identified. There is an income pressure of £50k in School Improvement but this is being managed within the service.

### **Public Health**

- 4.1.13 The Public Health ring-fenced grant has an allocation of £17.791m in 2016/17. (This is net of the reduction in Public Health Grant.) The budgets have been realigned to reflect current commissioning intentions including the allocation of around £157k contingency. Following this the budget is forecast to be on balance. There remains a risk to the budget from demand led services especially Sexual Health services; activity at the main local providers has fallen recently but it is not yet clear if this is a fall in total activity or a displacement to other potentially more expensive services. This will be monitored but any variance will be managed within the Public Health budget.

### **Community Safety & Offender Mgt**

- 4.1.14 Services here include the Youth Offending Service (YOS) and the Anti social Behaviour team (ASB). The service is currently forecast to breakeven, but the YOS service is expected to manage an in year funding reduction of circa £95k. This is being managed through a review of the service with the view to manage within available resources. There is an as yet unresolved budgeting issue (£140k) concerning the recharged income from the CCTV service which has now transferred to Enforcement in CCSD but was previously used to fund the ASB structure.

### **Healthy Lifestyles – Leisure**

- 4.1.15 The service is still forecasting a projected overspend of £0.536m mostly relating to pressures in the Abbey Leisure centre. The relatively new facility still indicates an income shortfall of £0.366m based on income trends. A number of options for expanding the customer base continue to be explored. There are also some cost pressures estimated at £0.170m which mainly relate to supplies and services costs which the centre requires, and the centre manager is working to review and reduce this cost pressure. This work has begun by going back to the original assumptions in the business case and examining whether they still apply. The manager and

finance are also reviewing the controllable costs i.e. staffing to identify where efficiencies can be made.

### Dedicated School Grant (DSG)

4.1.16 The DSG is a ring fenced grant to support the education of school-age pupils within the borough. The 2016/17 DSG allocation is £235.6m, covering Individual Schools budgets, High Needs and Early Years services.

### 4.2 Customer Commercial & Service Delivery

**Table 6 – CCSD budgets**

Division	Full year Budget 2016/17	Period 5 Projection	Variance from Budget	
			£'000	%
Clean & Green	7,534	7,709	175	0
Enforcement	10,798	10,874	76	
Other	153	153	0	
Elevate Client Unit	12,704	12704	0	0
Human Resources	36	36	0	0
SD Customer service & Commercial delivery	140	140	0	0
<b>Total General Fund</b>	<b>31,365</b>	<b>31,616</b>	<b>251</b>	<b>0</b>

4.2.1 The projection to year end is an overspend of £0.251m due to Clean & Green and Enforcement services due to savings not being achieved. Potential pressures have been identified within other budgets, however, it is expected that they will be managed within the service.

**Table 7**

Service Area	£'000
Green garden waste	175
School crossing patrols	76
<b>Total</b>	<b>251</b>

#### 4.2.2 Clean & Green

The collection of green garden waste was due to end in September 2015 which would deliver a £220k saving in a full year (£110k in each of the financial years 2015/16 and 2016/17). This service is now continued to September 2016 at which point it is due to cease. The costs for 2016/17 will be £175k due to agency cover of the service. The saving will therefore be achieved in full in 2017/18. The service are assessing whether it is possible to make some level of in year saving despite the slippage.

Other pressures on staffing budgets remain at the July reported position of £961k which are due to staff being over established in Clean & Green. The transport and fleet spend is also forecast to be a net £198k over budget. This forecast includes £365k projected cost for vehicle repairs. The service is currently formulating a plan and expects to mitigate these pressures.

The Clean & Green portfolio also now includes Fleet management and workshop which is forecast to underspend by £160k from a combination of lower supply costs and overachievement of income.

#### 4.2.3 **Enforcement Service**

The Enforcement service pressure is as a result of the School Crossing patrol saving not being delivered. Attempts to source external funding and sponsorship have to date not yielded significant result and the service continues to be provided.

There is an underlying pressure of £260k on the Parking account. This is primarily a result of a projected income shortfall. Delay in implementing cashless parking programme has also meant expected cost reduction for cash collection has not been achieved. An increase in the number of agency Civil Enforcement officers has also contributed to the pressure.

However there are other underspends in the service which mitigate pressure across the department. This is primarily as a result of holding staff vacancies in the Housing standards and Private Sector Landlords licensing service and maximising the use of grants and income in the service.

The service also anticipates that with ongoing Street lighting capital works in current year, there will be reduced pressure on the repairs and maintenance budget. This is forecast to result in a £100k underspend.

#### 4.2.4 **Other Environmental services**

These include Facilities management, Passenger Transport Service, and Depots .

There is a risk that the Passenger Transport service saving of £400k will not be achieved in this financial year due to delays in conclusion and implementation of the review. The service is looking to find compensating savings.

#### 4.2.5 **Elevate Client Unit:**

The Elevate Client Unit is currently forecast to break even at the year end. This is at risk however due to the re-phasing of annual ICT savings and recent Service Provider Change Notices (SPCN's) issued by Elevate due to scale and scope pressures within their Revenue & Benefits service. The impact of these issues is being managed by Central finance and the HRA.

There is a further potential risk of £600k with respect to Council Tax Court Costs income underachievement. This occurred in 2015/16 due to court summonses being cancelled, however mitigation is in place to improve controls around the cancellations of summonses during 2016/17. There are also a number of other small staffing pressures that are being managed within the service.

Operational HR is forecast to break even at year end; however, there is risk of pressure in the region of £87k due to not enough schools buying into the service. This will need to be managed by the department in order to come in on budget.

### 4.3 Growth & Homes

**Table 8- Growth and Homes**

Culture & Recreation	4,295	4,267	(28)
Regeneration	923	923	0
Housing strategy	(85)	(85)	0
Homelessness	969	4,069	3,100
Landlord Services	110	110	0
<b>Total General Fund</b>	<b>6,212</b>	<b>9,284</b>	<b>3,072</b>

- 4.3.1 Culture & Recreation is forecast to under spend at year end by £0.028m, due to staff vacancies across Library services. The previously reported pressure on the Volunteer programme has been removed and delivery of the programme is to be contained within available revenue budgets.
- 4.3.2 Homelessness is currently forecasting a pressure of £3.1m at the year end. This is due to the net cost of placing people in accommodation provided by private sector landlords, which is currently the largest source of temporary accommodation. The income that the Council can collect from tenants is constrained by the level of Housing Benefit payable which has been frozen for a number of years and is now below the cost of most accommodation in the borough and neighbouring areas. Around two thirds of the properties used for temporary accommodation produce a net cost to the Council and this is likely to increase over time. Performance bonuses are also paid to agents for providing 7 or more properties. Although the total cost of using private sector landlord properties is forecast at approximately £1.9m, if these properties are not secured, the cost to the Council would be even greater as a result of increased use of B&B accommodation.
- 4.3.3 There are other pressures also emerging which will impact on the pressure reported above. The impact of welfare reform continues to be monitored but is expected to result in increased levels of homelessness unless preventative measures are effective. Temporary accommodation arrears have increased by £95k (5%) this financial year, and, the current level of bad debt provision will not provide sufficient coverage, resulting in an additional pressure. The position will be closely monitored throughout the year. There continues to be a high level of security in place at the homeless hostels to enable the safeguarding of staff and residents following a number of incidents in previous years.
- 4.3.4 Bed and Breakfast numbers are now at a very low level (around ten to fifteen) and not contributing to the overall pressure. However it is unlikely that this can be reduced much further for a sustained period until there is more capacity in the Council's hostels (now expected July 2017.)
- 4.3.5 A significant element of risk is outside the Council's direct control, however, an action plan is being developed to support mitigation. Mitigating action includes

reviewing income opportunities such as introducing service charges where possible, holding vacant posts, reviewing how services are being delivered in order to find more efficient ways of providing ,ensuring recharges and income collection is up to date and maintaining spend restraint across the service. Longer term measures include a wider range of placement options including placement out of borough. This however will be subject to Cabinet approval and development of a legally robust accommodation strategy.

- 4.3.6 The combined impact of these external pressures and the management action plan mean that there is a range of possible overspend – from £2.3m in the best case to £3.5m or more if action is not successful. However as another month has passed with little progress on reducing spend the likelihood of an outturn in the top part of the range increases. For this reason the forecast has been increased to £3.1m.
- 4.3.7 The Regeneration and Economic Development teams are currently projected to spend to budget by the end of the financial year with no specific issues or pressures at this stage. The main risk to achieving the break even position is the in respect of recovering the budgeted level of income which is derived mainly from Planning Application and Local Land Charge fees. To date, however, income levels are in line with those of previous years and, therefore, there are no current concerns.

#### 4.4 Housing Revenue Account (HRA)

- 4.4.1 The HRA is currently forecast to underspend by £1.018m as shown in the table below:

**Table 9: Housing Revenue Account**

HRA Classification	Budget	Forecast	Variance
	£'000	£'000	£'000
Rent	(90,538)	(90,818)	(280)
Non Dwelling Rents	(807)	(750)	57
Other Income	(19,285)	(19,453)	(168)
Interest Received	(336)	(336)	0
<b>Income</b>	<b>(110,966)</b>	<b>(111,357)</b>	<b>(391)</b>
Repairs and Maintenance	17,093	17,294	201
Supervision and Management	42,572	41,382	(1,190)
Rent, Rates and Other Taxes	700	700	0
Bad Debt Provision	2,772	2,772	0
Interest Charges	10,059	10,059	0
Corporate and Democratic Core	685	685	0
<b>Expenditure</b>	<b>73,881</b>	<b>72,892</b>	<b>(989)</b>
<b>Revenue Contribution to Capital</b>	<b>37,085</b>	<b>37,447</b>	<b>362</b>
<b>Transfer to HRA Balances</b>	<b>0</b>	<b>(1,018)</b>	<b>(1,018)</b>



4.4.2 The overall position shows an improvement of £0.396m from the period 4 forecast due to:

- Further cash savings in repairs and maintenance staffing costs (£0.200m) resulting from additional staff now expected to take voluntary redundancies and some posts now expected to remain vacant until year end.
- Additional underspends in Housing Management Services following confirmation that additional posts are to remain vacant until year end (£0.196m).

#### 4.4.3 HRA Income

Income is expected to over-achieve by £0.391m. The main areas of variation from budget are:

- Additional rental income of £0.28m from lower than expected void levels, partially offset by lower rental income from HRA decants used for Temporary Accommodation
- Lower than expected garage income £0.057m while the refurbishment programme continues.
- Lower than expected service charge income of £0.1m due to the Housing Management decision to suspend Concierge charges at Thaxted House. This is offset by an equivalent savings in payments to the security contractor.
- Higher than budgeted income from telecommunication masts and other income is expected (£0.268m)

#### 4.4.4 HRA Expenditure

Expenditure budgets are expected to be underspent by £0.989m.

- Supervision and Management is expected to underspend by £1.190m, this is due to Housing Management fleet/estate cost reductions (£0.5m) & staff saving (£0.590m) from the on-going voluntary redundancy process and service management savings from the suspension of the concierge service at Thaxted House (£0.1m).
- The main areas of the forecast overspend are in the Repairs and Maintenance Service, which is currently forecast to overspend by £0.201m. This is a significant reduction from 2015/16 based on the expected reduction in staffing costs in 2016/17 resulting from the on-going voluntary redundancy process. The service needs to actively work to put action plans in place in order to achieve at least break even position.
- The HRA contribution towards the cost of voluntary redundancy is currently forecast to be £3.5m but this is containable within the overall HRA budget due to the staff vacancies created from the voluntary redundancy process.

#### 4.4.5 HRA Balances

There is a budgeted contribution to capital resources of £37.1m and it is currently assumed this will increase by £0.362m in 2016/17.

Based on the current forecast it is also assumed HRA balances will increase by £1.018m, this will partly contribute towards a potential risk from a court decision against LB of Southwark, which is subject to appeal currently, in respect of resale of

water supply and the associated commission (to cover admin costs of circa £1.2m in 2016/17). Should the appeal fail this may result in the repayment of commission to tenants. The service is currently seeking legal advice on this matter.

In addition, there is a Government proposal to instruct Local Authorities to sell its higher value voids and pay a levy to the Government to fund Housing Association Right to Buys. Even if the Authority does not decide to sell off its voids a levy will still apply. Formal Government Policy is still awaited, but it is anticipated that some form of payment may be required in this financial year.

#### 4.5 Law & Governance

**Table 10**

<b>Directorate Summary</b>	2016/17 Budget £000	2016/17 Forecast £000
Net Expenditure	<b>590</b>	<b>510</b>
Projected over(under)spend		<b>(80)</b>

This directorate is projected to spend to budget. There may be a small surplus (£80k) on the trading account.

#### 4.6 Finance & Investment

**Table 11**

<b>Directorate Summary</b>	2016/17 Budget £000	2016/17 Forecast £000
Net Expenditure	<b>1,983</b>	<b>1,483</b>
Projected over(under)spend		<b>(500)</b>

This directorate is projecting an underspend of £0.5m resulting from a surplus on B&D Reside.

#### 4.7 Central Expenses

**Table 12**

<b>Directorate Summary</b>	2016/17 Budget £000	2016/17 Forecast £000
Net Expenditure	<b>2,205</b>	<b>1,875</b>
Projected over(under)spend		<b>(400)</b>

This budget covers treasury management costs (interest paid on loans and received on investments), levies from ELWA and other statutory bodies, budgets to cover the costs of redundancy and doubtful debts and a small contingency to cover any unforeseen pressures.

Interest on borrowing costs is currently forecast to be £0.2m better than budget due to required borrowing being lower than anticipated and additional procurement savings of £0.2m are also forecast.

The recent Cabinet decision to retain the current redundancy terms means that the saving from the removal of the enhanced multiplier will not be achieved. This will be managed in year but presents a risk for future years budgets.

## 5. In-Year Savings Targets – General Fund

5.1 The delivery of the 2016/17 budget is dependent on meeting a savings target of £12.9m. 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.

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

**Table 13**

<b>Directorate Summary of Savings Targets</b>	<b>Target £000</b>	<b>Forecast £000</b>	<b>Shortfall £000</b>
Customer, Commercial & Service Delivery	2,790	2,604	<b>186</b>
Growth & Homes	971	371	<b>600</b>
Service Development and Integration	3,866	3,778	<b>88</b>
Finance & Investment	4,560	4,470	<b>90</b>
Central Expenses	667	0	<b>667</b>
<b>Total</b>	<b>12,854</b>	<b>11,223</b>	<b>1,631</b>

## 6. Capital Programme 2016/17

6.1 The Capital Programme forecast against budget as at the end of August 2016 is as follows:

**Table 14 – The Capital Programme for 2016/17**

	2016/17 Revised Budget £'000	Actual Spend to Date £'000	2016/17 Forecast £'000	Variance against Budget £'000
Service Development & Integration	58,625	31,615	67,098	8,473
Customer, Commercial & Service Delivery	7,811	1,708	8,245	434
Finance & Investment	4,297	980	4,297	0
Growth & Homes	56,669	15,141	56,177	(492)
<b>Subtotal - GF</b>	<b>127,402</b>	<b>49,444</b>	<b>135,817</b>	<b>8,415</b>
HRA	74,000	15,065	66,200	(7,800)
<b>Total</b>	<b>201,402</b>	<b>64,509</b>	<b>202,017</b>	<b>615</b>

The main elements of the programme are as follows:

- 6.2 **New Schemes** - One new scheme was added to the Capital Programme that was approved by Cabinet – Gascoigne West (Housing Zone) with a total budget of £7.8m of which £2m was added to this year's Capital Programme and £5.8m profiled to next year and funded by the GLA. The detailed scheme breakdown is shown in Appendix C.
- 6.3 **Service Development & Integration** - The main element in the programme is the school expansion programme (£46.8m). Forecast is that it will spend £8.4m over budget – however this is due to accelerated spend on the Barking Riverside Secondary Free School for which the funding has already been agreed and received from the EFA.
- 6.4 **Customer, Commercial & Service Delivery** - This includes IT projects (£3.7m) and various environmental projects (£4.1m). The Directorate is showing an overspend of £0.434m primarily due to increased hardware costs for the ICT End User scheme.
- 6.5 **Finance & Investment** - The main element in the programme is the corporate accommodation strategy (£4.1m). Forecast is to budget.
- 6.6 **Growth & Homes** - The largest project is the Gascoigne estate renewal (£37m). The monitoring shows an underspend of £0.492m primarily due to (£0.192m) retention and final account payments earmarked for next year on the Barking Riverside Trans Link (Drovers Way) and (£0.300m) earmarked for the Barking Bath house which will not be installed until the Swan Housing Development on Cambridge Road has been completed, which will now be in 2017/18.
- 6.7 **HRA** - The main expenditure is on new build schemes (£25.6m) and investment in existing stock (£38.6m). Forecast is £7.800m below budget, to £66.200m. The monitoring shows an underspend on 7 schemes – Leys Phase II (£3.000m); Kingsbridge Shared Ownership Development (£2.000m); Infill Sites and Ilchester Road (£1.000m) each respectively; and Bungalows, Burford Close and Communal Repairs and Upgrades (£0.800m) between them. These schemes will complete in 2017/18 which is the main reason for some of the slippage; as the programmes have only recently been agreed.

#### **Public Background Papers Used in the Preparation of the Report:**

- Oracle monitoring reports

#### **List of Appendices**

- **Appendix A** – General Fund expenditure by Directorate
- **Appendix B** – Progress against savings targets
- **Appendix C** – Capital Programme

## GENERAL FUND REVENUE MONITORING STATEMENT AUGUST 2016/17

Directorate	Revised Budget	Expenditure to Date	Forecast Outturn £000	Forecast Variance £000
<b><u>Service Development &amp; Integration</u></b>				
<b>Adults Care &amp; Support</b>				
Operations	30,983	13,289	32,820	1,837
Commissioning	6,828	3,255	6,673	(155)
Mental Health	3,841	1,595	2,159	(1,682)
Adults Mgt & Support Services	1,651	935	1,651	-
<b>Children's Care &amp; Support</b>				
Operations-	39,172	18,318	42,079	2,907
Commissioning-	8,963	3,737	8,963	-
Public Health (Net)				-
Community Safety & Offender Management	1,282	(1,263)	1,282	-
Leisure	985	1,462	1,521	536
Education Commissioning	4,418	6,595	4,418	-
Divisional Support - Children's	9,838	791	9,838	-
	<b>107,960</b>	<b>48,714</b>	<b>111,403</b>	<b>3,443</b>
<b><u>Customer, Commercial &amp; Service Delivery</u></b>				
Clean & Green	7,534	6,037	7,709	175
Enforcement	10,798	3,520	10,874	76
Other	153	(1,064)	153	-
Elevate Client Unit	12,704	14,339	12,704	-
Operational Human Resources (Net)	36	99	36	-
Divisional Support//	140	251	140	-
	<b>31,365</b>	<b>23,181</b>	<b>31,616</b>	<b>251</b>
<b><u>Growth &amp; Homes</u></b>				
Housing Strategy	-85		(85)	-
Homelessness	969	123	969	-
Regeneration & Economic Development, Housing Strategy	923	504	4,023	3,100
Culture & Recreation	4,295	2,296	4,267	(28)
Divisional Support//	110	96	110	-
	<b>6,212</b>	<b>3,019</b>	<b>9,284</b>	<b>3,072</b>
<b><u>Law &amp; Governance</u></b>				
Legal & Democratic Services	590	(1,641)	510	(80)
	<b>590</b>	<b>(1,641)</b>	<b>510</b>	<b>(80)</b>
<b><u>Finance &amp; Investment</u></b>				
Finance & Investment	1,983	(344)	1,483	(500)
	<b>1,983</b>	<b>(344)</b>	<b>1,483</b>	<b>(500)</b>
<b><u>Other</u></b>				
Central Expenses	(9,176)	4,878	(9,576)	(400)
Levies	11,381	960	11,381	-
	<b>2,205</b>	<b>5,838</b>	<b>1,805</b>	<b>(400)</b>
<b>TOTAL</b>	<b>150,315</b>	<b>78,766</b>	<b>156,101</b>	<b>5,786</b>

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## Directorate Savings Targets: progress at Period 5

## Customer Commercial &amp; Service Delivery

Reference	Detail	Current Position	Target £'000	Forecast £'000	Variance £'000
ES004	Removal or self funding for School Crossing Patrols from 23 primary school locations across the borough	We will need to identify potential sponsors and risk assess each location for potential road safety works. We expect the saving to be delivered by a mix of stopping services and sponsorship. Sponsorship is not forthcoming despite efforts of trying to achieve. The options now available due to the budget already halved is to issue notice to all staff on Cat B+C sites (no cover from beginning of new school term in September 2016) and arrange for engineering solutions to be put into all Cat A sites with the removal of the whole service July 2017	82	6	76
ES006	To increase zones and the sale of permits in line with the Parking Strategy	This work now forms part of a wider Parking Improvement Board. Work is being undertaken with the Ambition 2020 team for setting of fees and charges	125	125	0
ES010B	Prestart payment to drivers	Saving will be fully delivered by yr2	17	17	0
ES012	Cease green garden waste collection	Savings was based upon fully chargeable service in place from September 2015, but as a result of delays in implementing this, it was assumed that charging would take effect from April 2016. However, service provision is expected to continue (not as a chargeable service) until September when the service will be fully withdrawn. The chargeable option is no longer being pursued	110	0	110

ES015	Redesign of street cleansing operations	Service redesign is already delivered. Savings are available for yr1 and on track for yr2.	40	40	0
ES018	Achieve revenue budget savings by transferring the Councils current repair and maintenance responsibilities for allotments to the Allotment Society	Surveys are ongoing and arrangements to cancel existing licences are being made for April. The main risk is that societies will not accept leases and transferred responsibilities because remedial works in 2015/6 are not undertaken due to budget restriction and disagreement with societies.	17	17	0
ES020	Increases in income expected from future regulatory activity.	These savings will build on those to be delivered in yr1. It is too early to assess whether income improvements will be made. A programme of service transformation is being developed and will require service restructure and some adoption of policy and powers.	125	125	0
ES030	Parking review opportunity	Initial business cases are being developed to support debt recovery and cashless/paperless parking. The impact of legislation changes governing the use of CCTV came into force in April 2015; the service did come in on budget however it was clear that there was a need for increased capacity within the parking service for more officers on-street. A review of the service is underway and a reactive team is being developed.	450	450	0
ACS/SAV/11	Review of passenger transport for adults	The Maples Day centre has now closed thereby reducing the Adults passenger transport requirement. PTS are reviewing their costs in order to achieve this saving.	400	400	0
CEX/SAV/45a (CCSD)	Review of corporate accommodation strategy	Corporate funding to be used	600	600	0



## Appendix B

CEX/SAV/51 (CCSD)	School uniform grants	The issuing free school uniforms grants has been discontinued.	64	64	0
CEX/SAV/56 (CCSD)	B&D Direct - Customer Services Channel Shift	Delivered by reducing Elevate Target Cost.	324	324	0
CEX/SAV/61 (CCSD)	Council Tax - invest to collect more	Investment in place but delivery to be monitored.	391	391	0
CEX/SAV/63 (CCSD)	ICT End User Technologies	Delivered by reducing Elevate Target Cost.	400	400	0
CEX/SAV/64 (CCSD)	Client Team reduction	Delivered by post being deleted.	45	45	0
<b>Total</b>	<b>CC&amp;SD</b>		<b>3,190</b>	<b>3,004</b>	<b>186</b>

## Growth &amp; Homes

Reference	Detail	Current Position	Target £'000	Forecast £'000	Variance £'000
HGF001	Expand Council hostel portfolio to accommodate temporary placements instead of using expensive B&B accommodation.	There is currently a delay to the transfer of an additional hostel which was assumed in the budget to be available from December 2016 but is now likely to be available in April 2017.	600	0	600
ACS/SAV/24	School library service to be full cost recovery and Home Library Service to be delivered by volunteers.	Achieved	59	59	0
ACS/SAV/27	Valence and Thames View libraries – community management	This saving was dependent on the option that the libraries would be in a trust as this is no longer the case, the service is working on alternative options to deliver the saving	125	125	0
ACS/SAV/29a	Broadway Theatre - transfer to College	Achieved	40	40	0
CEX/SAV/05	Reduction in Planning Policy Posts with amalgamation of roles	Achieved	25	25	0
CEX/SAV/04a	Reduction in staff costs in Development Planning & Strategic Transport	Achieved	42	42	0
CEX/SAV/08	Increased income in Employment & Skills	Achieved	80	80	0
<b>Total</b>	<b>Growth &amp; Homes</b>		<b>971</b>	<b>371</b>	<b>600</b>

## Service Development &amp; Improvement

Ref:	Detail	Current Position	Target £000	Forecast £000	Variance £000
ACS/SAV/06a	Personalisation of Learning Disability Day Services and consequential closure of The Maples.	Achieved	127	127	0
ACS/SAV/10	Care and support in the home focused on people with doubling up of care staff as a result of high needs	Achieved	45	45	0
ACS/SAV/12a	Generalist Advice and Hate Crime Incident Reporting reductions	Achieved	280	280	0
ACS/SAV/12f	The Foyer Supported Living for 18-24 year olds	On track to be delivered.	92	92	0
ACS/SAV/12i	Bevan House supported living for vulnerable families	On track to be delivered.	97	97	0
ACS/SAV/31	Leisure centres - Management and reception staff	On track to be delivered.	150	150	0
ACS/SAV/32	Leisure centres - extraordinary increase in net income	An income shortfall is currently reported against leisure income and an action plan is being worked on to reduce the shortfall.	88	0	88
ACS/SAV/36	Options appraisal for leisure and cultural services	As a result of delays to the trust, this saving will be managed corporately in the financial year.	750	750	0
CHS/SAV/26	Children's Centres, part of policy paper re frontline service delivery (use of libraries, developing hubs approach etc. and use of assets Closure of a number of centres	On target	400	400	0
CHS/SAV/27	Youth Service - reconfigure to voluntary sector provision with £100k budget	On target	200	200	0

CHS/SAV/34	Reduction in CIN (c20 year 1, c120 year 2, c60 year 3) due to impact of Troubles Families agenda	Superceded by SAFE programme savings.	300	300	0
CHS/SAV/30	CAMHS - reduce to statutory minimum for year 1 and then delete service	On target but high risk at tier 2	150	150	0
CHS/SAV/35	Review children's social care costs to identify areas for spend reduction	Superceded by SAFE programme savings.	500	500	0
CHS/SAV/36	This proposal is to reduce funding to the Integrated Early Help QA Service	On target	120	120	0
CHS/SAV/25a	Reduction in support to quality Childcare and early years provision	Budget/saving removed via training, development and marketing centralisation	167	167	0
<b>Total</b>	<b>Service Development &amp; Improvement</b>		<b>3,466</b>	<b>3,378</b>	<b>88</b>

## Finance &amp; Investment

Ref	Detail	Current Position	Target	Forecast	Variance
			£000	£000	£000
CEX/SAV/26	Minimum Revenue Provision accounting	Achieved	2,850	2,850	0
CEX/SAV/27	Investment income - rate change	On target to be achieved	500	500	0
CEX/SAV/77 (CEX)	Business Support review	Not yet delivered.	90	0	90
CEX/SAV/78 (F&I)	Reduction in middle management	Delivered.	300	300	0
CEX/SAV/42 (F&I)	Energy team	CEX/SAV/42 & 54b delivered through VR of 2 posts.	25	25	0
CEX/SAV/45 (CCSD)	Maritime House	Delivered as lease terminated.	125	125	0
CEX/SAV/53 (CCSD)	Business rate relief	Policy has been re-written to deliver this.	50	50	0
CEX/SAV/72 (Corporate)	Freeze salary increments	On target to be achieved	500	500	0
CEX/SAV/73 (Corporate)	Reduce redundancy multiplier	Following the decision of Cabinet to retain the redundancy multiplier this saving will not be achieved.	667	0	667
CEX/SAV/54b (F&I)	Energy and utility efficiencies	CEX/SAV/42 & 54b delivered through VR of 2 posts.	60	60	0
CEX/SAV/54f (F&I)	Pay Pension Fund contributions on 1 April instead of monthly	Delivered.	60	60	0
<b>Total</b>	<b>Finance &amp; Investment</b>		<b>5,227</b>	<b>4,470</b>	<b>757</b>

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## Capital Programme 2016/17 - As at 31st August 2016

Project No	Project Name	Revised 2016/17 Budget	Actuals	2016/17 Forecast	Variance
<b>Service Development &amp; Integration</b>					
<b>Adult &amp; Community Services</b>					
<b>Adult Social Care</b>					
FC00106	Private Sector HouseHolds	1,064,000	279,725	1,064,000	0
FC02888	Direct Payment Adaptations Grant	400,000	117,871	400,000	0
FC03049	Adult Social Care Cap Grant	113,000	28,599	113,000	0
FC03061	Social Care IT Replacement System	946,000	0	946,000	0
<b>Culture &amp; Sport</b>					
FC03060	BLC - Replacement Flooring	171,000	0	171,000	0
FC02870	Barking Leisure Centre 2012-14	310,617	194,566	310,617	0
FC03029	Broadway Theatre	500,000	0	500,000	0
FC03062	50m Demountable Swimming Pool	1,700,000	0	1,700,000	0
FC03032	Parsloes Park - Artificial Turf Pitches & Master Planning	519,540	5,375	519,540	0
FC03057	Youth Zone Development	1,000,000	166,000	1,000,000	0
FC03079	Whitehouse Refurb	100,000	0	100,000	0
<b>Total For Adult &amp; Community Services</b>		<b>6,824,157</b>	<b>792,136</b>	<b>6,824,157</b>	<b>0</b>
<b>Children's Services</b>					
<b>Primary Schools</b>					
FC02736	Roding Primary School (Cannington Road Annex)	129,789	0	129,789	0
FC02745	George Carey CoFE (formerly Barking Riverside) Primary School	23,376	450	23,376	0
FC02784	Manor Longbridge (former UEL Site) Primary School	303,310	2,818	303,310	0
FC02799	St Joseph's Primary - expansion	4,279	4,279	4,279	0
FC02861	Eastbury Primary (Expansion)	163,857	11,696	63,857	(100,000)
FC02865	William Bellamy Primary (Expansion)	44,499	1,824	44,499	0
FC02919	Richard Alibon Expansion	53,770	23,096	53,770	0
FC02920	Warren/Furze Expansion	250,000	205,426	250,000	0
FC02923	Rush Green Expansion	115,902	114,407	115,902	0
FC02924	St Joseph's Primary(Barking) Extn 13-14	15,072	0	15,072	0
FC02956	Marsh Green Primary 13-15	882,218	492,350	882,218	0
FC02957	John Perry School Expansion 13-15	17,395	2,445	17,395	0
FC02960	Sydney Russell (Fanshawe) Primary Expansion	4,382,500	2,974,113	4,382,500	0
FC02979	Gascoigne Primary (Shaftesburys)	7,724,339	4,625,008	7,724,339	0
FC02998	Marks Gate Junior Sch 2014-15	100,000	36,497	100,000	0
FC03014	Barking Riverside City Farm Phase II	391,429	563	41,429	(350,000)
FC03041	Village Infants - Additional Pupil Places	1,311,417	1,156,124	1,511,417	200,000
FC03053	Gascoigne Primary - 5fe to 4fe	600,000	111,922	600,000	0
<b>Secondary Schools</b>					
FC02953	All Saints Expansion 13-15	112,233	0	112,233	0

Project No	Project Name	Revised 2016/17 Budget	Actuals	2016/17 Forecast	Variance
FC02954	Jo Richardson expansion	350,000	1,556	350,000	0
FC02959	Robert Clack Expansion 13-15	3,500,000	940,061	3,500,000	0
FC02977	Barking Riverside Secondary Free School (Front Funding)	20,000,000	14,926,094	27,500,000	7,500,000
FC03018	Eastbury Secondary	2,800,000	791,536	2,800,000	0
FC03020	Dagenham Park	2,831,458	1,598,860	2,831,458	0
FC03054	Lymington Fields All through School	200,000	10,000	200,000	0
FC03019	Eastbrook School	440,000	578,010	440,000	0
FC03022	New Gascoigne Secondary School (Greatfields)	100,000	44,777	100,000	0
FC03078	Barking Abbey Expansion 2016-18			100,000	100,000
<b>Other Schemes</b>					
FC02826	Conversion of Heathway to Family Resource Centre	19,323	0	19,323	0
FC02906	School Expansion SEN projects	164,138	25,931	164,138	0
FC03042	Additional SEN Provision	250,000	56,143	250,000	0
FC02909	School Expansion Minor projects	87,344	5,821	87,344	0
FC02972	Implementation of early education for 2 year olds	691,482	27,171	691,482	0
FC02975	Barking Abbey Artificial Football Pitch	55,415	0	55,415	0
FC02978 / FC03010 / FC03051	School Modernisation Fund	2,058,746	1,360,081	3,058,746	1,000,000
FC03013	Universal infant Free School Meals Project	5,862	0	5,862	0
FC03043	Pupil Intervention Project (PIP)	276,759	339,888	400,000	123,241
9999	Devolved Capital Formula	917,396	75,963	917,396	0
<b>Children Centres</b>					
FC03063	Extension of Abbey CC Nursery	125,000	35,623	125,000	0
FC03033	Upgrade of Children Centres	290,853	242,229	290,853	0
FC02217	John Perry Children's	5,123	0	5,123	0
FC02310	William Bellamy Children Centre	6,458	0	6,458	0
<b>Total For Children's Services</b>		<b>51,800,742</b>	<b>30,822,762</b>	<b>60,273,983</b>	<b>8,473,241</b>
<b>Total for Service Development &amp; Integration</b>		<b>58,624,899</b>	<b>31,614,898</b>	<b>67,098,140</b>	<b>8,473,241</b>



Project No	Project Name	Revised 2016/17 Budget	Actuals	2016/17 Forecast	Variance
<b>Customer, Commercial &amp; Service Delivery</b>					
<b>Environmental Services</b>					
FC03064	Street Light Replacing	976,005	0	976,005	0
FC03030	Frizlands Phase 2 Asbestos Replacement	381,146	20,032	381,146	0
FC02964	Road Safety Impv 2013-14 (TFL)	236,000	21,705	236,000	0
FC02886	Parking Strategy Imp	0	909	0	0
FC02542	Backlog Capital Improvements	394,830	50,312	394,830	0
FC03065	Highways Improvement Programme	705,190	30,600	705,190	0
FC02982	Controlled Parking Zones (CPZ's) 2013-15	330,000	14,224	330,000	0
FC02999	Rippleside Cmtry prov 2014-15	0	(10,400)	0	0
FC03011	Structural Repairs & Bridge Maintenance	383,001	16,853	383,001	0
FC03012	Environmental Asset Database Expansion	0	(1,378)	0	0
FC03031	Highways & Environmental Design	0	0	0	0
FC03067	Abbey Green Works 2016-17	56,000	0	56,000	0
FC03066	Parking ICT System	280,000	254,926	280,000	0
<b>PGSS</b>					
FC03026	BMX Track	226,136	0	226,136	0
FC03034	Strategic Parks	125,518	1,595	125,518	0
<b>Total For Environmental Services</b>		<b>4,093,826</b>	<b>399,378</b>	<b>4,093,826</b>	<b>0</b>
<b>ICT</b>					
FC03068	ICT End User Computing	1,356,000	1,160,955	1,790,090	434,090
FC02738	Modernisation and Improvement Capital Fund (formerly One B & D ICT Main Scheme)	256,457	(60,430)	256,457	0
FC02877	Oracle R12 Joint Services	307,465	11,433	307,465	0
FC03052	Elevate IT Investments	1,000,000	196,487	1,000,000	0
FC03059	Customer Services Channel Shift	797,070	0	797,070	0
<b>Total For ICT</b>		<b>3,716,992</b>	<b>1,308,445</b>	<b>4,151,082</b>	<b>434,090</b>
<b>Total For Customer, Commercial &amp; Service Delivery</b>		<b>7,810,818</b>	<b>1,707,823</b>	<b>8,244,908</b>	<b>434,090</b>
<b>Finance &amp; Investment</b>					
<b>Asset Strategy</b>					
FC02587	Energy Efficiency Programme	128,753	0	128,753	0
FC02565	Implement Corporate Accommodation Strategy	4,168,714	980,380	4,168,714	0
<b>Total For Asset Strategy</b>		<b>4,297,467</b>	<b>980,380</b>	<b>4,297,467</b>	<b>0</b>
<b>Total for Finance &amp; Investment</b>		<b>4,297,467</b>	<b>980,380</b>	<b>4,297,467</b>	<b>0</b>

Project No	Project Name	Revised 2016/17 Budget	Actuals	2016/17 Forecast	Variance
<b>Growth &amp; Homes</b>					
<b>Regeneration</b>					
FC03027	Establishment of Council Owned Energy Services Company	100,000	0	100,000	0
FC02969	Creative Industries	310,586	0	10,586	(300,000)
FC02901	Creekmouth Arts & Heritage Trail		3,570		
FC02902	Short Blue Place (New Market Square Barking - Phase II)	0	3,711	0	0
FC02898	Local Transport Plans (TFL)	46,000	113,660	144,000	98,000
FC02962	Principal Road Resurfacing 2013-14 TfL	446,000	20,543	446,000	0
FC02963	Mayesbrook Neighbourhood Improvements (DIY Streets) 2013-14 (TfL)	0	15,256	0	0
FC02994	Renwick Road/ Choats Road 2014/15 (TfL)		9,281		
FC02995	Ballards Road/ New Road 2014/15	0	32,620	0	0
FC02996	Barking Town Centre 2014/15 (TfL)	620,800	555,665	620,800	0
FC02997	A12 / Whalebone Lane (TfL)	0	1,354	0	0
FC03000	MAQF Green Wall (TfL)	0	858	0	0
FC03023	Bus Stop Accessibility Improvements	138,000	0	138,000	0
FC03025	Gale St Corridor Improvements	325,000	12,783	325,000	0
FC03028	Chadwell Heath Crossrail Complementary Measures (CCM)	811,650	369,956	811,650	0
FC03050	Clockhouse Avenue - Freehold Purchase	37,016	10	37,016	0
FC03072	Purchase of Sacred Heart Convent, 191 Goresbrook Road, Dagenham - to convert to homeless provision	3,000,000	2,793,650	3,000,000	0
FC02841	Borough Cycle Programme	133,000	0	133,000	0
FC03069	Barking Station improvements (TfL)	900,000	0	900,000	0
FC03055	Barking Riverside Trans Link (Drovers Way)	9,790,000	1,064,778	9,500,000	(290,000)
<b>Total For Regeneration</b>		<b>16,658,052</b>	<b>4,997,695</b>	<b>16,166,052</b>	<b>(492,000)</b>
<b>General Fund Housing</b>					
FC03070	Boundary Road Hostel	875,250	0	875,250	0
FC02990	Abbey Road Phase II New Build	360,000	0	360,000	0
FC02986	Gascoigne Estate	36,775,406	8,736,982	36,775,406	0
FC02985	Gascoigne West (Housing Zone)	2,000,000	1,405,907	2,000,000	
<b>Total For General Fund Housing</b>		<b>40,010,656</b>	<b>10,142,889</b>	<b>40,010,656</b>	<b>0</b>
<b>Total For Growth &amp; Homes</b>		<b>56,668,708</b>	<b>15,140,584</b>	<b>56,176,708</b>	<b>(492,000)</b>
<b>Grand Total for Non HRA</b>		<b>127,401,892</b>	<b>49,443,685</b>	<b>135,817,223</b>	<b>8,415,331</b>

Project No	Project Name	Revised 2016/17 Budget	Actuals	2016/17 Forecast	Variance
<b>HRA</b>					
	<b>Estate Renewal</b>				
FC02820	Boroughwide Estate Renewal	8,000,000	3,796,344	8,000,000	0
	<b>Sub-Total: Estate Renewals</b>	<b>8,000,000</b>	<b>3,796,344</b>	<b>8,000,000</b>	<b>0</b>
	<b>New Build schemes</b>				
FC02823	Council Housing Phase 3	0	79	0	0
FC02916	Lawns & Wood Lane Bungalows	0	52,885	0	0
FC02917	Abbey Road Creative Industries Quarter	0	2,500	0	0
FC02931	Leys New Build Development (HRA)	8,550,000	3,436,768	8,550,000	0
FC03071	Modular Construction Programme	1,000,000	1,000	1,000,000	0
FC03009	Leys Phase II	6,000,000	223,262	3,000,000	(3,000,000)
FC02961	Goresbrook Village Housing Development 13-15	0	101,214	0	0
FC02970	Marks Gate Open Gateway Regen Scheme	414,997	662,735	414,997	0
FC02973	Infill Sites	1,784,100	25,896	784,100	(1,000,000)
FC02988	Bungalows	515,864	(14,534)	365,864	(150,000)
FC02989	Ilchester Road New Build	3,750,000	136,427	2,750,000	(1,000,000)
FC03056	Burford Close	600,000	3,463	300,000	(300,000)
FC03058	Kingsbridge Development	3,000,000	169,278	1,000,000	(2,000,000)
	<b>Sun-Total: New Builds</b>	<b>25,614,961</b>	<b>4,800,973</b>	<b>18,164,961</b>	<b>(7,450,000)</b>

	<b>Investment in Stock</b>				
FC00100	Aids & Adaptations	860,000	178,393	860,000	0
FC02811	Members Budget	0	(144)	0	0
FC02933	Voids	5,000,000	275,757	5,000,000	0
FC02934	Roof Replacement Project	116,139	37,224	116,139	0
FC03048 / FC02938	Fire Safety Works	1,642,300	1,138,911	1,642,300	0
FC02943	Asbestos Removal (Communal Areas)	900,000	660	900,000	0
FC02950	Central Heating Installation Inc. Communal Boiler Replacement Phase II	1,600,000	26,274	1,600,000	0
FC02939	Conversions	450,000	1,688	450,000	0
FC02984	Block & Estate Management	0	14,948	0	0
FC02983	Decent Homes Central	6,900,000	1,206,570	6,900,000	0
FC03002 / FC03047	Decent Homes South	8,087,900	2,036,278	8,087,900	0
FC03001 / FC03046	Decent Homes North	5,900,000	1,712,659	5,900,000	0
FC03003	Decent Homes (Blocks)	76,000	(113,605)	76,000	0
FC03004	Decent Homes (Sheltered)	33,200	(28,574)	33,200	0
FC03005	Decent Homes Small Contractors	0	(5,000)	0	0
FC03007	Window Replacement Scheme	6,500	(10,500)	6,500	0
FC03036	Decent Homes Support - Liaison Teams/Surveys	90,000	0	90,000	0
FC03037	Energy Efficiency	500,000	(11,097)	500,000	0
FC03038	Garages Refurbishment	450,000	(17,409)	450,000	0
FC03039	Estate Roads & Environmental	750,000	(1,139)	750,000	0
FC03040	Communal Repairs & Upgrades	650,000	0	300,000	(350,000)
FC03045	External Fabrics - Blocks	3,200,000	26,046	3,200,000	0

Project No	Project Name	Revised 2016/17 Budget	Actuals	2016/17 Forecast	Variance
FC03074	Estate Public Realm Improvements	800,000	0	800,000	0
FC03075	Door Entry Systems	100,000	0	100,000	0
FC03076	Window Replacements	100,000	0	100,000	0
FC03077	Internal Works	423,000	0	423,000	0
	<b>Sub-Total: Investment in Stock</b>	<b>38,635,039</b>	<b>6,467,940</b>	<b>38,285,039</b>	<b>(350,000)</b>
	<b>Housing Transformation</b>				
FC03073	Housing Transformation Programme	1,750,000	0	1,750,000	0
<b>Total For HRA</b>		<b>74,000,000</b>	<b>15,065,257</b>	<b>66,200,000</b>	<b>(7,800,000)</b>
<b>Total for Capital Programme 2016/17</b>		<b>201,401,892</b>	<b>64,508,942</b>	<b>202,017,223</b>	<b>615,331</b>

## CABINET

18 October 2016

<b>Title:</b> Parking Strategy 2016 - 2021	
<b>Report of the Cabinet Member for Enforcement and Community Safety</b>	
<b>Open</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Jonathon Toy Operational Director, Enforcement Services	<b>Contact Details:</b> Tel: 020 8227 3683 E-mail: <a href="mailto:jonathon.toy@lbbd.gov.uk">jonathon.toy@lbbd.gov.uk</a>
<b>Accountable Strategic Director:</b> Claire Symonds, Strategic Director Customer, Commercial and Service Delivery	
<p><b>Summary:</b></p> <p>This report presents a new Parking Strategy which has been developed in response to residents' comments and independent expertise. The strategy sets out the vision and key objectives for a Strategy that aims to meet the competing needs for parking in the Borough.</p> <p>The Council's parking strategy vision for 2016 - 2021: To provide safe, fair, consistent and transparent parking services</p> <p>This strategy is aligned to the Ambition 2020 Programme and covers its duration, which will transform the Borough and how the Council works. Having already sustained the deepest cuts in Government support in the last few years, further reductions mean that the Council will face a budget shortfall of £63 million, a third of the remaining budget, by 2020. This strategy will ensure that the Council has a transparent and consistent approach to parking charges, recognising how the Borough is changing, the competing demands of residents, commuters, businesses and visitors for parking and the need to reduce congestion on the Borough's roads.</p>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> <li>(i) Approve the Parking Strategy 2016 - 2021 at Appendix A to the report;</li> <li>(ii) Authorise the Strategic Director of Customer, Commercial and Service Delivery, in consultation with the Cabinet Member for Enforcement and Community Safety, to agree minor amendments to the Strategy prior to its publication; and</li> <li>(iii) Agree to the implementation of 30 minutes free parking at on-street shopping locations and 60 minutes free parking at Council park car parks, with effect from 1 December 2016.</li> </ul>	

## Reason(s)

This Strategy will contribute to the Council's corporate objectives.

### 1. Introduction and Background

1.1 The draft Parking Strategy 2016 - 21 is a key document in support of the Council's corporate objectives. It proposes overarching strategic objectives alongside quantifiable targets to form the basis of the Council's approach to parking management.

### 2. Proposal and Issues

2.1 This new Strategy has been developed over the last few months. The aims, priorities, principles and action, set out in this strategy have been formed following a public consultation exercise.

2.2 As part of the approach in the development of this strategy, the Council undertook an extensive public consultation exercise. The consultation included an on-line survey, publication in local media, presentations at public forums and feedback from councillors, Members of Parliament and partner agencies. The exercise was publicised widely and attracted 115 responses and input from resident forums.

2.3 In the vast majority of cases the responses were supportive of the strategic direction suggested. There was considerable support for the proposal, set out in the consultation, that the Council should extend free parking in the borough to half an hour in on-street shopping locations and an hour in park car parks.

2.4 Respondents supported the adoption of an area based approach to parking controls along with greater enforcement, suggesting that the Council should adopt a tougher approach to those who park inconsiderately, affected pavement accessibility and endanger pedestrians and other road users. Appendix B sets out in more detail the questions asked and the responses received.

2.5 In summary, the consultation responses endorsed the Strategy and have enabled a strategic implementation plan to be developed to meet the vision and priorities. This implementation plan forms part of the new Parking Strategy.

2.6 The Parking Strategy 2016 -21 sets out a clear vision for parking in the Borough. This vision was supported by 75% of respondents to the consultation. The vision is "To provide safe fair, consistent and transparent parking services".

2.7 This vision is supported by five main priorities that have been designed to reflect the competing parking needs in the Borough. These priorities reflect the needs of residents, businesses, commuters, cyclists and pedestrians alike. The priorities are:

- Reduce congestion caused by parked vehicles and improve road safety;
- Make best use of the parking space available;
- Enforce parking regulations fairly and efficiently;
- Provide appropriate parking where needed;

- Ensure that the low emissions and air quality strategy for London is at the heart of decision-making.

2.8 Through the consultation feedback the Council has developed a hierarchy of need for parking in the Borough. This hierarchy will form a core part of the decision-making for parking controls, the design of parking schemes and cost of parking services, over the next 5 years. The hierarchy of parking need is set out below:

- Residents with a disability
- Non- residents with a disability
- Local residents
- Priority care workers
- Local business essential servicing
- Short stay visitors and shoppers
- Long stay visitors and shoppers
- Long stay commuters

2.9 The key proposals in the strategy are:

- Free half an hour parking in all on-street shopping locations;
- Free one-hour parking in all Council park car parks;
- Adopt an area based approach to parking controls;
- Move to cashless payment for car parking including contactless payment cards;
- Continue to apply a lower parking permit charge for the first two vehicles per household, compared to the third, and introduce a higher charge for the fourth vehicle and above;
- Establish parking permit prices which encourage low emission vehicles;
- Increase enforcement in areas where pavement parking affects safe access to pedestrians and cyclists.

### **3. Options Appraisal**

3.1 The strategy outlines the strategic objectives of the Council and how it expects to deliver on these. It is good practice to have an up to date Parking Strategy.

### **4. Consultation**

4.1 Internal consultation has been undertaken prior to this report being presented at Cabinet. Officers have listened to the views of councillors and their constituents and hope that the document shows that these have been considered.

4.2 A large public consultation exercise was also undertaken, with publicity focussed on encouraging residents and businesses to comment on the draft Parking Strategy. This exercise opened on the Consultation Portal on 21 July 2016 and closed on 23 September 2016. Appendix B sets out in more detail the questions asked and the responses received.

## 5. Financial Implications

Implications completed by: Katherine Heffernan, Service Finance Group Manager

- 5.1 This report seeks approval to endorse the Draft Parking Strategy 2016 – 2021.
- 5.2 In 2017/18, the Parking Service is expected to deliver savings of £410,000, through a combination of increased efficiencies and service improvements.
- 5.3 Further work is to be undertaken detailing the implementation plan to include specific activities and actions to be carried out by the Council to achieve the strategic proposals as identified within the Parking Strategy document. This strategy is fundamental to delivering the operational efficiencies required to bring spend back in line with budget and also to implement future savings planned as part of the Council's Medium Term Financial Strategy.
- 5.4 The implementation of proposals within the strategy will need to be met from existing resources.

## 6. Legal Implications

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

- 6.1 The Council is empowered by the Road Traffic Regulation Act 1984 (as amended), the Traffic Management Act 2004, and other specific secondary legislation to provide parking places on and off the highway, to charge for their use, and to carry out parking enforcement activities.
- 6.2 In drafting the document due regard must be made to the statutory guidance issued by the Secretary of State under section 87 of the Traffic Management Act 2004 on civil enforcement. After adoption, there will be an expectation by all that future parking decisions will be taken in accordance with the strategy.

## 7. Other Implications

- 7.1 **Corporate Policy and Customer Impact** – The implementation of the Parking Strategy will have an impact on the future design, development and delivery of the Council's Parking Services.

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

**List of appendices:**

- **Appendix A** - Draft LBBB Parking Strategy 2016 – 2021
- **Appendix B** - Consultation Collated Analysis





# Draft Parking Strategy 2016 – 2021

To provide safe, fair, consistent and transparent parking services



## Foreword by Councillor Laila Butt

The evolution of the motor vehicle has transformed our society, both socially and economically. It has allowed us a greater choice on where we live and where we work; it has provided our businesses with access to wider markets and expanded the produce that is available to us. As the motor vehicle has become more popular and more affordable, our roads and streets have had to cope with a volume of vehicles that they were not originally designed for.

For a borough such as Barking and Dagenham, a road network that is free from congestion and safe for car users, pedestrians and cyclist alike is vitally important. At the centre of this is our approach to parking. Getting this balance right, between the different parking needs of our residents, businesses, visitors and commuters is a challenge. But it is a challenge that can be achieved by adopting a Parking Strategy that sets out a long term direction, a direction that considers what the borough will look like in the next decade, as well as what it is like now. This strategy reflects the views of local residents and businesses, views that we have gathered during an extensive consultation process.

A handwritten signature in grey ink that reads "L. Butt".

Councillor Laila Butt

Cabinet Member, Enforcement and Community Safety

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## Safe

Making the places that you park, safe and accessible

### We will

- Achieve Secure Car Park status for our car parks
- Tolerate pavement parking in areas where it will reduce congestion, but not at the expense of pedestrian safety
- Increase our enforcement in areas where pavement parking affects safe access for pedestrians and cyclists.

## Fair

Strike a fair balance between the needs of residents, commuters, businesses, pedestrians and cyclists alike

### We will

- Parking permit charges will remain lower for the first two vehicles per household, compared to the third or more.
- Offer a reduced permit charge for low emission vehicles.
- Introduce a carers permit scheme.
- Revise our business permits to include all business vehicles parking in the borough
- Provide better parking facilities for cyclists.
- Provide 5% of car parking spaces for blue badge holders

## Parking Strategy

2016-2021

*The start of a journey*

## Consistent

A consistent approach to parking, the decisions we make and how we enforce.

### We will

- Introduce 30-minute free parking in all on-street shopping locations.
- Introduce free one-hour parking in all council park car parks.
- Increase the number of civil enforcement officers on motor cycles to enable a greater coverage of the borough.
- Move to cashless payments for car parking including contactless payment cards.
- Introduce prepayment cards making it easier for all residents and businesses to pay for parking.
- Introduce virtual permits making processes easier and simpler.
- Simplify the application process for visitor permits

## Transparent

To be transparent in our decision making processes

### We will

- Apply and areas based approach to parking control
- Provide a simple transparent process to apply for a dropped kerb.
- Implement a policy that sets out how we will tackle persistent parking fine evaders including the removal of vehicles if necessary.

## 2. Executive Summary

Over the past 60 years the advances in motor vehicles have transformed our lives, providing social mobility, expanding the distances between where we work and live and increasing the business opportunities for employers and employees alike.

Parking is an intrinsic part of this change. Whilst major road improvements have created new network infrastructures, many of the smaller residential and secondary roads have changed little since they were built in the 1950's and 60's. As the design of motor vehicles have changed and the volume of motor vehicles have increased, so has congestion and the advent of alternative transport methods. In the last decade there has been a significant increase in the demands on our road and footways, with pedestrians, cyclists, mobility vehicles and parking needs, all competing for space.

For Barking and Dagenham, a borough that is the gateway for growth in London and the east, parking can no longer be seen as just a daily concern. We need a strategic approach where parking is not just seen as part of a journey, but the start of a journey. Whether you are leaving home, parking as part of your daily commute, taking your children to school, visiting family, delivering goods to your business, or going on a shopping experience, knowing that your vehicle is safe, that what you are being charged is fair, that the parking controls and transparent and they are applied consistently, are all at the heart of our approach. Parking is the start of each journey and as we move forward into the next decade, this vision will become even more important as the regeneration of the borough brings new challenges and opportunities.

This strategy sets out a long term vision, a vision that aims to make parking work for our residents, businesses and visitors, based on our four principles of a safe, fair, consistent and transparent parking service.

### 3. Introduction

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The London Borough of Barking and Dagenham (LBBD) is situated in the north-east of London at the heart of the Thames Gateway, the largest regeneration area in Europe. Adjacent boroughs are Newham to the west, Greenwich and Bexley to the south, Havering to the east and Redbridge to the north. LBBD covers an area of about 14 square miles. Its estimated population is 185,900 (from the 2011 Census); this indicates a growth of 13.4% since 2001.

LBBD is responsible for parking enforcement on its streets and in its car parks using the civil parking enforcement ("CPE") powers provided by the Traffic Management Act 2004. This enforcement is undertaken by the council's own staff. The car parks include several **major public off-street car parks**, principally for the use of shoppers and commuters. On-street parking areas consist principally of **residents' parking spaces** and public **pay-and-display/metered parking**. A number of dedicated **disabled drivers and doctors parking spaces** are also provided, as well as parking spaces for **car club** vehicles.

In addition, there is provision for businesses in the form of **vehicle loading/unloading bays** as well as dedicated parking spaces for **motorcycles**. A range of **cycle parking** facilities exist at key destinations, such as shopping areas, libraries, council buildings, business areas and transport interchanges.

### 4 Council Values

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The council has made a commitment to deliver on three priorities for the borough. These priorities are at the heart of the long term direction of the borough and the decisions that we make. They are;

- Encouraging civic pride
- Enabling social responsibility
- Growing the borough

The aims of the implementation of this Parking Strategy are based around these Council priorities and it is imperative that the changes to the way in which parking is delivered are consistent, efficient and effective. We will always put the needs of pedestrians safety on the footpaths first and foremost and will also consider road safety and congestion a priority.

## 5. Setting our vision and priorities for the next 5 years

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An important step in setting our vision and priorities for parking services, has been to listen to the issues that residents, businesses and commuters have raised, concerning parking in the borough.

The council carried out consultation with our residents over a twelve-week period from July-September 2016, on what our vision should be, what are the current issues and what improvements should be made. The consultation included an on line survey, publication in local media, presentations at public forums and feedback from councillors, Members of Parliament and partner agencies.

The council wishes to thank all of those who took part in the consultation. The feedback has helped to shape the direction of this strategy.

This document sets out a strategic approach to address the parking issues that the Borough faces now and in the future, in line with our development plan. The council has clear vision for parking in the borough.

### Our Vision for the future

*“To provide Safe, Fair, Consistent & Transparent Parking Services”*

This vision is supported by five main priorities that have been designed to reflect the competing parking needs in the borough. These priorities include the needs of residents, businesses, commuters, cyclists and pedestrians alike. The priorities are:

- Reduce congestion caused by parked vehicles and improve road safety
- Make best use of the parking space available
- Enforce parking regulations fairly and efficiently
- Provide appropriate parking where needed
- Ensure that the low emissions and air quality strategy for London is at the heart of our decision making.

Finally, the delivery of the vision and priorities can only be achieved by recognising that there are groups for whom access to parking is vitally important to their daily lives. Through the consultation feedback the council has developed a hierarchy of need for parking in the borough. This hierarchy will form a core part of our decision making for parking controls, the design of parking schemes and cost of parking services, over the next 5 years.

The hierarchy of parking need is set out below:-

- Residents with a disability
- Non- residents with a disability
- Local resident
- Priority care workers
- Local business essential servicing
- Short stay visitors and shoppers
- Long stay visitors and shoppers
- Long stay commuters

## 6 Delivering our vision and priorities for parking services

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The follow section sets out the key activities that the council will take in achieving a safe, fair, consistent and transparent parking service. These actions have been developed in consultation with partner agencies, with regeneration colleagues and through the responses from residents and businesses.

### Safe

#### Our objective –

**Making the places that you park safe and accessible**

#### What did you tell us?

Respondents to our consultation, raised safety in car parks as a particular concern, highlighting better lighting, cctv and security in car parks as key issues. In addition, respondents raised their concerns over the balance between the need for parking, use of resident bays and safety for pedestrians and cyclists alike.

#### What will we do

- Review all of our car parks with the aim to achieving Secure Car Park status – this will include better lighting, improved security and cleanliness.
- Tolerate pavement parking in areas where it will reduce congestion but not at the expense of pedestrian safety –We will make it clear where parking on the pavements is safe to do so and will ensure that disabled bays are used correctly and by those who need them.
- We will increase our enforcement in areas where pavement parking places pedestrians and cyclists at risk of harm.



## What will we achieve?

- ✓ An increase in the number of people using our car parks by 5% per annum from 2017/18. To achieve this, the council will undertake a survey of all of our car parks, carry out safety improvements where it is practicable to do so, with the aim of obtaining Park Mark Status where we can.
- ✓ We will aim to increase the number of car parks which have Park Mark Status each year.
- ✓ Our approach to pavement parking and the use of disabled bays will ensure that the safety of pedestrians and disabled residents is paramount. We aim to achieve a clearer understanding of when pavement parking can be tolerated and when it cannot. We aim to achieve an annual reduction in both complaints and reported accidents involving residents due to inconsiderate pavement parking. We will set a baseline for these measures in 2016/17

## Fair

### Our objective:-

**To strike a fair balance between the needs of residents, commuters, businesses, pedestrians and cyclists alike**

### What did you tell us?

Respondents to our consultation highlighted the issues such as the lack of available parking in residential areas and how some parking restrictions increased the problem. We heard of the challenges that this has on both visitors and shoppers and that there should be clear parking spaces for blue badges holders.

Improving safety and accessibility for cyclists was raised both in terms of improvements to health and to help ease congestion.

### What will we do?

- Parking permit prices will remain lower for the first two vehicles per household compared with the third. An additional charge will be applied to the fourth vehicle or more, per household.
- Introduce a business permit for business vehicles to park in the borough, regardless of location.

- Establish parking permit prices which encourages low emission vehicles. This will mean that there will be a reduced permit charge for hybrid and electric cars. However, this will not apply to three or more vehicles per household.
- Expand Electric Vehicle (EV) car clubs – We will increase the opportunity for residents to access EV car clubs and increase the infrastructure through our regeneration schemes to support these.
- Ensure that there is fair access for cyclists. This will include the introduction of more cycle parking pays, cycle lockers and link cycling parking improvements to initiatives such as the cycle super-highway. There will be greater enforcement where vehicles are parked on cycle bays.
- There will be a continued commitment to provide 5% of car parking spaces for blue badge holders in both car parks and secondary shopping areas.

### What will be achieved?

- ✓ The approach to permit pricing will achieve greater fairness to parking in residential areas where there already is high demand for spaces. It will encourage the use of low emission vehicles which will improve air quality. We will use our performance measures to assess the increase in the number of permits for low emission vehicles as well as changes in the number of permits issued per household.
- ✓ To support our aim to improve air quality and ease congestion we will aim to increase the participants in EV car clubs by 10% per annum over the next 5 years
- ✓ By ensuring the needs of cyclists are a key feature of our parking strategy, we aim to achieve a wider range of options for travel, easing parking congestion and encourage healthier lifestyles. In discussion with our regeneration partners, we will aim to achieve an increase in the number of cycle parking bays over the next 5 years.
- ✓ As part of our survey of council car parks we will ensure that there is a minimum of 5% of spaces for blue badge holders. In addition, assisted parking bays will be incorporated as part of the planning for new developments.

## Consistent

### Our objective –

**A consistent approach to parking, the decisions we make and how we enforce.**

## What did you tell us?

There has been a clear message throughout the consultation that parking charges need to encourage people to shop locally and use local amenities. This included a call for free parking for a limited time period.

Respondents highlighted the need for enforcement, but want to ensure that enforcement is consistent and benefits local residents, who often struggle to park or access their roads due to inconsiderate parking. The issue of parking around schools was a key concern, particularly consistently enforcing against car users who park in restricted areas at schools without regard for the safety of school children.

There was a strong message that paying for parking needs to be easier and the current processes are not consistent. This includes paying for car parking, obtaining residents or visitors permits.

## What will we do?

- We will introduce 30 minutes free parking in all on street shopping locations.
- We will introduce free one hour parking in all council car parks in Parks.
- We will adopt a consistent approach to parking enforcement, including targeted persistent parking fine evaders. However, this approach will see the introduction of enforcement cameras around our schools and areas where there are specific parking safety concerns.
- We will increase the number of civil enforcement officers on motor cycles to enable a greater coverage of the borough.
- We will move to cashless payments for car parking, including contactless payment cards – we will ensure that all of our parking machines are fully converted to take cashless payments, including the ability to make payments by card.
- We will introduce prepayment cards making it easier for all residents and businesses to pay for parking.
- We will introduce virtual permits. Virtual permits will enable customers to apply for a permit on line, making the process easier and simpler. It will reduce the delays in applying for and being issued a permit.
- We will review the application process for visitor permits to make it simpler.
- We will introduce a carers permit for registered carers.

## What will we achieve?

- ✓ By introducing a consistent approach to parking charges and simplifying how payments are made, our aim is to make it easier for residents, visitors and businesses to park in the borough. Our aim is to achieve an increase in parking in our secondary shopping areas and parks, increasing footfall in these areas to support local business. We will measure our progress through consultation with businesses in secondary shopping areas.

- ✓ We aim to provide a simpler way to pay for parking which uses modern technology such as contactless card payments and the use of virtual permits. We aim to reduce the complaints per annum, related to parking payments and make charging consistent whether you are paying by phone or card. We will establish a baseline for complaints in 2016/17 and aim to achieve a 10% reduction by 2017/18.
- ✓ Introduction of a carers permit scheme by April 2018 enabling registered carers greater flexibility in parking to carry out their valued service.
- ✓ However we also want to offer a parking payment choice for our residents and businesses. We will achieve this by introducing pre-payment cards reducing the needs for cash payments and allowing local businesses to offer parking for those customers who require longer than the free 30 minute offer. We aim to measure the success of the prepayment card by measuring the number of cards issued and the usage. Measures will be established in 2017/18.

## Transparent

### Our objective –

**To be transparent in our decision making processes**

### What did you tell us?

Parking controls, how they are decided, where they are implemented and how they are enforced, was a constant theme throughout the parking strategy consultation. Issues such as Controlled Parking Zones, “banjos” and dropped kerbs were particularly highlighted. Respondents raised their concerns around the impact of these measures on street parking and how controls in some streets resulted in increased parking pressures in neighbouring streets.

There was a strong feedback for increased enforcement in areas where there are parking restrictions and where parking causes a danger, such as around schools.

### What will we do?

- Apply an area based approach to parking control –We will carry out a borough-wide review of parking controls based around geographical areas defined as :-
  - Town Centres
  - Secondary retail/commercial areas

- Residential areas

This review will look at the range of parking controls that are currently in place, compared to the parking needs for the area. In consultation with local residents and businesses, we will revise our parking control measures in areas where the current measures are not fit for purpose. Most importantly, we will publish a clear and transparent process of our parking control decision making, based on the geographical area and the hierarchy of parking need, set out in Section 5 above.

- Provide a simple, transparent process in applying for a dropped kerb – Dropped kerbs can provide a solution to parking congestion in residential areas and can help reduce the pressures on our streets and pavements. We will encourage dropped kerbs in areas where it is safe to do so, reduce the delay from application to acceptance and offer affordable methods of payment for installing a dropped kerb.
- Implement a policy that sets out how we will tackle persistent parking fine evaders including the removal of vehicles if necessary – We will use all of our powers to tackle those people who both ignore parking fines, impact on the safety of others through inconsiderate parking, or who operate businesses in residential areas which affect the quality of life of local people.

### **What will we achieve?**

- ✓ A reduction in the number of complaints related to parking controls per annum. Baseline of the number of complaints to be established for 2016/17.
- ✓ Ensure that all applications for dropped kerbs are processed with a decision within 28 days.
- ✓ Reduce the number of unpaid parking fines by 10% per annum compared to 2016/7

## **7 How will we measure our progress?**

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This is an ambitious strategy which will have a long term impact on the look and feel of our borough. In order to ensure that we can track our progress the strategy sets out a high level implementation plan which will be supported by a set of performance measures. (Appendix 1)

The implementation plan will be reviewed on an annual basis.

## High level implementation plan

Priorities	What will do	What is the benefit	Timescales
<b>SAFE</b>			
Secure Park status for all of our car parks	<p>Carry out a survey all of parks.</p> <p>Carry out safety improvements as appropriate</p> <p>Obtain Park Mark status where possible</p>	<p>Increase the number of customers using our car parks.</p> <p>Reduction in the number of recorded offences in car parks</p>	Completed 2020/21
Tolerate pavement Parking but safe for pedestrians	<p>Make it clear where pavement parking is safe to do so.</p> <p>Enforce unsafe pavement parking</p> <p>Ensure disabled bays in residential areas are correctly used</p>	<p>Increased safety for pedestrians</p> <p>Reduce congestion in residential areas.</p> <p>Increase safety for all road users.</p>	<p>Commence 2017</p> <p>Annual review.</p>
<b>FAIR</b>			
Priorities	Actions	What is the benefit	Timescales
Permit pricing which encourages low emission	<p>Continue to apply lower permit charges for hybrid and electric vehicles</p> <p>An additional charge will be applied to the fourth vehicle or more, per household.</p>	<p>Improved air quality</p> <p>Reduced emissions</p>	<p>1st February 2017</p> <p>1st February 2017</p>
A fair permit price depending on the number	Introduce new permit charging structure including a lower permit charges for the first two vehicles	Reduction on congestion in residential area.	Introduced 1 <sup>st</sup> February 2017

of vehicles in your household	and an increased charge for three vehicles or more	Promoting fair access to parking for residents	
Introduce a business permit for business vehicles to park in the borough, regardless of location.	Review the current business permit scheme. Undertake analysis of the number of business vehicles parking in the borough Carry out consultation Introduce policy on business permits for the whole borough	Reduction in congestion in residential areas. Increased parking options for business and commercial vehicles operating in the borough	Review and analysis June - Dec 2017 Carry out pricing analysis Jan – April 2018  Consultation June-Sept 2018 Introduction of policy Dec 2018
Fair access to cyclist	Enforce illegal parking on cycle bays  Use initiative such as the superhighway to improve travel for cyclists  Expand cycle parking	Encourage health lifestyles  Increase in the number of parking cycle bays  Improved road safety  Improve air quality	Commence 2018    Completed 2021
5% of car parking spaces for blue badges holder	Establish assisted bays in all new developments  Audit car parks to ensure the 5% target is achieved	Ensure there is fair access to parking for disabled residents and visitors	Commence 2018   Completed 2020
<b>CONSISTENT</b>			
<b>Priorities</b>	<b>Actions</b>	<b>What is the benefit</b>	<b>Timescales</b>
Free half hour parking in all on-street shopping locations	Fees and charges report adopted by council	Increase in parking in our secondary shopping areas	October 2016
	Fees and charges implemented	Increased footfall to support local business.	December 2016
Free one hour parking in all	Fees and charges reports approved by council	Increase in parking in our park car parks,	October 2016

council Park car-parks	Fees and charges implemented	Increased footfall in parks	December 2016
Consistent approach to enforcement	Increase the number of parking enforcement CCTV cameras	Reduction in unlawful parking in high priority areas. Baselines to be establish in these areas prior to enforcement action.	June 2017
	Identify areas where there is a high number of unlawful parking		To commence April 2017
	Increase the number of enforcement officer on motor cycles		Jan 2017
Transition to cashless payments including contactless payment cards	Target enforcement action against persistent evaders of parking fines.	Increase in the number of vehicles removed where 3 or more PCN's are issued.	June 2017
	Ensure payment machines are fully converted	Reduce the complaints related to parking payments in 2017/18 by 10% compared to 2016/17	Completed 1 <sup>st</sup> April 2017.
	Introduce contactless payments including cards		Commence 1 <sup>st</sup> April 2017
Introduce virtual permits	Introduction of prepayment card	Establish pre-payment card	May 2017
	Establish on-line permit application system	On line virtual permit application process in place by the end of 2017.	December 2017
Introduce carers permit	Make the application process simpler	Reduction in the number of complaints related to virtual permits of 15% in 2017/18 compared to 2016/17	December 2017
	Review application process		6 monthly
Introduce carers permit	Review current carer permit schemes that are operating in other boroughs.	Implementation of a carers permit scheme for the financial year 2018/19	April 2017



	Agree carers permit process, criteria and pricing structure.  Implement carer permit scheme		September 2017  April 2018.
Review visitor permit application process	Carry out customer journey review of visitor permit application process  Identify areas where the process can be simplified, including address identification and e-permits for visitors  Introduce new visitor application process  Carry out annual review	20% reduction in the number of complaints related to applications for visitors permits by 2019/20 compared to 2016/17	Summer 2017  Autumn 2017  Spring 2018  Completed April 2020
<b>TRANSPARENT</b>			
<b>Priorities</b>	<b>Actions</b>	<b>What is the benefit</b>	<b>Timescales</b>
Apply an area based approach to parking control	Define geographical areas based on – -Town Centres -Secondary retail/commercial areas -Residential areas  Review current parking controls based on hierarchy of need (above)  Carry out local consultation	Better balance between the local needs in defined areas  Reduction on complaints related to parking controls	April 2017  Sept 2017  Jan 2018

	Remove/apply parking controls as appropriate		Summer 2018
	Publish a simple parking control process		Summer 2017
Provide a simple, transparent process to applying for a dropped kerb	Review the current process for applying for a dropped kerb  Implementation of an on-line application process	100% of all dropped kerb applications to be processed with 21 days including a decision	February 2017  June 2017
Tackling persistent parking fine evaders	Introduce an intelligence based approach to parking enforcement.  Establish a reactive civil enforcement team who can respond to areas affected by inconsiderate parking.	Reduce the number of unpaid parking fine by 10% per annum compared to 2016/7	April 2017  April 2017

## Report Settings Summary

Event	<b>Draft Parking Strategy Consultation</b>
Total Responses	<b>117</b>
Total Respondents	<b>3</b>
Questions	<i>Custom selection (see Table Of Contents)</i>
Filter	<i>(none)</i>
Pivot	<i>(none)</i>
Document Name	
Created on	2016-09-23 11:29:15
Created by	Laura Powell

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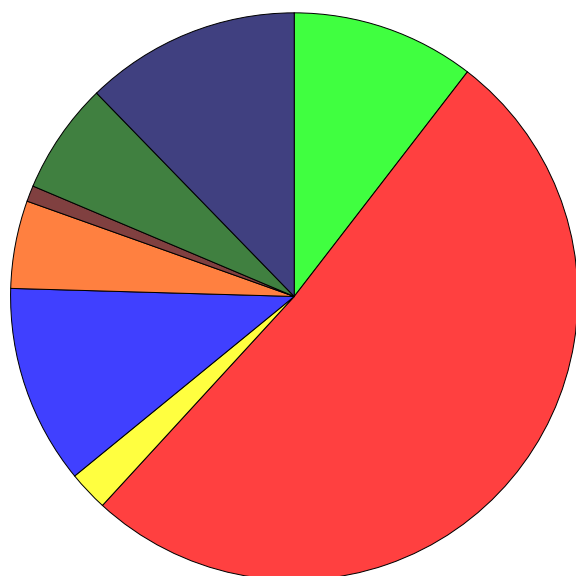
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Question 1

**Question 1**

Question responses: **117 (100.00%)**

Please select from the following list, all of the statements that apply to you by placing a tick in the boxes

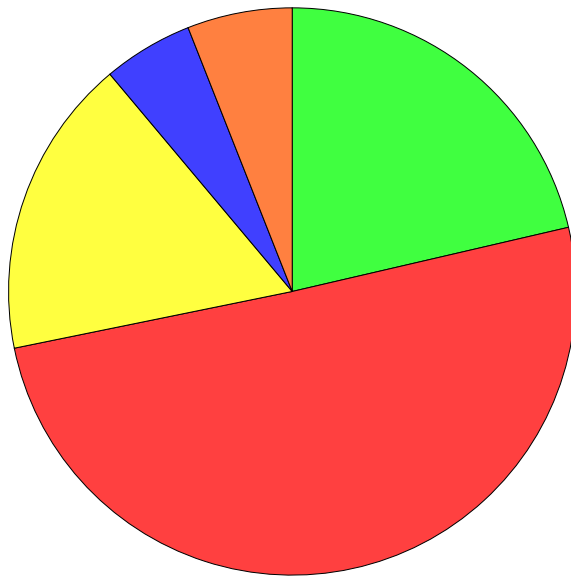


	% Total	% Answer	Frequency	Count
I work in the borough	10.45%	10.45%	19.66%	23
I am a resident	51.36%	51.36%	96.58%	113
I am mostly a passenger in a vehicle driven by someone else	2.27%	2.27%	4.27%	5
I live within a CPZ (Controlled Parking Zone)	11.36%	11.36%	21.37%	25
I have a permit to park in a CPZ	5.00%	5.00%	9.40%	11
I have a Season Ticket to park in a council car park	0.91%	0.91%	1.71%	2
I am a current valid Blue Badge holder	6.36%	6.36%	11.97%	14
I am a pedestrian	12.27%	12.27%	23.08%	27
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>0%</b>	<b>220</b>

**Question 2 - Questions about the Strategy**

Question responses: **117 (100.00%)**

Please select one answer from the following list by place a tick in one box



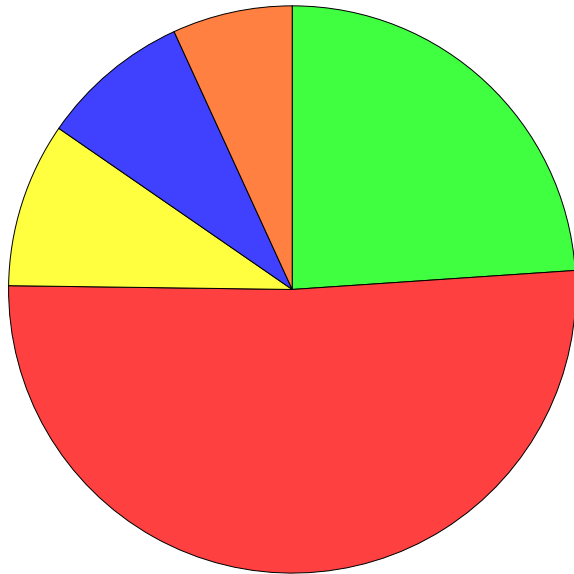
	% Total	% Answer	Count
<span style="color: green;">■</span> Strongly Agree	21.37%	21.37%	25
<span style="color: red;">■</span> Agree	50.43%	50.43%	59
<span style="color: yellow;">■</span> Neutral	17.09%	17.09%	20
<span style="color: blue;">■</span> Disagree	5.13%	5.13%	6
<span style="color: orange;">■</span> Strongly disagree	5.98%	5.98%	7
Total	100.00%	100.00%	117

Question 3 - Road Type Users

**Question 3 - Road Type Users**

Question responses: **117 (100.00%)**

Do you agree with this order of priorities?

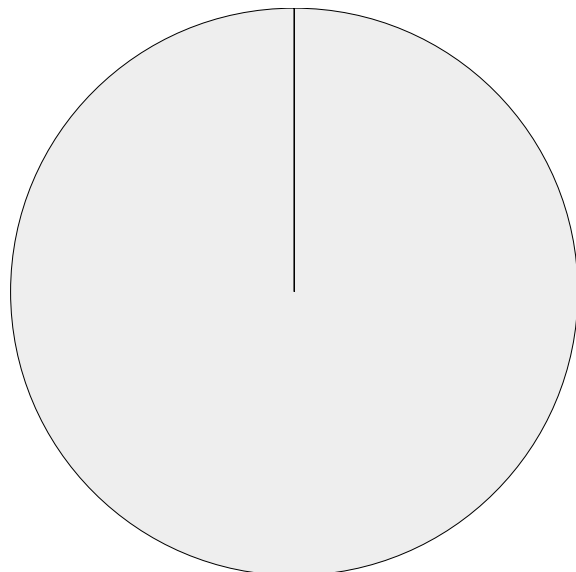


	% Total	% Answer	Count
<span style="color: green;">■</span> Strongly agree	23.93%	23.93%	28
<span style="color: red;">■</span> Agree	51.28%	51.28%	60
<span style="color: yellow;">■</span> Neutral	9.40%	9.40%	11
<span style="color: blue;">■</span> Disagree	8.55%	8.55%	10
<span style="color: orange;">■</span> Strongly disagree	6.84%	6.84%	8
Total	100.00%	100.00%	117



**Question 4 - Parking now**

Question responses: **0 (0.00%)**



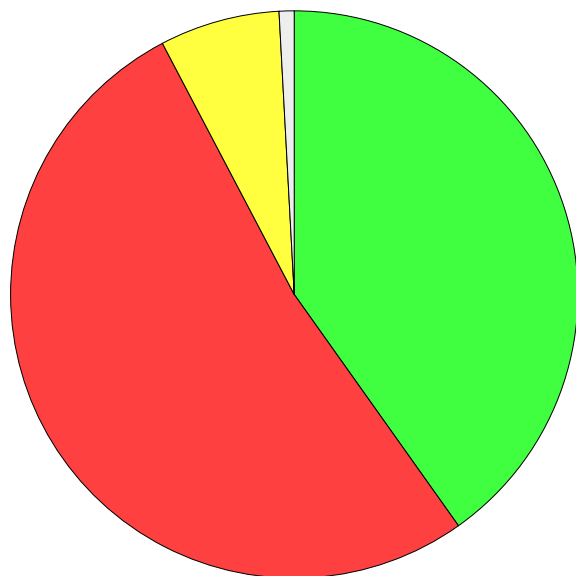
	<b>% Total</b>	<b>% Answer</b>	<b>Count</b>
<input type="checkbox"/> [No Response]	100.00%	--	117
<b>Total</b>	<b>100.00%</b>	<b>0%</b>	<b>117</b>

Question 4a

**Question 4a**

Question responses: **116 (99.15%)**

Are you generally able to park fairly easily in the Borough?

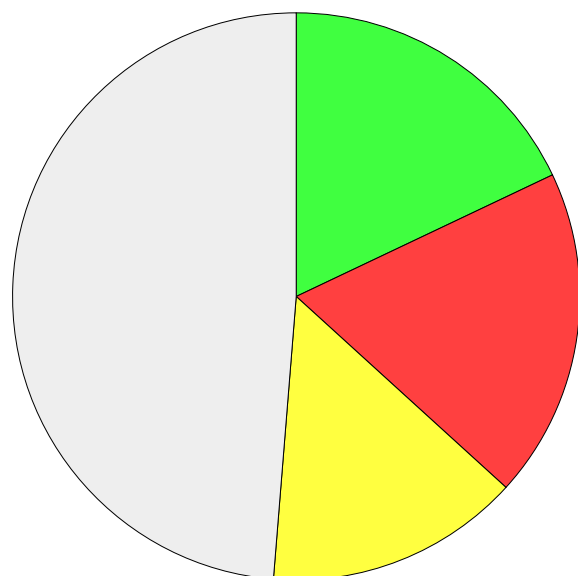


	% Total	% Answer	Count
<span style="color: green;">■</span> Yes	40.17%	40.52%	47
<span style="color: red;">■</span> No	52.14%	52.59%	61
<span style="color: yellow;">■</span> Not sure	6.84%	6.90%	8
<span style="color: grey;">■</span> [No Response]	0.85%	--	1
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>117</b>

**Question 4b**

Question responses: **60 (51.28%)**

If you live in a CPZ are you generally able to park close to your home?



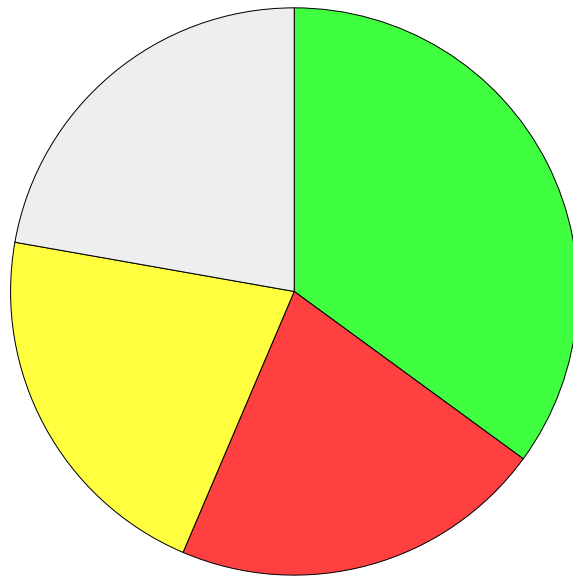
	% Total	% Answer	Count
<span style="color: green;">■</span> Yes	17.95%	35.00%	21
<span style="color: red;">■</span> No	18.80%	36.67%	22
<span style="color: yellow;">■</span> Sometimes	14.53%	28.33%	17
<span style="color: grey;">■</span> [No Response]	48.72%	--	57
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>117</b>

Question 4c

Question 4c

Question responses: **91 (77.78%)**

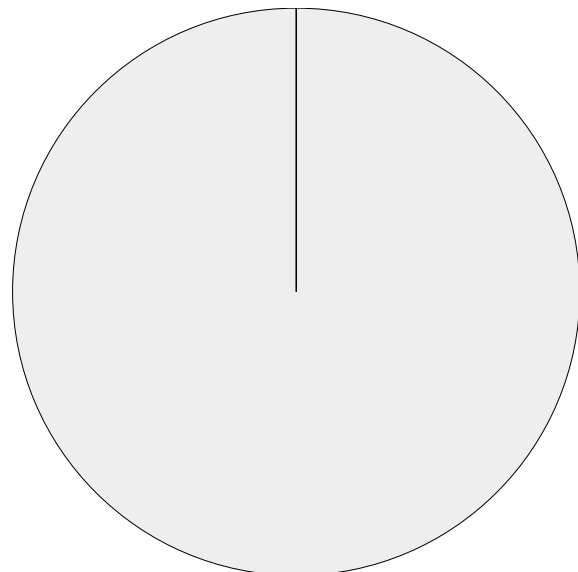
If you do NOT live in a CPZ are you able to park close to your home?



	% Total	% Answer	Count
Yes	35.04%	45.05%	41
No	21.37%	27.47%	25
Sometimes	21.37%	27.47%	25
[No Response]	22.22%	--	26
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>117</b>

**Question 5. Our Ambitions**

Question responses: **0 (0.00%)**



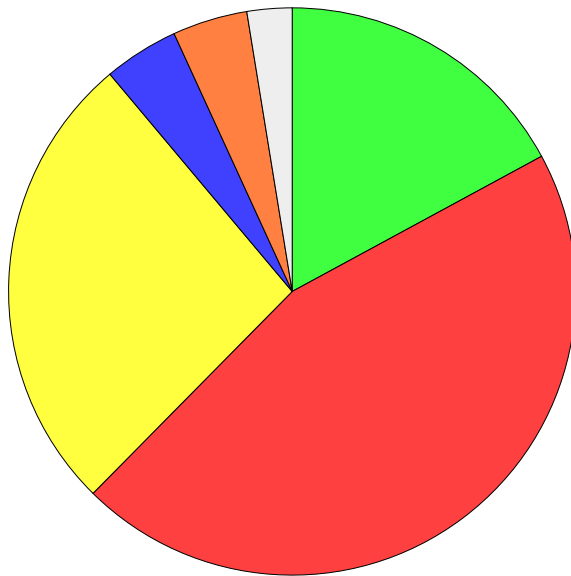
	<b>% Total</b>	<b>% Answer</b>	<b>Count</b>
<input type="checkbox"/> [No Response]	100.00%	--	117
<b>Total</b>	<b>100.00%</b>	<b>0%</b>	<b>117</b>

Question 5a

**Question 5a**

Question responses: **114 (97.44%)**

Do you agree these are the right things to do?

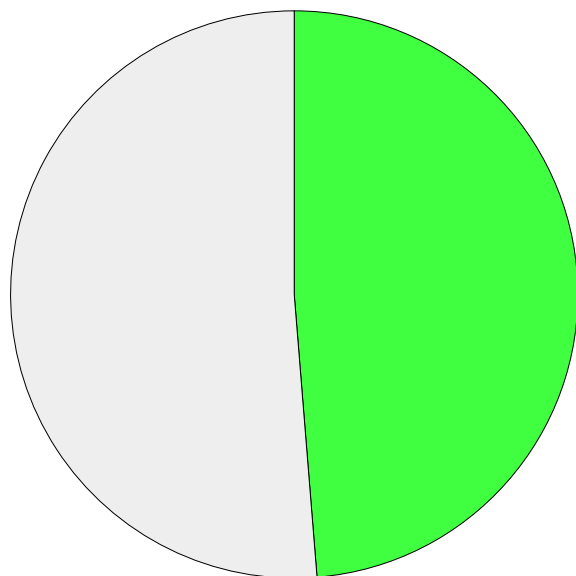


	<b>% Total</b>	<b>% Answer</b>	<b>Count</b>
Strongly agree	17.09%	17.54%	20
Agree	45.30%	46.49%	53
Neutral	26.50%	27.19%	31
Disagree	4.27%	4.39%	5
Strongly disagree	4.27%	4.39%	5
[No Response]	2.56%	--	3
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>117</b>

**Question 5b**

Question responses: **57 (48.72%)**

Is there anything else we should be doing to improve Car Parks?



	% Total	% Answer	Count
<span style="color: green;">■</span> [Responses]	48.72%	100.00%	57
<span style="color: grey;">■</span> [No Response]	51.28%	--	60
Total	100.00%	100.00%	117

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
1				Need more communal car park	22/07/16 10:00	0.1	Submitted	web
2				It is clear that car parks are limited within the borough. I avoid shopping in the borough as I find the car parking restrictions rather tedious and tend to	22/07/16 11:46	0.1	Submitted	web

Question 5b

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				<p>travel to Becton or Romford where there are greater facilities. Additionally there has not only been an increase in the number of vehicles on the road but also the <b>size</b> of each vehicles has increased. Trying to park a medium-sized car in some of the older, inadequately lit multi-story car parks in the borough without damaging your car can be an arduous task.</p> <p>regeneration of the area without adequate car parking is having an adverse effect on LBBD.</p>				
3				<p>Stop aggressive hours of charging such as at Becontree Avenenue Andrew Corner as well as at the Merry Fiddlers - let people use the car parks until 10 am free of charge when they have all gone to work and then again from 17:30 as these car park stay empty because of council greed, lack of care or planning.</p>	22/07/16 13:54	0.1	Submitted	web
5				<p>I live in cowbridge Lane IG11 8LH there is free parking in my area and never get opportunity to get a place close to home because people from outside area park in my area as it is free. There should be resident parking permit in my area.</p>	22/07/16 15:17	0.1	Submitted	web



ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
6				<p>Definitely provide provision to PAY in a car park NOT by phone. I have been wrongly charged frequently! and as a pensioner I do not feel safe standing with my phone in hand typing in my card details just be in the car park for less than half an hour.It is just a money making business for whoever reaps the rewards.</p> <p>There are lots of car parks in Havering where you put in your registration into the machine and it prints a ticket which gives you half an hour free parking, then the option to return and pay in the machine for further time.</p> <p>Much better system and you also stand a chance of making some money, not driving people away and shops losing custom then forcing them to close.ultimately you losing their business rates. Go to be a win win situation!</p>	22/07/16 15:22	0.1	Submitted	web
8				Widen the parking bays!	22/07/16 15:36	0.1	Submitted	web
9				More controls for illegal parking	22/07/16 15:39	0.1	Submitted	web

Question 5b

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
13				have a limit for free parking and more spaces	22/07/16 16:20	0.1	Submitted	web
15				prices !!!!!!!!!!!!!!!!!!!!!!!	22/07/16 16:25	0.1	Submitted	web
16				more cctv and visible attendants to feel safer as many - particularly the multi storey carpark in the heathway - is unsafe, feels threatening to a lone individual, regardless of sex - very dark and leaves you feeling vulnerable - hence the reason i do not visit the local shops.	22/07/16 16:45	0.1	Submitted	web
22				Yeah reducing the cost of the charges for car parks ... They are way overpriced and all down the side of st Joseph's there are 40 spaces currently being unused and creating no revenue if the price was fair they would be busy all day and nite and then maybe user of abbey sports would be able to do all three classes of a night time and the centre would be full unlike now where it's empty and the paying customers are restricted to the amount of classes they can do due to the astronomic pricing if the council	22/07/16 17:40	0.1	Submitted	web
26				Stop using stupid pay by phone	22/07/16 18:21	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
27				The parking is absolutely nightmare for peoples live in Barking town centre. Please apply Redbridge parking criteria.	22/07/16 19:01	0.1	Submitted	web
28				Nof everyone has access to phones , cash machines to purchase tickets should still be provided, 45 minutes free parking should be provided	22/07/16 19:49	0.1	Submitted	web
30				Disabled persons should be able to park on the disabled ways outside their home and it should be strongly enforced.	22/07/16 20:41	0.1	Submitted	web
33				Making short stay low cost parking more available near Buisnesses and shops, especialy street and coner shops. They pay buisness rates and if customers can not park to shop with them, then they close up.	23/07/16 09:50	0.1	Submitted	web
34				Free 30 mins or one hour slots for shopping are a good idea. Just have to make sure that charging is clearly signposted. Also safety is a big issue, especially in multi storey car parks, London Road one especially	23/07/16 11:03	0.1	Submitted	web

Question 5b

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
35				council should put the time a bit less not 8.30a.m to 9.00p.m it to long, we dont have enough time for the geust to stay. Atleast Monday to Friday . Thank you.	23/07/16 11:32	0.1	Submitted	web
36				A lot of banjo's have a green space next to them. Could these be made into parking areas for residents of the banjo's, this will ease the parking problems which are common to all banjo's.	23/07/16 12:22	0.1	Submitted	web
37				Car parks need to be cheaper. Especially, when you park on streets for 5 minutes or so.	23/07/16 12:45	0.1	Submitted	web
38				Keep them clean and well lit so they are presentable and not scary places.	23/07/16 14:04	0.1	Submitted	web
40				Extend car parks to half hour free with parking attendants to ensure this is not abused	23/07/16 17:53	0.1	Submitted	web
42				Free parking for blue badge holders without time restriction	23/07/16 19:29	0.1	Submitted	web
43				Stop this ridiculous pay by phone idea. I do NOT have a mobile phone so how do I pay?	23/07/16 20:08	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
48				The car parks are very limited and ones that are available are not run by the council, the ones not run by the council are affordable	24/07/16 12:09	0.1	Submitted	web
49				You need to reduce the charges in car parks drastically and make it easier for people to use the machines by bringing back cash payments. Many people do not have a mobile phone and, even if they do, would not know how to pay by phone. This method is far too expensive and many will not bother to come to the borough because of it. I certainly wouldn't.	24/07/16 16:54	0.1	Submitted	web
52				To many traders are keeping the cars in parking space at the flats car park and we need permit holder car park to stop them.	24/07/16 20:18	0.1	Submitted	web
53				offer more ways/machines to pay. I often find that the machine either does not work or rejects certain value coins. This occasionally has meant I have to overpay. Not everyone has a mobile phone, so it is essential that there are working machines for cash payments.	24/07/16 23:33	0.1	Submitted	web
55				N/A	25/07/16 11:54	0.1	Submitted	web

Question 5b

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
56				Improve Security	25/07/16 12:40	0.1	Submitted	web
57				Not as much as car parks but off street parking signage should be refreshed.	25/07/16 13:34	0.1	Submitted	web
58				In Barking town centre, the car park next to the Idol. There are always vehicles parked up (without paying) with their engines running whilst they wait to collect people/kids from the leisure centre.	25/07/16 14:08	0.1	Submitted	web
60				Please stop giving dropped kerbs to people who live on short roads with banjos in! The more dropped kerbs, the harder it is for those of us who don't have the option of turning our front gardens into driveways. Around 30 houses on my street are in 2 banjos and there are only about 20 parking spaces in the street. And many of these spaces are taken up by people who have a driveway! Or wish to park vehicles like recovery trucks or ambulances...	25/07/16 16:32	0.1	Submitted	web
62				Increase the amount of car parks forcing long stay commuters to use them rather than park their vehicle in a non-CPZ street forcing residents to look for another parking space when they themselves return from work.	25/07/16 18:07	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
63				<p>ensure that there is always an alternative payment arrangement other than having to use a mobile phone &amp; a credit card payment.</p> <p>Entering of vehicle number plate is also a good alternative to just a random parking</p>	25/07/16 18:20	0.1	Submitted	web
65				Vistor parking cut tree on Longbridge for driveway	25/07/16 22:36	0.1	Submitted	web
66				Yes bring back free parking on Sundays. And spend more money on sorting the tarmac something that causes drivers more expensive	26/07/16 01:49	0.1	Submitted	web
69				Residents in a CPZ zone should be allowed to park outside their home for free as part of their tenancy or receive a free permit	26/07/16 10:43	0.1	Submitted	web
70				I think that it would be fairer for payments by mobile phone to be the same price as cash machine payments.	26/07/16 11:16	0.1	Submitted	web
71				Better signage, lighting and more welcoming - I avoid the Heathway one as frankly, I'm scared to use it given the access in and out to it once you are a pedestrian.	27/07/16 10:00	0.1	Submitted	web

Question 5b

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
73				Keep them well lit and clean	28/07/16 07:49	0.1	Submitted	web
77				30mins free parking for trade workers or short visits	31/07/16 08:10	0.1	Submitted	web
79				Parking at parks should be free always not just for an hour	07/08/16 11:15	0.1	Submitted	web
80				Make it so people can pay cash to park; many people don't own a mobile phone or would know how to use it to pay for parking. Make car parking charges generally cheaper; our borough has to be one of the most expensive around and yet there's nothing to come here for.	08/08/16 20:10	0.1	Submitted	web
86				Offer pre-paid scratch card system so that residents can purchase these from council and use them to pay for parking rather than pay-by-phone which many of us find difficult and lack of confidence in sharing financial details i.e. Debit or credit card details to third parties.	12/08/16 01:14	0.1	Submitted	web
89				I do not agree with the "payment by mobile phone" system. I understand we now get 15 minutes free but I do not always have my mobile phone with me, and in any case as a pensioner I do not want to be standing in a car	14/08/16 16:43	0.1	Submitted	web



ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				park with my mobile phone in hand for someone to come along while I am concentrating on the parking fee and snatching it.				
90				We need to make peopel use their drive ways correctly and stop people storing cars on the road ie exporting companies running from houses	17/08/16 11:54	0.1	Submitted	web
91				Provide and create more car parks for residents, especially near schools and especially when land/amenities are available (as in Becontree Primary School, Stevens Road, House No 6-20). A request and letter signed by all concerned residents to transform the ammenity green into a car park was sent to council a few years ago, but was declined by the council.	18/08/16 10:16	0.1	Submitted	web
92				I used to park for work ( Lifeline House) in the previously free carpark on Becontree Avenue opposite the Texaco garage and beside the carpet shop. When charges were introduced ( max 4 hours.. no return etc) this made this impossible both financially as a partime worker and prevented me from staying for the duration of my working day. The nature of my work	18/08/16 14:13	0.1	Submitted	web

Question 5b

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				<p>involved boxes of resources being transported so I was not able to walk to work.</p> <p>The car park is now empty and rarely used. I know it affected those working in the local shops and businesses. I wonder what this has achieved...</p> <p>We want carparks either free like in many towns in UK, or at reasonable cost to encourage local business and enable those trying to work to continue!</p>				
93				<p>dont put the price up ever year have a small payment of 20p for 15 minutes most people only pop to a shop and are back to their car quick</p>	22/08/16 17:30	0.1	Submitted	web
94				<p>Better lighting</p> <p>better choice for residence to have C p z</p>	22/08/16 18:45	0.1	Submitted	web
100				<p>The move to Ringo discriminates against those who do not own a smart phone or indeed a mobile phone. This tends to be elderly residents or those who are on a limited income who need a car but can manage without a mobile</p>	01/09/16 10:03	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				phone. If I was someone passing through the borough or an infrequent visitor I would not want to go through the rigmarole of setting up a Ringo account before parking. This could have an effect on small unique local businessES as customers may well shop elsewhere, on line for instance. in the long term this could have an effect on the choice of businesses available to local residents and possible an effect on shops being occupied and therefore have an effect on business tax revenue.				
106				Make it more accessible for residents who do not have a mobile phone - ie RINGO	06/09/16 18:48	0.1	Submitted	web
107				Parking should be provided free for shoppers and visitors to parks. Surely the main strategy should be to help customers and business and not be complicated, expensive, or wrapped up in pointless and useless red tape. Why do you even need to charge for parking in parks? Keep car parking simple.	06/09/16 23:03	0.1	Submitted	web
110				Surfacing, lighting, regular attention from parking attendants.	11/09/16 18:26	0.1	Submitted	web

Question 5b

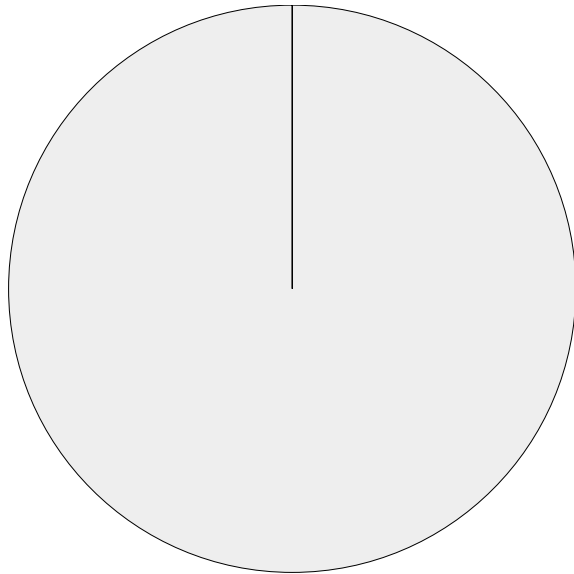
ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
112				ensure that there are different payment methods (not just phone) maybe something like a dart card etc	15/09/16 14:28	0.1	Submitted	web
117				<p>For a start, you could use English when asking the question - "The strategy sets out how we intent to do to improve council car parks" ..... what on earth does that mean ? Who approved this ? What are "Lond" stay visitors? (question 3)</p> <p>The strategy also does not say what you are actually going to do - it just gives loose and vague ideas. Does a review of charges mean an upward review or reduction? Does provide flexible alternatives mean removing cash - if so then this is less flexible. Competitive charges to support upkeep and maintenance appear to be suggesting that the charges will only go up. Asking people whether they agree to such things without being clear what it is they are agreeing to is misleading and divisive. The removal of a cash based option may mean less work the LBBB but the reality is that for a massive proportion of the generation it is hugely unappealing, inconvenient and drives customers away. Many people including the elderly are unable to</p>	22/09/16 21:23	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				<p>access cashless facilities and it unfairly discriminates and disadvantages the elderly.</p> <p>To improve car parks:</p> <p>Cash based payments need to be retained</p> <p>Free parking periods need to be appropriate to the area and imposed according to needs of business rather than using a predatory approach to free periods and start and finish times. All shops in our parade (Fiddlers close at 5pm but parking restrictions continue until 6.30pm. We now have no customers until 6.30pm which is damaging our evening trade. Everyone turns up at 6.30pm now.</p> <p>Free parking periods need to be clearly defined and highlighted rather than hidden in the small print.</p> <p>Business should be able to easily pay for their customers who have no access to online or cash based facilities. Ringo makes this impossible.</p>				

Question 5. Our Ambitions (continued)

Question 5. Our Ambitions (continued)

Question responses: 0 (0.00%)

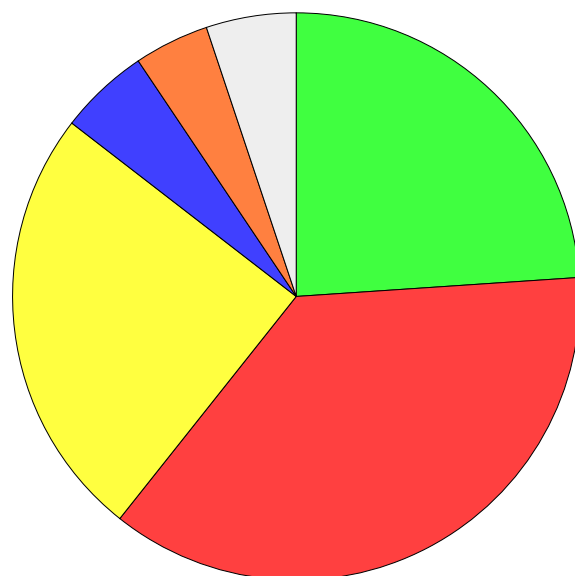


	% Total	% Answer	Count
[No Response]	100.00%	--	117
Total	100.00%	0%	117

**Question 5c**

Question responses: **111 (94.87%)**

Do you agree these are the right things to do?



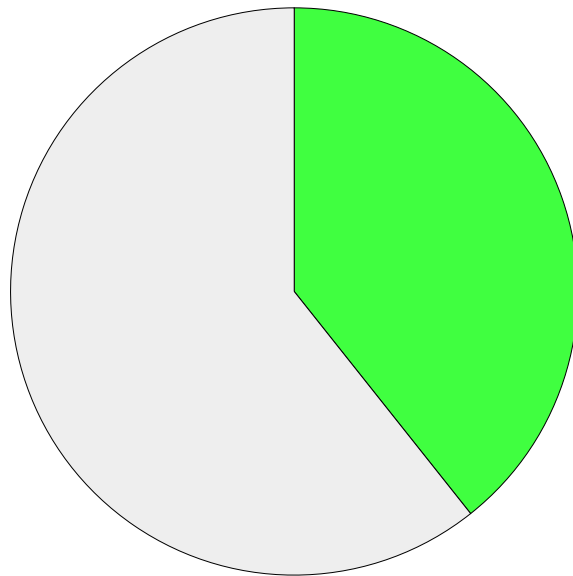
	% Total	% Answer	Count
<span style="color: green;">■</span> Strongly agree	23.93%	25.23%	28
<span style="color: red;">■</span> Agree	36.75%	38.74%	43
<span style="color: yellow;">■</span> Neutral	24.79%	26.13%	29
<span style="color: blue;">■</span> Disagree	5.13%	5.41%	6
<span style="color: orange;">■</span> Strongly disagree	4.27%	4.50%	5
<span style="color: grey;">■</span> [No Response]	5.13%	--	6
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>117</b>

Question 5d

**Question 5d**

Question responses: **46 (39.32%)**

Is there anything else we should be doing to parking for shopper and visitors?



	% Total	% Answer	Count
<span style="color: green;">■</span> [Responses]	39.32%	100.00%	46
<span style="color: grey;">■</span> [No Response]	60.68%	--	71
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>117</b>

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ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
3				The council has one objective and that is to maximise profit your current figures indicate almost a 40% GP - reduce the charges, increase the payment options stop adding money to the cost of living.	22/07/16 13:54	0.1	Submitted	web



ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
6				As above.	22/07/16 15:22	0.1	Submitted	web
8				Consider longer free parking at weekend and after 6:30 weekday!	22/07/16 15:36	0.1	Submitted	web
9				More parking spaces available for shopper and visitors	22/07/16 15:39	0.1	Submitted	web
13				make more spaces with a free 30 minute time limit	22/07/16 16:20	0.1	Submitted	web
14				Need to provide 30 mins free. I only shop in Asda because of the free parking. I used to shop in the local stores and no longer do.	22/07/16 16:25	0.1	Submitted	web
15				cheaper rates !!!!!!!!!!!!!!!!!!!!!!!!!!!!!!! but longer times .	22/07/16 16:25	0.1	Submitted	web
16				not being so stringently timed that results in parking tickets being issued if a few mintues over the time. everyone should be working together to support local businesses rather than the large chains that can absorb losses of customers/profits. small independents haven't got that luxury. Also should feel safe and not vulnerable partiucularly in the months / seasons when nights draw in quicker.	22/07/16 16:45	0.1	Submitted	web

Question 5d

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
22				30 mins free is not acceptable as what can you achieve in 30 mins there needs to be a proper shopping car park and a leisure centre car park proper set out facilities to park for the Broadway theatre too.. They parking is a major issue round barking!!! It's not like the city it's barking for gods sake ... It's a bone of contention with the sports centre users and abbey is suffering	22/07/16 17:40	0.1	Submitted	web
27				At least one hour free parking should be allowed in town centre for shopper, visitors etc.  Sunday parking should be absolutely free. Reduce the time of CPZ 0900 hrs till 1900 hrs.	22/07/16 19:01	0.1	Submitted	web
32				More needs to be done to ensure those using disabled badges are actually the disabled person.	22/07/16 23:09	0.1	Submitted	web
33				At the monent local parking charges are becoming unreasonably high.	23/07/16 09:50	0.1	Submitted	web
34				See above comment.	23/07/16 11:03	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
38				Half an hour parking is too short a time, this should be increased to one hour.	23/07/16 14:04	0.1	Submitted	web
40				n/a	23/07/16 17:53	0.1	Submitted	web
41				It should be longer than 1/2 hour about a hour would be better to allow time to visit more than one shop	23/07/16 18:52	0.1	Submitted	web
43				<p>Stop this ridiculous pay by phone idea. I do NOT have a mobile phone so how do I pay?</p> <p>Do not charge for on street parking where local shops are. Such as Chadwell Heath High Rd and Beacontree Heath in front of the fish and chip shop and Courtney Rose Williams etc.</p>	23/07/16 20:08	0.1	Submitted	web
44				pay and display 06:00 till 21:00 whats that about?	23/07/16 23:38	0.1	Submitted	web
46				Why are there is so much restriction on parking? I live in a non cpz area and so most parking spaces are taken up by people who do but don't want to pay for parking permits. I also work in the borough in a role which supports	24/07/16 01:47	0.1	Submitted	web

Question 5d

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				<p>vulnerable residents and find it very difficult to find parking when visiting clients.</p> <p>it is very difficult for visitors to find parking in a non cps area.</p>				
48				Have more parking availability	24/07/16 12:09	0.1	Submitted	web
49				See 5b above	24/07/16 16:54	0.1	Submitted	web
53				Provide more visitors bays in CPZs and make it obvious where they are. There is nothing on the LBBDD website and no street signage. If you want to find out for yourself, drive to Eldred Road, Barking and find out where you can park as a tradesman.	24/07/16 23:33	0.1	Submitted	web
55				In the longer term, and give the plans for sites like Vicarage Fields, we should be encouraging more walking and cycling to these destinations in Town Centres and not more parking, which is difficult and non guaranteed anyway. What happens if somebody drives to the town centre and there is no on-street parking available? They will either keep driving round and round, or park illegally somewhere.	25/07/16 11:54	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				<p>LBBD has recently approved a development for Abbey Retail park - Sainsbury's with over 400 car parking spaces, and just 36 cycle parking spaces. This is not the long term sustainable town centre vision we're supposedly working towards. The transport plan for the proposed residential development here contains wishful thinking strategies such as "encourage residents with cars to give other residents lifts..." yeah right! like that's ever going to happen on a big enough scale to have any impact whatsoever!</p> <p>Then there's the dismal failure of the "car free" "sustainable" development at Arboretum Place, in which, a cycle store was built and is there, for over 200 bicycles, built for the use of all three blocks on this development, and the college/library staff. Nobody has access to this facility - it sits empty. Meanwhile, the other bike store there has been converted into a bin/junk store, Bath House has no cycle parking available whatsoever, because the managing companies for the different blocks do not co-operate with each other. The travel plan for this development sets out that things were</p>				

Question 5d

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				<p>supposed to happen to encourage residents to cycle/walk to to have a co-ordinator in post, e.g. new residents would be made aware - this never happened. It's not possible, for example, to find out about the situation before moving in to a development. It's car parking or no. Nothing mentioned about any cycle storage anywhere.</p> <p>Unless we enforce the intent in original planning applications, and reduce the number of car parking spaces for new developments, nothing will ever change for the better in the long term. You'll just encourage more car ownership.</p> <p>Cycle parking facilities are often poor quality or along walk away from anywhere convenient. They should be in a convenient location where people actually want to go, not shoved round the back, by the bins, in a poorly lit area. Not in an underground or multi-storey car park that's a hassle to get in and out of because it wasn't designed for bicycle access.</p>				

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				If shops want to keep the car parking, then they must also provide good quality cycle parking. That should be part of the deal.				
57				30min free parking is a great idea, some shoppers just need the parking for drop on/drop off area, maybe instead of 30 min free parking just provide separate drop off areas.	25/07/16 13:34	0.1	Submitted	web
63				as above	25/07/16 18:20	0.1	Submitted	web
64				30 min free parking for quick shops would be a good idea.	25/07/16 19:16	0.1	Submitted	web
65				set time on Longbridge	25/07/16 22:36	0.1	Submitted	web
66				Yes tidy barking first then purpose visitors Would want to visit	26/07/16 01:49	0.1	Submitted	web
71				Stop people blocking bays for "quick drops" and police it better	27/07/16 10:00	0.1	Submitted	web
73				i live in Academy court and have a marked parking bay with a permit, however there is no visitor parking. When I first moved in my visitors could park in Longbridge road, however this is now permit parking but I have been	28/07/16 07:49	0.1	Submitted	web

Question 5d

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				told I cannot obtain permits for my visitors despite the fact that the spaces are on the side of the road where Academy court is the permits are for the houses on the other side of the road! It would be helpful if visitors to Academy court could park near by. These parking places are often unused, why can we not use them?				
75				I think that in order to support local businesses you need to let people park on the high street for a certain period of time for free. Shops are constantly closing down on Chadwell Heath High Road and I believe it's because people go to supermarkets or shopping centres because the parking is free	28/07/16 12:48	0.1	Submitted	web
79				Blue badge holders should not be allowed to block pavements/garages etc	07/08/16 11:15	0.1	Submitted	web
80				Give at least 30 minutes free parking outside shops.	08/08/16 20:10	0.1	Submitted	web
84				Make short term parking free, e.g. if I want to pop in to a shop to buy a newspaper, I don't want to pay to park for one hour.	10/08/16 09:21	0.1	Submitted	web



ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
90				In barking you need better safer parking	17/08/16 11:54	0.1	Submitted	web
91				In the Redbridge Borough, everywhere there is a free parking slot of 30 mins.  This is the reason I do not shop in the LBBB anymore and go into LBR instead. I have more time to park and shop. Rowallen Parade shoppers are complaining I heard! This is not just me, many shoppers are avoiding LBBB area due to parking fees.	18/08/16 10:16	0.1	Submitted	web
92				Clear and easy to read signs, COIN payment option- it is not safe to be vaving credit cards and phones around in busy streets in order to pay.	18/08/16 14:13	0.1	Submitted	web
93				as 5 b	22/08/16 17:30	0.1	Submitted	web
94				make it cheaper too expensive and local residence should be able to park without charge	22/08/16 18:45	0.1	Submitted	web
95				30 minutes is a good idea....but more needs to be done enable shoppers to shop locally.	22/08/16 21:23	0.1	Submitted	web

Question 5d

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				I often go out of borough to shop as it is free to park in beckton .... eg KFC in beckton compared to KFC in Barking....				
96				The pavement in I oxford me by the shops is far too wide and road narrow when vehicles are loading.	28/08/16 16:19	0.1	Submitted	web
98				The layby outside the shops in Chadwell heath High road is 'Loading Only'. I believe 'lay-bys such as this should at least allow 15 mins to purchase from the local shops. Otherwise there is just no way I would stop and so the shops go out of business. I have seen wardens issue tickets in the past for 5 minute stops and all this does is make those 'offenders' stay away thereby affecting small businesses. Common sense should prevail.	31/08/16 17:28	0.1	Submitted	web
100				the half an hour parking is welcome and necessary but as mentioned above the reliance on this and the Ringo scheme is shortsighted and discriminates against those who do not have the ability to pay by Ringo. Most people I have spoken to acknowledge and accept the need to pay for parking but object to not having	01/09/16 10:03	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				<p>a system where they can pay by cash. could business owners be given parking passes for their customers like residents have for their visitors when they live in a CPZ? These would be paid for upfront by the businesses. It would then be their choice how they pass on that cost to their customers. This would be useful to such businesses as restaurant, estate agents, hairdressers etc. These are businesses where 30 minutes is just not long enough but these businesses may have the ability to absorb the cost of parking to ensure they keep their trade.</p>				
107				<p>Again, the less you do the better. Please no red tape, no expensive management systems that are paid for by parkers. Encourage people to shop locally to support business.</p>	06/09/16 23:03	0.1	Submitted	web
111				<p>Reviewing the times in CPZ zones. The zone around Barking Station is to restrict commuters, it does not need to be until 21:00 or on a Saturday.</p>	12/09/16 14:39	0.1	Submitted	web
117				<p>Can no-one in the LBBD write ? I presume that you mean Shopper"S"</p>	22/09/16 21:23	0.1	Submitted	web

Question 5d

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				<p>Although 30 mins of free parking is a welcome increase, different shopping parades have different requirements. The more local shops there are in an area then the greater the time that should be given. This would be a fairer way to support small local business. A small parade of shops with no places to eat requires less time, whereas a larger parade of shops with restaurants may require longer.</p> <p>More importantly the strategy does not identify that the real intention is to introduce cashless payments and WITHDRAW cash based payments. The strategy and the consultation questionnaire is again misleading and divisive. Internet, mobile and cashless payments are disliked by huge numbers of residents and customers and many of the elderly and less well-off have no access to these methods of payment. Removing cash as a quick and simple way of paying and introducing cashless, mobile and internet based payment schemes without offering cash based payments reduces flexibility and more importantly discriminates against a</p>				

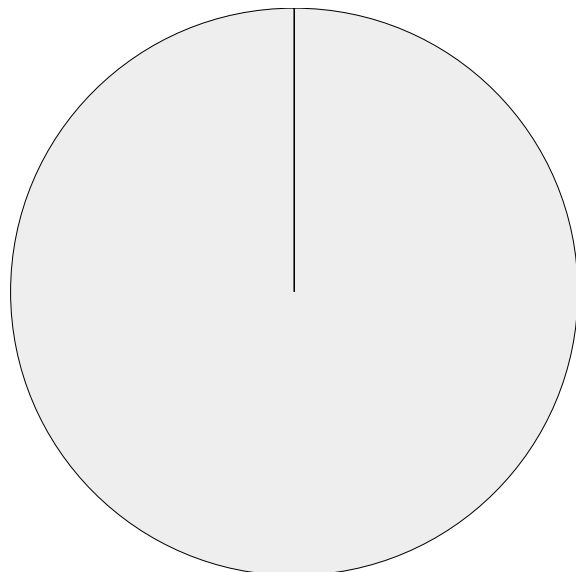
ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				<p>massive proportion of residents, in particular the elderly. It is also hugely unattractive to shoppers.</p> <p>As stated above :</p> <p>Cash based payments need to be retained. I'll happily empty the machine at the fiddlers and put the money in your account free of charge. I could use the change and all of my customers are unable to use cashless systems.</p> <p>Free parking periods need to be appropriate to the area and imposed according to needs of business rather than using a predatory approach to free periods and start and finish times. All shops in our parade (Fiddlers close at 5pm but parking restrictions continue until 6.30pm. We now have no customers until 6.30pm which is damaging our evening trade. Everyone turns up at 6.30pm now.</p> <p>Free parking periods need to be clearly defined and highlighted rather than hidden in the small print.</p>				

Question 5d

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				<p>Business should be able to easily pay for their customers who have no access to online or cash based facilities. Ringo makes this impossible.</p> <p>Ringo automatically adds charges for text messages and other services which customers do not choose. Before you know it the 30p for 1 hour turns into 90p. This is borderline fraud on the part of Ringo as you have to unselect default options to avoid being charged extra.</p>				

**Question 5. Our Ambitions (continued)**

Question responses: **0 (0.00%)**



	<b>% Total</b>	<b>% Answer</b>	<b>Count</b>
<input type="checkbox"/> [No Response]	100.00%	--	117
<b>Total</b>	<b>100.00%</b>	<b>0%</b>	<b>117</b>

**Question 5e**

Question responses: **113 (96.58%)**

Do you agree these are the right things to do?



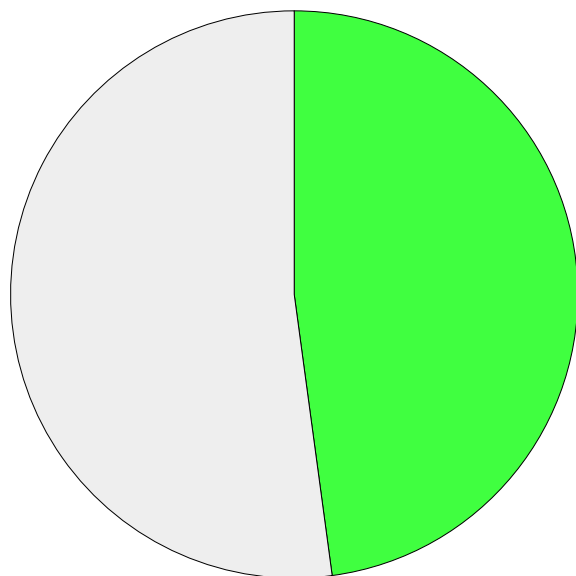
	% Total	% Answer	Count
<span style="color: green;">■</span> Strongly agree	20.51%	21.24%	24
<span style="color: red;">■</span> Agree	22.22%	23.01%	26
<span style="color: yellow;">■</span> Neutral	22.22%	23.01%	26
<span style="color: blue;">■</span> Disagree	18.80%	19.47%	22
<span style="color: orange;">■</span> Strongly disagree	12.82%	13.27%	15
<span style="color: grey;">■</span> [No Response]	3.42%	--	4
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>117</b>



**Question 5f**

Question responses: **56 (47.86%)**

Is there anything else we should be doing to parking regarding permits?



	% Total	% Answer	Count
<span style="color: green;">■</span> [Responses]	47.86%	100.00%	56
<span style="color: grey;">■</span> [No Response]	52.14%	--	61
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>117</b>

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
1				Should be consulted by the local resident of the Zone, if you have not done in last 6 years.	22/07/16 10:00	0.1	Submitted	web
3				No matter how much spin and denial you put on this you are taxing the borough residents. Car at park	22/07/16 13:54	0.1	Submitted	web

Question 5f

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				release no emmissions therefore why is this based on emmissions? I have a company car and gues what I pay tax based on emmissions its called tax not cpz you are taxing people. What alternatives are you offering? How much are you taxing busess & lorries for poluting the streets of LBBD or even council lorries?				
4				Reduce the price of permits!	22/07/16 15:12	0.1	Submitted	web
10				Make front gardens parking acceable to all who would like it and those who have garden parking should use it and not use up other parking spaces that are limited	22/07/16 15:50	0.1	Submitted	web
13				make them cheaper this borough is far more expensive than our neighing boroughs	22/07/16 16:20	0.1	Submitted	web
16				personally feel this is "easy income". understand why it needs to be done (ie in commuter zones and school runs ) however, if you pay council tax - and there should be electronic evidence of residents in an area - there should be a system whereby each household provides car registration details that would make	22/07/16 16:45	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				them exempt from having to pay for permits, I work from home some days and would be outraged if i had to pay for a permit just because there are lazy individuals who cannot be bothered to exerceise their children - also this instils the reasoning behind keeping active - and maybe help reduce the problem with child (and adult!) obesity. all a matter of education.				
22				give more flexibility to staff of the borough and make the machine accept the blue tags at abbey as female staff have to walk to London road in the dark and it's very dangerous around there at night	22/07/16 17:40	0.1	Submitted	web
26				yes get it rowney road asap	22/07/16 18:21	0.1	Submitted	web
27				Please have some sympathy for residents of Lemonade, Bath house and rope works regarding parking permits. You allow us for London road car park which is most expensive and absolutely unaffordable.	22/07/16 19:01	0.1	Submitted	web
28				Visual permits should still be able to be displayed	22/07/16 19:49	0.1	Submitted	web

Question 5f

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
32				<p>If you use permits they should be free to residents who have only 1 car. We all ready pay road tax and council tax</p> <p>If you really want to make real environmental difference the public transport infrastructure needs to be greatly improved</p>	22/07/16 23:09	0.1	Submitted	web
33				Permits and availability and convenience.	23/07/16 09:50	0.1	Submitted	web
34				<p>Essential worker permits are very expensive. I think that's unfair as most are NHS services and it's taking precious funds from one of the boroughs most essential services. Also volunteer permits should be kept either very low priced or free, where it can be proved it is a genuine service, we should be supporting our voluntary services especially at such a difficult economic time when their services are needed more.</p> <p>Also more assistance needs to be available for elderly residents and others with difficulties using online systems. Hopefully the new system will address this.</p>	23/07/16 11:03	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
36				The first permit in every household should be free and the next ones to be chargeable. This might deter houses from having more than one car.	23/07/16 12:22	0.1	Submitted	web
37				<p>Too long a process in obtaining vouchers.</p> <p>B&amp;D council has to be the most expensive in parking - A penalty ticket is £65?! Absolutely insanely crazy.</p> <p>I am on benefits and recently had an accident, I was borrowing my mums car and on one day forgot to put the voucher and was slapped with £65 ticket. I appreciate the principle for putting parking vouchers - but £65 - jesus christ - how could I fork out that much on benefits?!</p> <p>It's about time someone thought about this - I've been meaning to complain to the council in any case.</p>	23/07/16 12:45	0.1	Submitted	web
38				all residents should have two permits before being charged for extra permits.	23/07/16 14:04	0.1	Submitted	web
40				house owners to be given 2 permits (as many households have more than 1 driver n car)	23/07/16 17:53	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				permits for local contractors borough-wide as example: I work for an estate agent which has contracts for public sector properties with council tenants that require health & safety inspections, maintenance work regularly as necessary				
42				You charge for these permits and i have heard that some boroughs increase these charges to exhorbitant levels to increase revenue and of course residents are over a barrel and have to pay that isn't fair. If you can guarantee that the fees only cover admin costs that would be acceptable	23/07/16 19:29	0.1	Submitted	web
44				im in a new build with out parking so i can't have permit joke.	23/07/16 23:38	0.1	Submitted	web
45				Please see Q6 below	24/07/16 00:32	0.1	Submitted	web
55				Needs to be displayed on the vehicle if it is allowed to park in an area or not. "Virtual permits" don't allow residents to take any action against persistent offenders.  "Increase the charges for parking permits for households with three or more vehicles." - There should be an	25/07/16 11:54	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				<p>increased charge for any household with more than ONE vehicle, unless this is an adapted/special purpose vehicle for example adapted for a particular resident.</p> <p>Stricter enforcement of people selling vehicles on residential streets. (e.g. one person having 5 or 6 vehicles with "for sale" notices in them and using the street like their own personal car sale forecourt.)</p>				
57				<p>Visitor permits available online when off street parking is for residents use only, with clear signage on how to obtain permit.</p>	25/07/16 13:34	0.1	Submitted	web
58				<p>Your document states:</p> <p>"Minimise the amount of permit types available with an increase in the cost of a permit for households with three or more vehicles"</p> <p>The council seriously needs to enforce a limit to the number of vehicles a household can have. There are house in my area that have 3, 4 or 5 vehicles per household due to the large number of people in the family. It is not fair on</p>	25/07/16 14:08	0.1	Submitted	web

Question 5f

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				<p>other residents who struggle to find parking within their CPZ as the spaces are hogged by these households.</p> <p>There should be a limit of vehicles per household, simply increasing the financial cost of a permit is NOT a deterrent. Residents will simply pay..</p>				
60				I'd be okay with permit parking but PLEASE stop installing stopped kerbs on my street. It's making it impossible for me to park...I don't want to pay for the privilege of parking 2 streets away!!!	25/07/16 16:32	0.1	Submitted	web
61					25/07/16 16:45	0.1	Submitted	web
62				All streets close to bus stops and tube/train stations should become CPZ areas forcing commuters to use proper car parks.	25/07/16 18:07	0.1	Submitted	web
63				stop commercial vehicles parking over night in residential areas particularly where pavement parking is necessary with marked allocated bays for use of	25/07/16 18:20	0.1	Submitted	web



ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
64				Residents of Academy Central regularly park outside, contravening the CPZ but the Civil Enforcement Officers never come around late afternoon.	25/07/16 19:16	0.1	Submitted	web
65				Free permits for resident	25/07/16 22:36	0.1	Submitted	web
66				The correct roads that need it. But you do realise the council causes the problem in the first place.if you put in roads that don't need it you then force vehicles to park in other roads with no permits.if it's not about the council making money why not give them for free	26/07/16 01:49	0.1	Submitted	web
69				Permits should be allocated to residents with their tenancy for free	26/07/16 10:43	0.1	Submitted	web
73				Ensure areas with permits are not left empty because the residents who are entitled to use them do not need them and people visiting the area are unable to park	28/07/16 07:49	0.1	Submitted	web
75				I think the council need to recognise that quite a few parking problems occur in the evening not during the day. Therefore, I think there should be evening patrols as well. I've been writing to the council for about a year and a half regarding parking problems	28/07/16 12:48	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				in my street and how people park on grass verges too. During the day my street is empty as most people use their cars for work or to get to work. In the evening it is impossible to get down my road or off my drive without having to knock and ask a neighbour to move their car.				
77				Free weekend parking or shorter permit restric times over weekend (l.e. 9am-5pm)	31/07/16 08:10	0.1	Submitted	web
78				listen to people who live in the roads you intend to introduce this measure, before you implement - and review when you get in wrong!	05/08/16 15:44	0.1	Submitted	web
79				Make them easier to obtain! Why did you close the 1 Stop Shop in Barking?	07/08/16 11:15	0.1	Submitted	web
82				Parking permits should be introduced for the whole of Fanshawe Crescent, RM9. There is no parking for teaching staff at the new Sydney Russell primary, so teachers park in the street wherever there is a space meaning that residents are unable to park where they live during term time. Also, it has been suggested that those who live near to the school are issued parking permits. This means those who reside in between the 2 cpz areas	09/08/16 15:22	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				will not be able to park where they live. The whole street should be issued with permits. This would also ensure commuters are prevented from parking where we live all day				
83				Parking permits should be introduced for the whole of Fanshawe Crescent, RM9. There is no parking for teaching staff at the new Sydney Russell primary, so teachers park in the street wherever there is a space meaning that residents are unable to park where they live during term time. Also, it has been suggested that those who live near to the school are issued parking permits. This means those who reside in between the 2 cpz areas will not be able to park where they live. The whole street should be issued with permits. This would also ensure commuters are prevented from parking where we live all day	09/08/16 15:30	0.1	Submitted	web
86				If they are eventually introduced to non cpz areas, these should allow cross-zone parking in the borough for limited periods i.e. Max 3-5 hours.	12/08/16 01:14	0.1	Submitted	web
87				Firstly, it is stating the obvious but permits should not be introduced unless there is a clear need for it and there is significant support on a	12/08/16 10:08	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				street-by-street basis. Where it is introduced, the experimental period should be shorter (12 months instead of 18 months) with clear guidelines on the criteria for making it permanent. Residents should have easy and clear mechanisms to voice their support or objection to the scheme during the period of the experiment and summarised results should be made available in a transparent but anonymised mechanism. If the experiment shows it has had a detrimental affect on the area or there is significant opposition to the scheme then it should be abolished after the experimental period.				
90				I wouldnt mind paying for a parking permit as long as I was guranteed to be able to park my car outside our flats. Not find someone parked their who is seeing the person opposite for exporting or importing items. Leaving cars over night that have no tax or insruance and the council not doing anything in time.	17/08/16 11:54	0.1	Submitted	web
94				ask residents without c p z to reassess after impact of other roads have chosen to have c p z	22/08/16 18:45	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
95				<p>CPZ need to be introduced across the borough....</p> <p>it is seriously flawed to say you cannot park 7-9pm in the town centre...when most of the time the parking spaces are free day and evening...I can understand day but evening till 9pm - makes me laugh</p> <p>virtual permits good idea</p> <p>permits should be allowed only 2 cars per household.</p>	22/08/16 21:23	0.1	Submitted	web
97				<p>I disagree with the policy of charging more for 3 or more cars in the household, if you own more that one car the second car should be substantially higher. The majority of houses in Barking are terraced houses, therefore only one car should be able to park in front of the house, a second car should be the exception, not the norm, therefore the charge for the second car should be much higher. You are promoting dropped kerbs but offer no 24 hour enforcement action line to remove cars which are blocking resident's driveways, I live on the leftley estate and offer no reassurance that action will be taken against</p>	29/08/16 20:30	0.1	Submitted	web

Question 5f

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				offenders unlike the neighbouring borough Redbridge <a href="http://www.barkinganddagenham.gov.uk">http://www.barkinganddagenham.gov.uk</a>				
98				My road (Cecil Road -RM6 6LB) suffers from not having CPZ. The west side ( towards Chadwell Heath Station) has a CPZ but the East side where I live doesn't. I sought advice from the council a year ago on whether the CPZ could be extended to our end and the response was not very helpful saying I needed to get 50% or more signatures from residents and even then they would not guarantee setting it up. We have a serious problem in our road now and we could really do with a scheme as it is packed solid with commuters during the day meaning if we are on leave or come home from work before then we cannot park anywhere near our house, sometimes having to park two or three streets away. If the council would like a donation towards the works I would even consider this, as life here is becoming intolerable.	31/08/16 17:28	0.1	Submitted	web
100				it would be useful to have a temporary residents permit for family or carers who have to care for family members	01/09/16 10:03	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				who may not be permanently disabled but have a need for regular care at some point.				
102				Open a shop or phone line so you can speak to a human being if something goes wrong with renewal or you get a ticket. There is no contact point that I can see on the web site.	03/09/16 09:55	0.1	Submitted	web
104				All residents should have to apply for a parking permit.	06/09/16 07:38	0.1	Submitted	web
105				All residents should have to apply for a parking permit.	06/09/16 07:38	0.1	Submitted	web
106				Don't implement them!	06/09/16 18:48	0.1	Submitted	web
107				Again sounds like a great deal of expensive and inefficient red tape. Keep it simple and to an absolute minimum. Do not use parking for revenue raising!	06/09/16 23:03	0.1	Submitted	web
110				Many elderly residents receive short visits from family and friends, I think a 2 Hour permit should be introduced to help these people financially.	11/09/16 18:26	0.1	Submitted	web

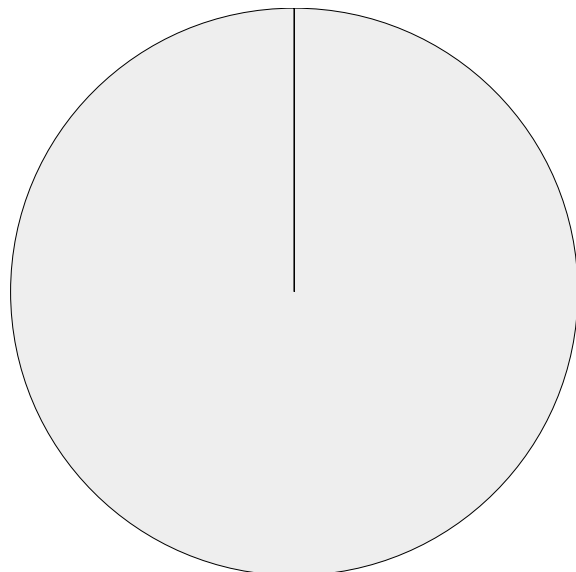
Question 5f

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
112				current system - all digital is difficult for some residents as they really do not have access to IT - phone number is needed on website to ensure these residents do not get frustrated	15/09/16 14:28	0.1	Submitted	web
113				i live in a controlled parking zone where my block of flats do not have any parking and I have to buy season ticket for 776 pounds or find a parking away from home. My problem is that people in our block of flats are able to get the parking permits by faking their addresses and this is unfair on other people. Could you please look into this matter as the system should be fair for all the residents. I'm referring to Elizabeth fry apartments area in William street quarter.	15/09/16 20:27	0.1	Submitted	web
116				Have parking meters through out barking and Dagenham like Westminster council and kensington	22/09/16 16:35	0.1	Submitted	web
117				Make them freely available to buy for short term use at more reasonable prices - you will make more money !	22/09/16 21:23	0.1	Submitted	web



Question 5. Our Ambitions (Continued)

Question responses: 0 (0.00%)



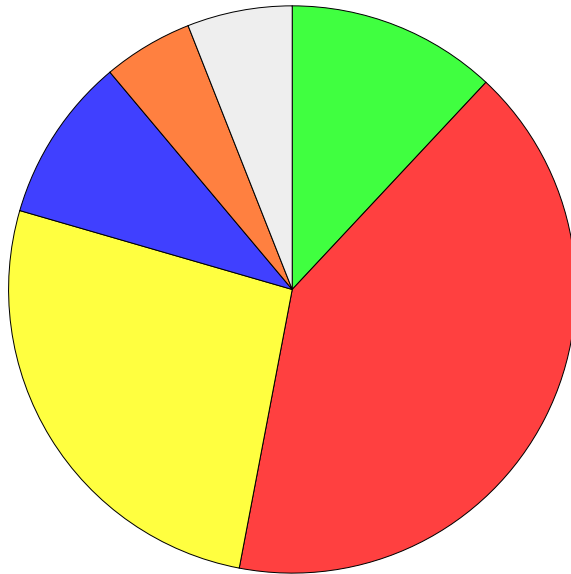
	% Total	% Answer	Count
<input type="checkbox"/> [No Response]	100.00%	--	117
Total	100.00%	0%	117

Question 5g

**Question 5g**

Question responses: **110 (94.02%)**

Do you agree these are the right things to do?

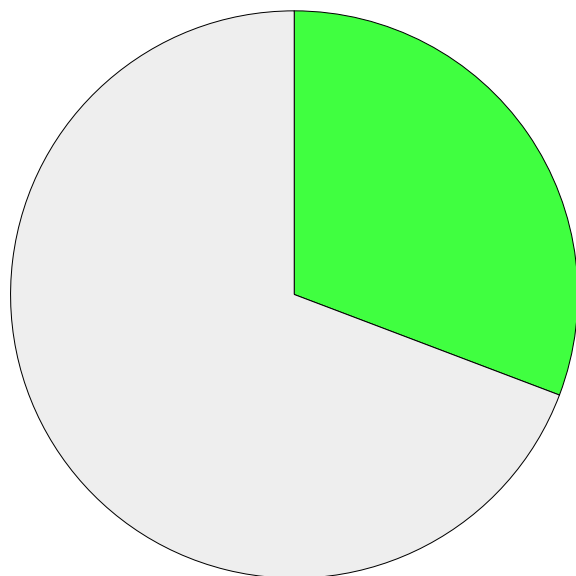


	% Total	% Answer	Count
<span style="color: green;">■</span> Strongly agree	11.97%	12.73%	14
<span style="color: red;">■</span> Agree	41.03%	43.64%	48
<span style="color: yellow;">■</span> Neutral	26.50%	28.18%	31
<span style="color: blue;">■</span> Disagree	9.40%	10.00%	11
<span style="color: orange;">■</span> Strongly disagree	5.13%	5.45%	6
<span style="color: grey;">■</span> [No Response]	5.98%	--	7
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>117</b>

**Question 5h**

Question responses: **36 (30.77%)**

Is there anything else we should be doing regarding enforcement?



	% Total	% Answer	Count
<span style="color: green;">■</span> [Responses]	30.77%	100.00%	36
<span style="color: grey;">■</span> [No Response]	69.23%	--	81
Total	100.00%	100.00%	117

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
1				Not sure about 'enforce'. Residents involvement should be in priority while making decision. Not by the ten people in the Cabinet.	22/07/16 10:00	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
3				From recent experience at Andrew Corner in my view your enforcement is rubbish. Motorists driving along pavements by shopping areas and parking there all day long your strategy is and will continue to be look for the easy "ticket" where no one is around in my view. I do feel with all the yellow lines no appearing in the borough based weakly on safety our council will fill their boots.	22/07/16 13:54	0.1	Submitted	web
6				Make sure that you target all offenders equally. As my daughter has been targeted and the neighbour either side got away with the same situation because they had the balls to lie and argue.	22/07/16 15:22	0.1	Submitted	web
13				cameras	22/07/16 16:20	0.1	Submitted	web
26				yes make sure you give a proper time to wait before enforcement and make this clear and transparent to everyone	22/07/16 18:21	0.1	Submitted	web
27				Enforcement is strict in LBBDD. Please display proper notices before parking suspension for roadworks etc. Allow adequate time etc.	22/07/16 19:01	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
28				Eastern European people are regularly getting parking tickets but these are not chased up or enforced, tickets issued should be enforced for people with cars registered outside of the UK	22/07/16 19:49	0.1	Submitted	web
34				I'm surprised that you are asking CEOs to advise on where to park, that opens up a can of worms and creates more difficulties on street and in the back office at appeal stage.	23/07/16 11:03	0.1	Submitted	web
36				Disabled bays should only be for blue badge holders, anyone not having a blue badge should be made to move or be fined.	23/07/16 12:22	0.1	Submitted	web
40				n/a	23/07/16 17:53	0.1	Submitted	web
43				Try spelling intend correctly in the line above box 5g.	23/07/16 20:08	0.1	Submitted	web
46				There should be a stronger policy against parking in gardens when there is no drop kerb.	24/07/16 01:47	0.1	Submitted	web
53				Improve phone answering times. I phoned this week at 1.40 to report 4 cars that were frequently parked on a yellow line in the Upney CPZ and I hung on for 40 minutes before the	24/07/16 23:33	0.1	Submitted	web

Question 5h

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				phone was answered, so there was a fat chance of a CEO getting to them before 2.30, when the hour restriction finishes. The web site says I should report online, but it also says the matter will take 10 days to be dealt with, by which time the offending vehicles will (hopefully) be gone. Redbridge has a policy of attending parking problems within one hour of receiving a report and they answer their phones almost immediately!!!!				
55				Existing enforcement is a joke in some places, for example Pickering Road/Wakering Road in Barking. There is a "safe cycle to school" cycle lane along this road, however, vehicles are now accustomed to parking in it for the entire length of this road. It is not enforced. So what was the point in spending money building this cycle lane, if we allow cars just to park in it with no enforcement, and then expect cyclists to ride against the one-way system in this street?	25/07/16 11:54	0.1	Submitted	web
58				There needs to be more enforcement on vehicles that display a blue badge, I have seen on numerous occasions a clearly normal person displaying a	25/07/16 14:08	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				<p>blue badge whilst parking, despite their not being a disabled/mobility impaired passenger with them.</p> <p>How do the council check whether when a blue badge holder passes away, that their blue badge is cancelled as well as any disabled parking bays being freed up for normal use?</p> <p>Has the council considered a system such that residents must renew their blue badge every 2 or so years?</p>				
64				Residents of Academy Central regularly park outside, contravening the CPZ but the Civil Enforcement Officers never come around late afternoon.	25/07/16 19:16	0.1	Submitted	web
66				The thing is enforcement don't always get it right	26/07/16 01:49	0.1	Submitted	web
67				yes stop builders and council vans parking in my disabled bay	26/07/16 09:21	0.1	Submitted	web
73				Be fair	28/07/16 07:49	0.1	Submitted	web
75				Due to the removal of tax discs it's not as straightforward anymore to recognise if a car is illegally parked.	28/07/16 12:48	0.1	Submitted	web

Question 5h

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				More checks need to be done in small side streets. Most partolling is done on busy roads but cul-de-sacs and T roads have severe parking problems too				
77				Free weekend parking or shorter permit restric times over weekend (l.e. 9am-5pm)	31/07/16 08:10	0.1	Submitted	web
80				Yes, check disabled blue badges; far too many are used by people they don't belong to.	08/08/16 20:10	0.1	Submitted	web
82				At present there is no enforcement in Fanshawe Crescent for those who park over the yellow lines marking the corner of the roads. lorries and large vans parked on junction corners make it hazardous for driving but also for children when crossing the roads	09/08/16 15:22	0.1	Submitted	web
83				At present there is no enforcement in Fanshawe Crescent for those who park over the yellow lines marking the corner of the roads. lorries and large vans parked on junction corners make it hazardous for driving but also for children when crossing the roads	09/08/16 15:30	0.1	Submitted	web
84				Be flexible/sensible.	10/08/16 09:21	0.1	Submitted	web



ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
87				CCTV should not be used for parking enforcement except where parking causes a danger - e.g. opposite schools.	12/08/16 10:08	0.1	Submitted	web
89				These ideas are all very well, but I cannot say when the last time I saw a Traffic Warden down my road, or any other road come to that ! People tend to park knowing full well that so long as they are not ages they are going to get away with it, be it on a yellow line or what ever.	14/08/16 16:43	0.1	Submitted	web
93				people just see this as money making especially the camera cars	22/08/16 17:30	0.1	Submitted	web
97				<p>I live on the leftley estate and Barking offer no reassurance that action will be taken against offenders unlike the neighbouring borough Redbridge</p> <p><del>How can you sign hand out PCN's in hand box</del></p> <p>A mobile patrol car should check the Leftley estate and hand out PCN's to all residents who have no dropped kerbs and park on their front garden. You never take enforcement action on parents parking across dropped kerbs outside Manor school. On the estate, many residents have off street parking</p>	29/08/16 20:30	0.1	Submitted	web

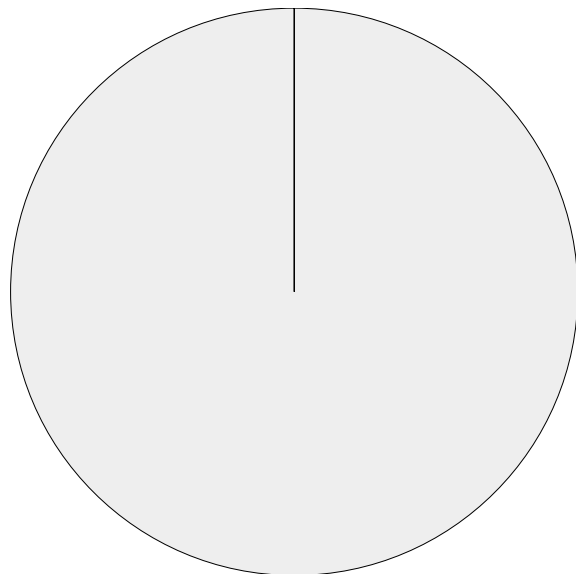
ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				which are in breach of driveway regulations : <a href="http://www.barkinganddagenham.gov.uk/">http://www.barkinganddagenham.gov.uk/</a>				
100				I feel strongly that too much reliance has been given to Ringo And not to all residents and visitor needs.	01/09/16 10:03	0.1	Submitted	web
106				Stop enforcement officers taking a 4 hour lunch hiding out in libraries and other places.	06/09/16 18:48	0.1	Submitted	web
107				Keep it to a minimum, support local business. Unblock blockages or congestion by all means - but do not penalise people where a problem does not exist. People are leading busy lives and can do without petty and needless enforcement, which sometimes just appears to be for revenue purposes.	06/09/16 23:03	0.1	Submitted	web
111				Despite signage around the borough's schools saying no parking from Monday - Friday, residents should be advised that enforcement will only be carried out during school term time and not during school holidays unless the vehicle is causing an obstruction. This was previously the case before the signage was changed.	12/09/16 14:39	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
112				more enforcement - this is especial need at school drop off and pick up times ( Ripple Primary Westbury site - there will be a child kill soon as many car driving parents do not care if they park on the yellow lines or block the road- this really needs to be incorporated somehow	15/09/16 14:28	0.1	Submitted	web
116				Have penalty charge fines	22/09/16 16:35	0.1	Submitted	web
117				Your traffic wardens regularly take bribes to "ignore cars". Our customers pay for their tickets but the 10 or so taxis that park in the car park all day never get a ticket. The warden always goes and speaks to them first and then tickets all the other cars while ignoring theirs.	22/09/16 21:23	0.1	Submitted	web

Question 5. Our Ambitions (continued)

Question 5. Our Ambitions (continued)

Question responses: 0 (0.00%)

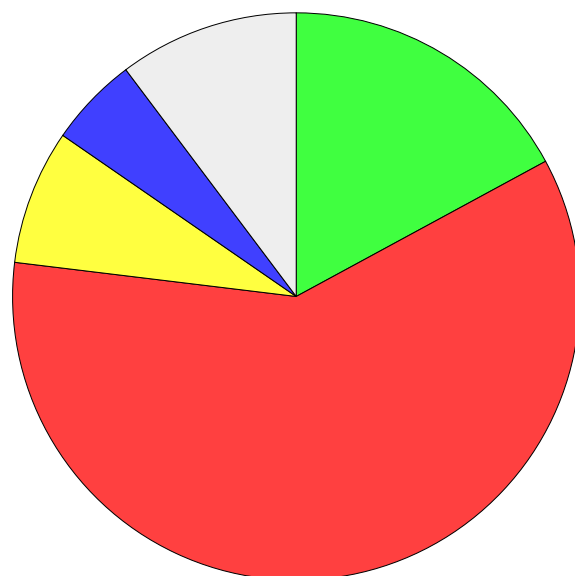


	% Total	% Answer	Count
[No Response]	100.00%	--	117
Total	100.00%	0%	117

**Question 5i**

Question responses: **105 (89.74%)**

Do you agree these are the right things to do?



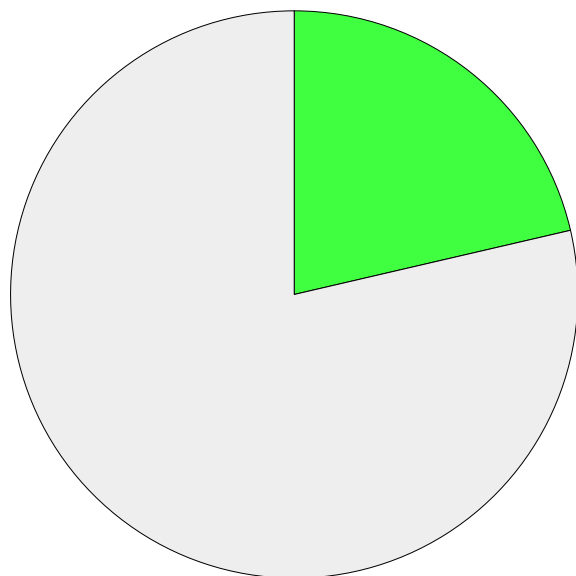
	% Total	% Answer	Count
<span style="color: green;">■</span> Strongly agree	17.09%	19.05%	20
<span style="color: red;">■</span> Agree	59.83%	66.67%	70
<span style="color: yellow;">■</span> Disagree	7.69%	8.57%	9
<span style="color: blue;">■</span> Strongly disagree	5.13%	5.71%	6
<span style="color: grey;">■</span> [No Response]	10.26%	--	12
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>117</b>

Question 5j

**Question 5j**

Question responses: **25 (21.37%)**

Is there anything else we should be doing regarding enforcement?



	% Total	% Answer	Count
<span style="color: green;">■</span> [Responses]	21.37%	100.00%	25
<span style="color: grey;">■</span> [No Response]	78.63%	--	92
Total	100.00%	100.00%	117

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ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
2				Please see question 6 below.	22/07/16 11:46	0.1	Submitted	web
3				Council Officers and front line staff I have dealt with are polite and can dish waffle at great extreme and in my view are not held accountable by any	22/07/16 13:54	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				councillor or MP in my view I see nothing in this waffle of a strategy that convinces me otherwise				
15				need more double yellow lines near schools or red routes.....	22/07/16 16:25	0.1	Submitted	web
22				make calling parking more accessible as no one dares answer the phone	22/07/16 17:40	0.1	Submitted	web
23				Enforcement officers generally look untidy and not happy in their work. They need to look smarter and be proud to be serving the borough.	22/07/16 17:43	0.1	Submitted	web
27				Don't treat borough residents as a cash cow and their visitors.  If you look at central London parking Sunday is free parking in 90 percent of areas. Normal days (CPZ) 0800 hrs till 1830 hrs.	22/07/16 19:01	0.1	Submitted	web
28				More patrols and name and shame people who regularly get parking tickets	22/07/16 19:49	0.1	Submitted	web
40				N/a	23/07/16 17:53	0.1	Submitted	web

Question 5j

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
48				To have more customer services operators, more training and to have supervisors available to look at a case and to be able to make decisions	24/07/16 12:09	0.1	Submitted	web
53				Remove offending vehicles, and charge a recovery fee, so people get the message	24/07/16 23:33	0.1	Submitted	web
60				Sorry I'm neutral on this one but there isn't an option for that.	25/07/16 16:32	0.1	Submitted	web
65				set up a permite help line	25/07/16 22:36	0.1	Submitted	web
66				If parking is a big issue limit permits to each hous hold for free	26/07/16 01:49	0.1	Submitted	web
74				On several occasions I have contacted the council because someone has parked in front of my driveway blocking my access, nothing has ever been done to assist me	28/07/16 07:51	0.1	Submitted	web
75				You need to listen to people more. As I said, I've been complaining to the council regarding the parking issues in my street but because they only work 9-5 they will only come and check during this time. You need to work outside normally working hours	28/07/16 12:48	0.1	Submitted	web



ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
79				Reopen the Barking 1 Stop Shop for better access for residents instead of having to go to Dagenham	07/08/16 11:15	0.1	Submitted	web
80				Putting more Enforcement Officers on the streets. Doing everything you can to find out who is throwing their rubbish out on our streets and fining them. We are becoming slum areas in some places because of this.	08/08/16 20:10	0.1	Submitted	web
84				See answer to question 5h	10/08/16 09:21	0.1	Submitted	web
89				Please see above ! If inconsiderate drivers are fined this is a win win situation - firstly they will not be so quick to do it again and secondly - its all money in the Council coffers.	14/08/16 16:43	0.1	Submitted	web
90				Your phone system need to be changed and you need to be able to talk to people instead of a call centre where they dont know anything	17/08/16 11:54	0.1	Submitted	web
93				when somebody appeals aticket like i have read what is said or listen to them then you wont lose at appeals tribunal	22/08/16 17:30	0.1	Submitted	web
102				Please make it easier to renew parking permits i.e a shop where you can buy them	03/09/16 09:55	0.1	Submitted	web

Question 5j

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
107				Already answered this above - see 5h - do you really know what you are doing?	06/09/16 23:03	0.1	Submitted	web
110				<p>The enforcement around schools needs to be draconian in it's measures, I know of residents, parents, councilors, teachers and a policeman who have been abused by drivers dropping off children because they had the cheek to tell them what they were doing was dangerous, the policeman was the only one who could actually answer back and get results, he was in plain clothes in order to help educate these people, waste of time i`m afraid.</p> <p>I think fixed camera`s or volunteer residents with the power to issue parking notices using camera equipment should be introduced, the technology is there, I say education iis wasted on these drivers, history tells me this, why do these parents/guardians risk injuring children including their own by parking in an area designated car free, they do it because they can, there is no real deterrent and they just do not care.</p>	11/09/16 18:26	0.1	Submitted	web

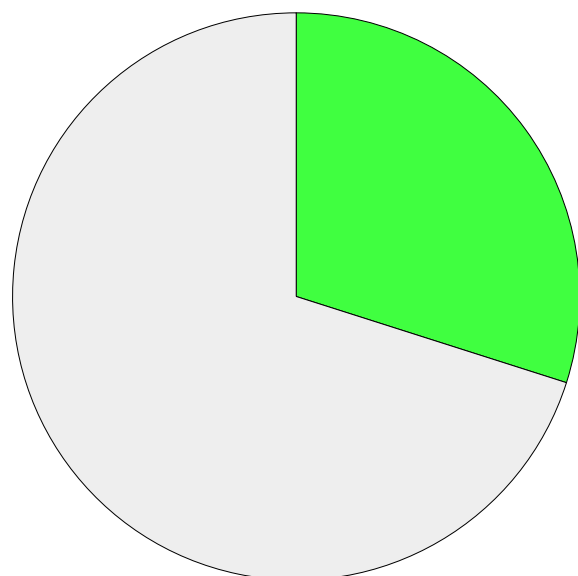
ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				As I said draconian is the only way no warning they all know the rules, they break them every school day.				
117				<p>This is the same question as 5h - Don't you mean is there anything else you should be doing regarding customer service ? Did anyone check this consultation.</p> <p>Your systems are useless. The staff used to leave you on hold and then hang up calls immediately so that you had to redial. I presume this was to falsify call statistics to show that they had actually answered the call within a specific period of time. In fact they just used to answer and then hang up. I have, on several occasions, spent 45 mins on the phone after redialing 3 times.</p>	22/09/16 21:23	0.1	Submitted	web

Question 6

**Question 6**

Question responses: **35 (29.91%)**

Please provide additional comments regarding the new Parking Strategy 2016-26.



	% Total	% Answer	Count
<span style="color: green;">■</span> [Responses]	29.91%	100.00%	35
<span style="color: grey;">■</span> [No Response]	70.09%	--	82
Total	100.00%	100.00%	117

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ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
2				The consultation paper has made no attempt to address the plight of those residents who live in banjos, have no direct access to park nearby and are finding it increasingly difficult to park on their road or neighbouring roads due to the increase in double yellow	22/07/16 11:46	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				<p>lines drop down curbs and additional cars. I have been made aware that there are plans to place yellow lines where there is no direct safety issue in some of the banjos. This will cause even greater impact on the residents.</p> <p>In conjunction with encouraging transparency in obtaining drop down curbs for residents, The larger grass areas in certain banjos can be remodelled. This can be done by providing drop down curbs at either end, providing access and allowing residents to park in their front gardens. Amongst other things, the benefits include:</p> <ul style="list-style-type: none"> <li>(1) safer transportation of children from house to the car,</li> <li>(2) alleviation of the growing stress of parking on the pavements,</li> <li>(3) prevention of damage and vandalism to residents' vehicles,</li> <li>(4) a generated income for the borough from the remodelling of the greens,</li> </ul>				

Question 6

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				<p>(5) maintenance of slightly smaller grass areas - cost effectively by the borough,</p> <p>(6) increase in the value of residential properties with the attraction of off-street parking, and</p> <p>(7) safer and clearer access for emergency service providers, refuse collectors and maintenance workers (e.g. those who hire skips).</p> <p>If the borough is indeed planning to implement an application process where there is transparency in terms of the residents obtaining drop down curbs as set out under the consultation, then this should be available to <b>all residents</b> where it is possible to remodel the grass areas in front of their homes. Banjo residents should not be discriminated. Placing additional yellow lines in a residential banjo is without thoroughly addressing the displaced parking issue in conjunction with the change simply not good enough. This can only culminate in unnecessary fines and disgruntled and displaced residents.</p>				

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
3				<p>Regardless of what anyone adds or suggests in my opinion nothing will change the council and parking officers will continue to do what they want, when they, how they want and to whoever they want. From my involvement all I have seen is waffle no offer to meet the Executive member who also refused to meet us but happy to talk about dumped cars.</p> <p>All I see is the council looking for ways to increase their revenues in anyway they can through parking there is also a complete lack of quality in how car parks are introduced having raised several examples of incompetence such simple things like the timings on the payment meter matching that as displayed on the board.</p> <p>The council is restricting the available parking by its aggressive charging and just moving the problem elsewhere as motorists are seen as nothing more as a revenue stream. The council lack of planning over many years including tower blocks been built in Barking with no parking allocated show have little they genuinely care about the borough motorists. Let's not even discuss the terrible traffic which if the council was</p>	22/07/16 13:54	0.1	Submitted	web

Question 6

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				serious about emission would do something tangible rather than creating more jams.  Please note these are my opinions based on my interactions.				
9				hopefully it will improve the parking availability and help business in the borough	22/07/16 15:39	0.1	Submitted	web
16				I think my comments above more than outline my thoughts on this.	22/07/16 16:45	0.1	Submitted	web
22				you need to sort out the Ringo costs of immediate effect as its too expensive for barking which is not an affluent borough and a lot are on benefits and the abbey road. If the cost was reduce you would be creating revenue instead it's left idle and not creating any money which is ridiculous and totally mental .. Drop the price and you will increase revenue for the parking and abbey leisure centre	22/07/16 17:40	0.1	Submitted	web
23				family members who are carers for elderly parents, need to be able to purchase a parking permit, if their relative lives in a controlled zone.	22/07/16 17:43	0.1	Submitted	web



ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
27				Please do something for residents of Lemonade building, Bath house and rope works. Please treat us like other residents living in Gascoigne estate. They have CPZ parkings permits , do the same for town centre residents.	22/07/16 19:01	0.1	Submitted	web
32				Cyclists should have to pass proficiency tsets to help make the roads safer.  not really sure why I bothered with this as you have probably already decided on your strategy!!	22/07/16 23:09	0.1	Submitted	web
37				I just hope B&D reflect on their Parking facilities and seriously consider lowering the fines and parking tickets for car parks.  B&D is also not car friendly in any case.	23/07/16 12:45	0.1	Submitted	web
40				n/a	23/07/16 17:53	0.1	Submitted	web
43				Stop this ridiculous pay by phone idea. I do NOT have a mobile phone so how do I pay?	23/07/16 20:08	0.1	Submitted	web

Question 6

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				Do not charge for on street parking where local shops are. Such as Chadwell Heath High Rd and Beacontree Heath in front of the fish and chip shop and Courtney Rose Williams etc.				
44				barking is anti car im from westminster and the paking is much better they want people to visit and go shopping barking dont i have to put my van on a meter every night then get up at 06:00 to pay for it again joke	23/07/16 23:38	0.1	Submitted	web
45				I live in Salisbury Ave between Wilmington Gdns & Hulse Ave, I am finding it increasing difficult to park anywhere close to my home and I often have to park completely out of sight of my home. Just this week I came home during the day time and had to park a three minute walk away from home! I had driven around the block 4 or 5 times and this was the closest that I could get to home. I had been shopping and it was impossible for me to walk all my shopping home from where I parked so I had to walk back and forth with small amount of shopping. Finding a space and then walking to and fro took about 15 minutes which is a struggle for me as	24/07/16 00:32	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				<p>a have a bad back. I couldn't leave my shopping in the car as it was very hot that day and it had already been in the hot car far too long. This parking problem is caused by issues created by displacement. My block is adjacent to roads which are an the CPZ and so people park for free in my block instead. I am a ten minute walk from the station so near enough that is attractive for commuters who don't want to pay the inhibitive all day car parking costs. But we are also plagued with vehicles of residents who live in the nearby CPZ and park in our block rather than pay for residents parking; these vehicles move back into the CPZ at the weekend when their area is not controlled. The third and most frustrating type of non-resident parking are vehicles left long term while either the owners go off on holiday/off to uni etc or dump unwanted vehicles for months at at time - often in these instances the vehicle condition deteriorates over the months which attracts vandals etc. I very much hope that my part of Salisbury Ave is included in the 18 month experimental traffic order. I would like to see a one hour a day CPZ to deter neighbours</p>				

Question 6

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				in the surrounding CPZs, commuters and those that abandon their cars here long-term				
56				Improving the safety and accessibility for cyclists, through removal of vehicles from key cycle routes as part of the stated safety measures is needed. With the continual promotion, facilitation of cycling across the borough as part of the wider London commitment, cycle journeys will only continue to increase and the parking strategy has a key part to play in our continual development in smarter, healthier modes of travel.	25/07/16 12:40	0.1	Submitted	web
58				I believe that increasing the number of dropped kerbs is a mistake as it completely changes the look of many residential areas for the worse. Additionally you will then have less kerb space for parking for those residents that do not have a drive.	25/07/16 14:08	0.1	Submitted	web
61				Permit parking on Longbridge Road does not help residents. There are often masses of free parking spaces which forces me to park further away from my house. What is the reason for having CPZ in front of Mayesbrook Manor? I have had my car stolen and damaged twice, so car crime has not	25/07/16 16:45	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				been tackled in any way. There are no CCTV cameras in place along the road at all. Cllr Carpenter lives in Mayesbrook manor so she is aware of all the plights we face on a regular basis.				
63				ensure that those officers put in charge of ensuring any regulations are kept KNOW what they are doing given I have received in the past a FPN on my car parked outside MY house over my dropped kerb that I payed for.I have no front of house parking preferring to retain my front garden so no obstruction was taking place	25/07/16 18:20	0.1	Submitted	web
66				I will not be living in barking in2026 like many others will be moving  why isn't councillors doing door knocking to hear people's opinions like always never about when needed just like Margaret Hodge	26/07/16 01:49	0.1	Submitted	web
75				There are a number of private garages in the borough. Maybe review the leases on these garages to see if they are actually being used. I have an area of land at the bottom of my street that has around 14 garages in it. The land	28/07/16 12:48	0.1	Submitted	web

Question 6

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				is huge and could easily accommodate extra parking spaces for cars in my road. Especially if not all of the garages are being utilised				
76				Re Free Parking: the obvious priority is that residents can park at, or near to, their home without inconvenience or cost. To offer free parking is a gimmick that can only attract abuse, and inherent extra costs in enforcement. The 'real' issue is how much you charge for parking to be fair but at the same time discourage overstayers.	30/07/16 06:06	0.1	Submitted	web
78				please note not all residents like, or use new technology - you need to cater for all -- ringo etc is quite a stepchange for some people, not all have debit/credit cards, mobiles etc.. but you make assumption they do?	05/08/16 15:44	0.1	Submitted	web
79				It would be helpful to make Wedderburn Road one-way as there is not room for two-way traffic with cars parked on both sides of the road. It would also be helpful to instal cameras to stop vehicles travelling the wrong way down one-way streets like Eldred Road.	07/08/16 11:15	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
82				A solution for residents would be for the dropped kerb fees to be reduced or an instalment scheme introduced. This would make it affordable for all and also ensure those living in areas affected by a local school and term time teacher all day parking have the ability to park at their place of residence	09/08/16 15:22	0.1	Submitted	web
83				A solution for residents would be for the dropped kerb fees to be reduced or an instalment scheme introduced. This would make it affordable for all and also ensure those living in areas affected by a local school and term time teacher all day parking have the ability to park at their place of residence	09/08/16 15:30	0.1	Submitted	web
86				your questions lack Pro-active discusSion. They seem designed to provide you with questions in order to achieve a certain narrative answer which will then be mis-represented as claiming to be what residents have asked for or demanded!	12/08/16 01:14	0.1	Submitted	web
87				Increase in payment rates of fines should NOT be a measure of success. Council should rely mainly on	12/08/16 10:08	0.1	Submitted	web

Question 6

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				qualitative data as that is what is driving the need for this strategy in the first place.				
89				Romford car parks charge for parking for disabled drivers - this works ok. I do not see the connection between parking in a disabled bay and parking for free. There is not one ! With a charge people only park for as long as they need and then the bay is freed up for the next parker. Not sure I agree with charging to park in parks. Unless they are VERY close to stations or shops. Houses with multiple cars - it should be 2 cars not 3. How about stopping works vans being parked overnight on the Dagenham streets ? They are prime suspects to have to purchase a permit ! Also if the van was left at work that is one less vehicle on the streets. What exactly are "virtual permits" ?	14/08/16 16:43	0.1	Submitted	web
92				Are there plans to follow up/ fine the many households who park on their front garden <b>without a dropped kerb</b> ? There are many on road spaces which in theory should be free to park in, but residents park on the garden, so to park there is risking an outburst from the homeowner. Many of us have paid to drop our kerbs and this renders	18/08/16 14:13	0.1	Submitted	web



ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				the whole system redundant if its fine to go ahead and park where ever ( lawn, etc) unchallenged.				
95				<p>dropped kerbs should be allowed the policy not to allow dropped kerbs where there are bushes needs to be investigated.</p> <p>trees understandable but where there are bushes not growing or maintained properly dropped kerb should be allowed as opposed to making it a blanket rule if bushes no drop kerb....</p>	22/08/16 21:23	0.1	Submitted	web
96				Do not enforce single yellow lines on school holidays	28/08/16 16:19	0.1	Submitted	web
97				<p>You have not taken into consideration the pollution around schools  <a href="http://www.howpollutedmyroad.org.uk/schools.php">http://www.howpollutedmyroad.org.uk/schools.php</a>                      On the leftley estate there are a number of schools but the majority of the estate has no parking restrictions allowing multiple cars to be owned by households and discouraging the use of public transport, noting Upney and Barking station as well as major bus routes are within one mile of the estate, if Barking truly cared about the environment, they would also ban school drop offs by car, noting as</p>	29/08/16 20:30	0.1	Submitted	web

Question 6

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				recently as 2010, Leftley estate was approve for consultation as a conservation area but never implemented. I would like to see a plan for the area.				
107				All seems very long winded, too worthy and largely a tick box exercise. I doubt very much if you will get much response. I would suggest that if the response is less than 1% you drop the whole strategy. This draft strategy suggests to me that it has already been decided to have this as the strategy and consultation is being undertaken as a rubber stamp exercise.	06/09/16 23:03	0.1	Submitted	web
110				I think the whole borough needs to be a CPZ, allowing the free shopping times is the right thing to do. 2 Hour parking permits should be introduced for help to the elderly. Prparing now for the CPZ access the borough I think is sensible. When consulting streets whether they should have a CPZ is like having a lottery, those with several cars at the address will vote no, those with one or none will vote yes. I know of one road that suffered this, there have undoubtably been others.	11/09/16 18:26	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				I accept this is a very radical suggestion but we know how cars are on the increase everywhere, and with children having to stay at home longer with their parents more households will be two plus car households plus work vehicles.				
116				Copy the method that Kensington and Westminster councils have in london	22/09/16 16:35	0.1	Submitted	web
117				Learn to write ?	22/09/16 21:23	0.1	Submitted	web

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## CABINET

18 October 2016

<b>Title:</b> Publicising Enviro-Crime and Anti-Social Behaviour Cases Policy	
<b>Report of the Cabinet Member for Enforcement and Community Safety</b>	
<b>Open</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Jonathon Toy, Operational Director, Enforcement Services	<b>Contact Details:</b> Tel: 020 8227 3683 E-mail: Jonathon.toy@lbbd.gov.uk
<b>Accountable Director:</b> Jonathon Toy, Operational Director, Enforcement Services	
<b>Accountable Strategic Director:</b> Claire Symonds, Strategic Director Customer, Commercial and Service Delivery	
<b>Summary:</b>  This report sets out the Council's approach to publicising cases of enviro-crime and anti social behaviour, including images of offenders. Enviro-crime, which is also referred to as 'grime crime', and anti social behaviour affects the quality of life for residents and businesses, often blighting and area and costing thousands of pounds to address. This policy sets out a clear framework for the publication of cases and images of those who commit enviro-crime and anti social behaviour. It makes it clear how the Council will determine when it is necessary and proportionate to use publication and the checks that will be undertaken to ensure publication takes into account vulnerabilities of victims, offenders or businesses.	
<b>Recommendation(s)</b>  The Cabinet is recommended to approve the policy for publicising cases of enviro-crime and anti social behaviour, including CCTV images of offenders, as set out at Appendix 1 to the report.	
<b>Reason(s)</b>  1. To ensure that the Council has a consistent and proportionate approach for the publication of both images and cases of those who commit acts of enviro-crime and anti social behaviour to the detriment of the local community.  2. To enable the council and its partners to take action against those who commit enviro-crime and anti social behaviour by increasing the ability to identify them.  3. To reduce the amount of fly-tipping, enviro-crime and anti social behaviour by using publicity in a manner which increases the likelihood of detection.  4. To enable local communities to identify those that commit anti social behaviour and enviro-crime, encouraging social responsibility and civic pride.	

## **1. Introduction and Background**

- 1.1 The Environmental Protection Act 1990, Crime and Disorder Act 1998 and Anti Social Behaviour Crime and Policing Act 2014 set out the civil and criminal offences for enviro-crime and anti social behaviour. These legislative frameworks were designed to address activity which affects the quality of life of local residents and a deterrent for those who commit them.
- 1.2 By Minute 27 (19 July 2016) the Cabinet adopted an Enforcement Policy which set out the Council's approach to enforcement, adopting a firm but fair approach which is considerate, proportionate, transparent and consistent.
- 1.3 Establishing a policy to publicise cases of enviro-crime and anti social behaviour provides the Council with a defined approach of where, how, when and against who it will use media in line with the legislation.

## **2. Proposal and Issues**

- 2.1 Barking and Dagenham is seeing significant changes socially, economically and demographically. These changes both increase opportunity for current and future residents and business, but also increase behaviour that can have a detrimental effect on the quality of life in the Borough's town centres and residential areas.
- 2.2 Local residents and businesses highlight that persistent anti social behaviour and enviro-crime, often referred to as "grime crime" including such as fly-tipping, littering or eyesore gardens, has impacted on their daily lives and creates an environment where they feel the area they live and work is unsafe and uncared for.
- 2.3 The Council deals with an average of 5,600 complaints for enviro-crime and anti social behaviour per annum. The Street Enforcement Team issued over 1,200 fixed penalty notices for fly-tipping and littering offences in 2015/16. The Anti Social Behaviour Team dealt with 810 cases resulting in 29 civil injunctions.
- 2.4 The Street Enforcement Team and Council CCTV service have invested in 21 cameras specifically for deterring and detecting those committing enviro-crime and anti social behaviour offences, particularly in areas which are blighted by these issues. The cameras have been deployed in 30 different locations over the past 12 months.
- 2.5 Despite the work of these teams, offenders often remain undetected and areas become blighted through this anti social behaviour. Currently the Council spends an average of £190,000 per annum on clearing fly-tips and waste disposed of unlawfully.

## **3. Proposal**

- 3.1 The proposal is to introduce a policy which covers:-
  - The publication of images of those people who commit anti social behaviour and enviro-crime where they cannot be identified by any other means.

- Publication of descriptions of individuals or groups where there is intelligence related to persistent anti social behaviour or enviro-crime, where the persons cannot be identified by any other means. The Council will take every possible step to ensure that the person or persons are not under the age of 18. Publication in such circumstance will be considered as a last resort and only used where all other means of identification have taken place.
- Publication of successful civil or criminal prosecution cases of enviro-crime and anti social behaviour, including the name and images where it is deemed appropriate and proportionate.

3.2 This approach will enable the Council and its partner agencies to actively encourage local communities and businesses to take a stand against the inconsiderate behaviour of a minority of people, whose actions blight a local area.

3.3 It is important to highlight that the ability for the Council to publicise images for the purpose of preventing and detecting crime is defined through a legislative framework. The framework includes :-

- **Data Protection Act 1998 – Section 29** – provides agencies with the ability to share information for the prevention and detection of crime or the apprehension or prosecution of offenders.
- **Crime and Disorder Act 1998 – Section 115** – provide statutory agencies, including the council, with the ability to disclose information where it is necessary and expedient for the purposes of addressing anti social behaviour crime and disorder.
- **Criminal Justice and Public Order Act 1994 Section 163** - provides local authorities with the power to record visual images in order to “promote the prevention of crime or the welfare of the victims of crime”.
- **Local Government Act 1972 – Section 111** - provides local authorities with the power do anything “which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.”. This power enables the local authority to release/publish images (“do anything”) with a view to identifying offenders (“facilitate, conducive or incidental to”) who have fly tipped or committed anti social acts, so that they may be prosecuted, fined or cautioned (“discharge of any functions”).
- **Human Rights Act 1998 – Article 8** – cover the right to a private life and would include a requirement for the local authority to balance the need to publicise images, the extent of publicity and the impact of publicity, specifically for vulnerable groups.
- **Data Protection Act 2016** – sets out a series of principles for public bodies in relation to the retention, access and sharing of information. This includes CCTV and is supported by a code of practice for surveillance cameras and personal information, published by the Information Commissioners Office.

3.4 The publicity of cases or images related to enviro-crime and anti social behaviour offer a valuable approach in preventing, detecting crime, and protecting the public from harm. The purpose of this policy is to assist the Council in deciding whether such a cause of action is necessary and proportionate. The aims are to:

- Provide clear and consistent guidance in establishing if it is necessary and proportionate to make a disclosure.
- Ensure openness in the reporting of criminal investigations and proceedings.

- Ensure that the Council acts in accordance with general public law principles, and with national guidance.
- Ensure that the Council fully considers the Data Protection Act and the Human Rights Act.
- Protect the public and the public realm

### 3.5 Risk Assessment / Health and Safety Considerations

3.6 There must be a balance between the rights of an individual suspect and those of the wider community. Any decision to release an image must be for a **legitimate purpose**, be **necessary** and **proportionate**.

3.7 The risk to the public from prolific or potentially dangerous offenders will almost always support the release of images in certain circumstances. The release of any publicity, including images, must be necessary for a legitimate purpose. A legitimate purpose may include, but is not limited to

- The prevention and detection of crime
- Encouraging witnesses and/or victims to come forward
- Discouraging offenders
- Reassuring and informing the public
- Reinforcing confidence in the criminal justice system
- Identification of offenders
- Raising public awareness

3.8 The following key criteria will be used in assessing the publicity of images and prosecution cases of anti social behaviour and enviro-crime.

- Publicising is in the public interest either due to the scale, location or impact of the offending behaviour.
- If a successful prosecution has been achieved at court and the other criteria has been considered, publicity can be used, setting out the case, the fine and convicted offender(s). However the decision to publicise in such cases will be based on the public interest and not for purposes of naming or shaming a person, company or organisation.
- No person whom we know to be under the age of 18 will be named, or identified, in any publicity related to enviro-crime or anti social behaviour.
- Individuals with a known vulnerability, or businesses, or companies who could become vulnerable through publicity will not be placed in the public domain.
- No cases which could incite community tensions will be publicised.
- No cases will be publicised which could result in any complainant or victim being identified. Where images are to be used such as CCTV images, these can only be published where they have been obtained through a public body, such as the council or Police and not a third party, such as a private individual or private business. Images must be clear and innocent parties are suitably obscured before images are disclosed to the media or published on the Local Authority's website.
- Such images, or description of offenders, will only be publicised where the person or persons cannot be identified by any other means. However, in such cases, the council will undertake checks with relevant services to ensure the person (or persons) identified is not a vulnerable person, at risk, or is under the age of 18.



- Prior to any publicity, officers will ensure that the case does not form part of a wider investigation by another partner agency or Council services, such as the Metropolitan Police Service, Environment Agency or Legal Services. Consultation with these services will take place prior to the images or descriptions are released.
- Publicity will only take place in an area which is proportionate to the offence.

- 3.9 The process for publicising enviro-crime and anti social behaviour will be the same, whether the Council or its partner agencies are looking to identify a person, or persons, whose actions are having an impact on the quality of life of local people, or where a case has been successfully prosecuted.
- 3.10 A criteria form (Appendix 2) will be used by the lead officer in all cases. Once the form has been completed the details of the case will be provided to Legal Services to confirm that there are no legal concerns in terms of publicity.
- 3.11 The details will also be sent to the Council's Children and Adult Safeguarding lead officers to verify if any named person is known to them and no publication will take place until those checks have taken place.
- 3.12 The process will require a final approval by the relevant Strategic Director, the Operational Director for Enforcement Services, the Director of Public Health or the Director of Law and Governance.
- 3.13 There will be a requirement that the person making the application retains a copy of the form and any images. The CCTV control room will also be required to maintain any application form and images requested for publicity.
- 3.14 A log will be maintained by the communications team of all anti social behaviour and enviro-crime cases which have been published. This will include details of any CCTV images, where and when they were obtained, the date and time of any alleged offence.

#### **4. Options Appraisal**

- 4.1 The Council currently has a process for publicising successful prosecution cases and anti social behaviour cases which have been to court. The Council could continue with this approach. However, it does not provide the Council with the ability to publish images of offenders of enviro-crime or anti social behaviour where the person or persons cannot be identified. As a result there may be missed opportunities to gain valuable community knowledge of offenders, which could result in preventing further offences taking place.
- 4.2 The Council could take the step to publicise a wider range of images and reduce the criteria set out above. However, the publication of images remains a contentious area. As such the Council will need to demonstrate that it has a robust policy which balances proportionality with public interest. By applying the criteria set out above and maintaining a record of the decision making and images used, the Council can provide evidence that a reasonable approach is taken prior to any publicity.
- 4.3 In consideration of the above, it is proposed that the proposals within the report provides the Council with a well considered approach to the publication of enviro-

crime and anti social behaviour, in terms of successful court action and of images of offenders who cannot be identified by any other reasonable means and who affect the quality of life of a local community.

## **5. Consultation**

- 5.1 The Community Safety Partnership team has been consulted, along with Legal Services, CCTV management and the Communications Team.
- 5.2 Consultation has taken place with the MPS senior management team who support the approach.

## **6. Financial Implications**

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

- 6.1 Enviro-crime and Anti Social Behaviour impose a range of costs on the Council including the costs of prevention and detection and dealing with the consequences. For example it is estimated the costs of removing fly tipping is in the region of £190,000 a year. In addition these behaviours have a number of detrimental effects on the local area and residents.
- 6.2 Where offenders are known the Council may in certain circumstances issues fixed penalty notices, prosecute offenders or seek to recover costs. However in general the net financial benefit to the Council of detection and prosecution is often limited; however there may be a beneficial deterrent effect.
- 6.3 This report sets out an approach to publicising enviro crime and anti social behaviour that may assist in the identification of offenders (thus increasing the chances of prosecution or financial redress) and in deterring further offences (thus reducing the costs to the Council.)
- 6.4 The policy set out relies on a certain amount of administration and checking of information. This may result in a small amount of additional work for services which must be met from within existing resources. Low cost options for the publicising of images such as the Council's own websites or local media will be used and any associated costs will be met from within existing resources.

## **7. Legal Implications**

Implications completed by: Fiona Taylor, Director of Law and Governance

- 7.1 The Council as a public authority must give effect to Article 8 of the Human Rights Acts and ensure it does not interfere with a person's right to respect for their private life. Therefore, any images released must be the minimum to achieve the legitimate purpose as set out within the policy, and ensure that the image released is of a person who it can be said with a high degree of certainty is or has committed a criminal offence, to avoid the risk of a damages claim.
- 7.2 If images are recorded and stored in accordance with the provisions of the Data Protection Act 1998, and the CCTV Code of Practice, which is published from time to time by the Information Commissioner's Office, the Council can reduce the risk of

any findings against it by the ICO in the event of a complaint. A robust and clear policy will further strengthen the position of the Council.

- 7.3 It is important that the Council ensures that it is satisfied that those identified within any images are adults. This is due to the added vulnerabilities that a child may have and the impact on them by a release of their image into the wider public arena than that of an adult.
- 7.4 The report sets out appropriate safeguards to ensure the appropriate release of an image for a legitimate purpose as set out in the policy.

## **8. Other Implications**

- 8.1 **Crime and Disorder** - This policy supports section 17 of the Crime and Disorder Act.
- 8.2 **Equal Opportunities** - A screening for the equalities impact assessment has been carried out on the effect of the policy. The policy has low relevance in relation to its impact on the areas under the statutory duties contained in the equalities impact assessment while contributing towards the Council's corporate priorities of open and transparent decision making. The Council, when taking decisions in relations to any of its functions, must comply with its public sector equality duty as set out in S149 of the Equality Act 2010 (Act).

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

## **List of Appendices**

- **Appendix 1** - ASB/Enviro crime publicity policy
- **Appendix 2** - ASB/ enviro crime publicity proforma

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**London Borough of Barking & Dagenham  
Council Policy for policy for publicising  
cases of enviro-crime and anti social  
behaviour**

**2016**

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## 1. Introduction

- 1.1 The London Borough of Barking and Dagenham have agreed a number of priorities for the borough, these are:-
- **Encouraging civic pride**
  - **Enabling social responsibility**
  - **Growing the borough**
- 1.2 The Environmental Protection Act 1990, Crime and Disorder Act 1998 and Anti Social Behaviour Crime and Policing Act 2014, set out the civil and criminal offences for enviro-crime and anti social behaviour. These legislative frameworks were designed to address activity which affects the quality of life of local residents and a deterrent for those who commit them.
- 1.3. In July 2016 the council adopted an Enforcement Policy. The policy sets out the councils approach to enforcement, adopting a firm but fair approach which is considerate, proportionate, transparent and consistent.
- 1.4. Establishing a policy to publicise cases of enviro-crime and anti social behaviour provides the council with a defined approach of where, how, when and against who we will use media, in line with the legislation and the Enforcement Policy.

## 2. Scope of Policy

- 2.1 This policy covers:-
- The publication of images of those people who commit anti social behaviour and enviro-crime where they cannot be identified by any other means.
  - Publication of descriptions of individuals of groups where there is intelligence related to persistent anti social behaviour or enviro-crime, where the persons cannot be identified by any other means. This will take every possible step to ensure that the person or persons are not under the age of 18. Publication in such circumstance will be considered as a last resort and only used where all other means of identification have taken place.
  - prosecution cases of enviro-crime and anti social behaviour, including the name and images where it is deemed appropriate and proportionate.
- 2.2. This approach will enable the council and its partner agencies to actively encourage local communities and businesses to take a stand against the inconsiderate behaviour of a minority of people, whose actions blight a local area.

### 3. Aims of the Policy

3.1 The publicity of cases or images related to enviro-crime and anti social behaviour offer a valuable approach in preventing, detecting crime, and protecting the public from harm. The purpose of this policy is to assist the Local Authority in deciding whether such a cause of action is necessary and proportionate. The aims are to:

- Provide clear and consistent guidance in establishing if it is necessary and proportionate to make a disclosure.
- Ensure openness in the reporting of criminal investigations and proceedings.
- Ensure that the Local Authority acts in accordance with general public law principles, and with national guidance.
- Ensure that the Local Authority fully considers the Data Protection Act and the Human Rights Act.
- Protect the public and the public realm

### 4. General Principles of using publicity in anti social behaviour and enviro-crime cases.

4.1 It is important to highlight that the ability for the council to publicise images for the purpose of preventing and detecting crime is defined through a legislative framework. The framework includes :-

- **Data Protection Act 1998 – Section 29** – provides agencies with the ability to share information for the prevention and detection of crime or the apprehension or prosecution of offenders.
- **Crime and Disorder Act 1998 – Section 115** – provide statutory agencies, including the council, with the ability to disclose information where it is necessary and expedient for the purposes of addressing anti social behaviour crime and disorder.
- **Criminal Justice and Public Order Act 1994 Section 163** - provides local authorities with the power to record visual images in order to “promote the prevention of crime or the welfare of the victims of crime”.
- **Local Government Act 1972 – Section 111** - provides local authorities with the power do anything “which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.”. This power enables the local authority to release/publish images (“do anything”) with a view to identifying offenders (“facilitate, conducive or incidental to”) who have fly tipped or committed anti social acts, so that they may be prosecuted, fined or cautioned (“discharge of any functions”).
- **Human Rights Act 1998 – Article 8** – cover the right to a private life and would include a requirement for the local authority to balance the



need to publicise images, the extent of publicity and the impact of publicity, specifically for vulnerable groups.

- **Data Protection Act 2016** – sets out a series of principles for public bodies in relation to the retention, access and sharing of information. This includes CCTV and is supported by a code of practice for surveillance cameras and personal information, published by the Information Commissioners Office.

4.2 There must be a balance between the rights of an individual suspect and those of the wider community. Any decision to release an image must be for a **legitimate purpose**, be **necessary** and **proportionate**.

4.3 Any decision to release an image must take into account any impact on victims or witnesses. The release of images must be necessary for a legitimate purpose and early consultation with the police and the Local Authority's legal services is encouraged.

4.4 A legitimate purpose may include, but is not limited to

- The prevention and detection of crime
- Encouraging witnesses and/or victims to come forward
- Discouraging offenders
- Reassuring and informing the public
- Reinforcing confidence in the criminal justice system
- Identification of offenders
- Raising public awareness

4.5. The Local Authority recognises that poor quality images can run the risk of misidentification and this must be considered at all times.

4.6. In order for a release of the image to be **necessary** in pursuit of a legitimate purpose, all other reasonable means of tracing or identifying the suspect must have failed to be deemed not viable. A further consideration is that only the minimum necessary details are released, for example where there are a group of individuals out of which only one has been identified as offending, only the identified offender's image should be released.

4.7. All of the circumstances of the case must be taking into account when considering whether it is **proportionate** to release the images. The nature of the offence will be highly relevant, and the more serious the offence the easier it will be to justify the release as proportionate. The following factors may also be considered:

- Nature of the offence
- Vulnerability of any potential victims

- Level of impact on the environment
- Level of impact on the public/community and/or individuals
- Prevalence of local crime
- Repeat offending
- Public interest

## **5. Procedure for publicising anti social behaviour and enviro-crime offences.**

5.1 The following key criteria will be used in assessing appropriateness of using publicity, including images and publicising prosecution cases, of anti social behaviour and enviro-crime.

- Publicising is in the public interest either due to the scale, location or impact of the offending behaviour.
- If a successful prosecution has been achieved at court and the other criteria has been considered, publicity can be used, setting out the case, the fine and convicted offender(s). However the decision to publicise in such cases will be based on the public interest and not for purposes of naming or shaming a person, company or organisation.
- No person known to be under the age of 18 will be named, or identified, in any publicity related to enviro-crime or anti social behaviour.
- Individuals with a known vulnerability, or businesses, or companies, or where there is a risk that a family member could become vulnerable through publicity, will not be placed in the public domain.
- No cases which could incite community tensions will be publicised.
- No cases will be publicised which could result in any complainant or victim being identified. Where images are to be used such as CCTV images, these can only be published where they have been obtained through a public body, such as the council or Police and not a third party, such as a private individual or private business. Images must be clear and innocent parties are suitably obscured before images are disclosed to the media or published on the Local Authority's website.
- Such images, or description of offenders, will only be publicised where the person or persons cannot be identified by any other means. However, in such cases, the council will undertake checks with relevant services to ensure the person or persons identified is not a vulnerable person, at risk, or is under the age of 18.
- Prior to any publicity, officers will ensure that the case does not form part of a wider investigation by another partner agency or council

services, such as the Metropolitan Police Service, Environment Agency or legal services. Consultation with these services will take place prior to the images or descriptions are released.

- Publicity will only take place in an area which is proportionate to the offence.
- 5.2. The process for publicising enviro-crime and anti social behaviour will be the same, whether the council or its partner agencies are looking to identify a person, or persons, whose actions are having an impact on the quality of life of local people, or where a case has been successfully prosecuted.
  - 5.3. Care will be taken when releasing images of unknown suspects to ensure that the wording accompanying the image is accurate. Officers will take all necessary steps to ensure that they have a high degree of confidence that the person in the image is a clear suspect in the investigation.
  - 5.4. Where the individual is known, it is unlikely to be appropriate to release the image, although there are always exceptions and the Local Authority will seek specific legal advice before images of known individuals are released. Other means of tracing the individuals will need to have been exhausted first.
  - 5.5. Officers should record the rationale for the decision to release the CCTV visibly within the investigation or other case management file.
  - 5.6. A simple criteria form (Appendix A) will be used by the lead officer in all cases. Once the form has been completed the details of the case will be provided to legal services to confirm that there are no legal concerns in terms of publicity.
  - 5.7. The details will also be sent to safeguarding children and adult leads to verify if any named person is known to them. No publication will take place until checks with the council's Children and Adult Safeguarding leads has taken place.
  - 5.8. The process will require a final approval by the relevant strategic director, operational director for enforcement services, director of public health, or the director of law and governance.
  - 5.9. There will be a requirement that the person making the application retains a copy of the form and any images. The CCTV control room will also be required to maintain any application form and images requested for publicity.
  - 5.10. A log will be maintained by the communications team of all anti social behaviour and enviro-crime cases which have been published. This will include details of any CCTV images, where and when they were obtained, the date and time of any alleged offence.

## **6. Identification of a person through the publicising of images or descriptions person committing anti social behaviour or enviro crime offences**

- 6.1. On the occasions when an individual is identified following the release of the images, the communications team will inform the media that an identification has been made, and similarly update the Local Authority's website. Under no circumstances will the identification of the individual be released to the media or otherwise published on the Local Authority's website.
- 6.2. If an individual featured in the images comes forward and is subsequently eliminated from enquiries, the communications team will be informed immediately so that the Local Authority website and the media can be updated accordingly.
- 6.3. Identification issues will also be considered. The suspect may be the subject of another investigation and it is possible the release of an image could compromise identification evidence in relation to another enquiry. In such circumstances, the officers will follow Code D of the Police and Criminal Evidence Act 1984. If there is any doubt, legal services will be consulted prior to release of any images or further information.

## **7. Working with Partners**

- 7.1. Where appropriate, the publicity of cases, images of descriptions of anti social behaviour or enviro-crime, will be coordinated with other regulatory bodies and enforcement agencies. We will share intelligence with the Police, neighbouring boroughs and other regulatory enforcement agencies where it is appropriate in the prevention and detection of crime. This will include undertaking joint prosecutions.

## **8. Equal Opportunities and Diversity**

- 8.1. The Council recognises the diversity of our community and enforcement activities will have due regard to the Equality Act 2010

## **9. Review of Policy**

- 9.1. We will review this policy and update it to reflect changes in its source documents and controlling bodies annually. We will also review its effectiveness in supporting the Council's and the Community's priorities.
- 9.2. We will consult with stakeholders before and after making any changes to this policy.

## 10. Monitoring Arrangements

- 10.1. The council will monitor the activities set out in his policy through established reporting and management processes. This will form part of the report Community Safety Partnership performance report which is produced on a quarterly basis.

## Appendix A

Media Publicity Pro-forma Checklist

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**MEDIA PUBLICITY PRO-FORMA CHECKLIST**

Strictly confidential

**NOTE**

There must be a balance between the rights of an individual suspect and those of the wider community. Any decision to release an image must be for a **legitimate purpose**, be **necessary** and **proportionate**.

The risk to the public from prolific or potentially dangerous offenders will almost always support the publication of details, including, images, in certain circumstances,

This pro-forma must be completed and attached to case papers for recommendation of an application of an anti social behaviour or enviro-crime. Include the following options for publicity:

**INDIVIDUAL'S OR BUSINESS DETAILS IF KNOWN**

1. Individual's name and date of birth

Business name

2. Individual/Business address

3. If the individual or Business resides outside of LBBD borough has the local authority in which they reside been consulted on media publicity? Yes  No

If no, please state why

4. Does the individual have health issues known to LBBD community safety SCC? Yes   
None Known

Are there any known risks in publicising the proprietor, company name or address of any business, who has prosecuted for asb/eniro-crime Yes  No

5. Are they known to LBBD Social Services? Yes  No

6. Are there any reasons known to the council services, including Yes  No

SCC which suggest publicity may adversely affect the individual's rehabilitation?

Please state the reasons:

---

7. Are there any reasons known to LLBD including SCC which suggest publicity could adversely affect the safety of the individual, family the business, owner or staff? Yes  No

Please state the reasons:

---

8. How is the offending behaviour impacting on the local community? (If the known offender resides in the local community please state)
- 

9. In terms of a successful prosecution, who needs to know that action has been taken?

Witness	<input type="checkbox"/>
Local Residents	<input type="checkbox"/>
Local Businesses	<input type="checkbox"/>
Borough Residents	<input type="checkbox"/>
Borough Businesses	<input type="checkbox"/>
Wider Community	<input type="checkbox"/>

10. Do they know the identity of the individual? Yes  No  See note

Note -

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**CCTV Images only**

11. Will the use of images help identify any offenders of asb/enviro-crime who are not known or could not be identified by any other means? Yes  No

12. The release of any publicity, including images must be necessary for a legitimate purpose.

13. Confirm which legitimate purpose it is for and why?

Purpose	Yes/No	If Yes, please state why?
The prevention and detection of crime		
Encouraging witnesses and/or victims to come forward		
Discouraging offenders		
Reassuring and informing the public		
Reinforcing confidence in the criminal justice system		
Identification of offenders		
Raising public awareness		

14. Please state where images are stored?

CCTV control room  
 ASB team  
 Enforcement Service  
 Housing  
 Communications Tea,


15. Do the needs of the individual or those persons responsible for the business, outweigh the needs of others in respect of detecting eniro-crime/ASB or preventing similar cases happening in the future? (Article 8 of the Human Rights applies). Yes  No

16. Consider **R**eassurance, **E**nforcement and **D**eterrence

- R** The community do need reassurance that action will be taken.
- E** The unacceptable behaviour is persistent, serious and escalating and enforcement action is necessary.
- D** Needs boundaries in place in order to prevent and deter further unacceptable behaviour.

17. Do MAPP (Multi agency Public Protection Arrangement) need to be consulted? Yes  No

18. With regard to the above checklist the following publicity has been agreed:

- Nationwide publicity recommended
- Boroughwide publicity recommended
- Local community/businesses publicity recommended
- Anonymised publicity recommended

19. It is recommended that:-

- The individual's/businesses name, details, photograph and terms of the order or prosecution are published
- The individual's/businesses name, address, age and terms of the order or prosecution are published
- The individual's/businesses age and terms are of the order or prosecution published
- The individual/business photo is shown on a 'need to know' basis between agencies and witnesses.
- The description or image of a person/persons unkown is published

Local Press Release

National Press Release

Newsletter

Leaflet

Mail-shot to residents

Local radio

Notification to other agencies as appropriate

Letter to witnesses

Any further information

**Authorisation can only be granted by a strategic director, operational director for enforcement services, director of public health, director of law and governance.**

Signed:

Job Title:

Date:

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**CABINET****18 October 2016**

<b>Title:</b> Sebastian Court – Redevelopment and Delivery Proposals	
<b>Report of the Cabinet Member for Finance, Growth and Investment and the Cabinet Member for Economic and Social Development</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> Eastbury	<b>Key Decision:</b> Yes
<b>Report Author:</b> Jennie Coombs, Housing Regeneration Manager	<b>Contact Details:</b> Tel: 020 8227 5736 E-mail: <a href="mailto:jennie.coombs@lbbd.gov.uk">jennie.coombs@lbbd.gov.uk</a>
<b>Accountable Director:</b> David Harley, Acting Head of Regeneration & Planning (Regeneration)	
<b>Accountable Strategic Director:</b> John East, Strategic Director of Growth and Homes	
<p><b>Summary</b></p> <p>By Minute 84 (27 January 2015), Cabinet approved the inclusion of Sebastian Court in the extended Estate Renewal Programme to run from 2015 to 2021. Due to a number of urgent maintenance issues including the need for a full roof replacement and following consultation with the Lead Member for Housing, Sebastian Court was prioritised within this programme.</p> <p>The tenants decant and leasehold buyback programme commenced in mid 2015 and has been progressing well to date. The block now has approx 20 tenants remaining in occupation and one leaseholder from an original 54 tenants and 8 leaseholders. This rate of progress means that we are confident that the block will be clear to commence demolition at the end of the 2016.</p> <p>A number of options for redevelopment of this site have been explored including the provision of a sheltered scheme with a mixture of Shared Ownership and Affordable rent homes. A high level massing and layout study has been completed by PRP Architects, one of the Council's Framework Architects (at no cost), to show how the site could be developed taking into account the existing infill development to the rear of the site and proposing appropriate block heights and density for the area.</p> <p>The site is well situated for public transport connections and would be attractive for sale, shared ownership or rent on the open market; whilst the options included in the study were developed for a predominantly sheltered scheme the massing and layout arrangements suggested would also be applicable for general needs apartments. For the purposes of modelling to inform this report we have used a 90 unit apartment scheme set out in 3 blocks across the site.</p> <p>This report proposes using these high level massing and layout options to prepare a brief and tender to appoint a Contractor via the Council's existing Housing New Build Contractor Framework. They will be required to appoint high quality Architects with a</p>	

proven residential development track record to prepare the detailed design to planning.

The financial modelling completed for the indicative development is also set out showing the viability and key financial results for a number of tenure scenarios. The proposal is to take forward a scheme of 57 Affordable Rent units (half at 50% of market rent and half at 80% of market rent) and 33 Shared Ownership homes.

The report proposes that the Affordable Rent units will be delivered within the current Reside (Charity Structure) to utilise one-for-one Right to Buy receipts and take advantage of current available capital funding arrangements and that the Shared ownership units are also delivered within the Councils Reside Housing company model which can also draw in Grant funding or First Steps Loan via the GLA.

### **Recommendation(s)**

The Cabinet is recommended to:

- (i) Agree the indicative tenure and unit mix for the Sebastian Court site, as set out in section 4 of the report and the site area shown edged in red in Appendix 1;
- (ii) Agree to use an existing entity within the Barking & Dagenham Reside structure (or the establishment, if required, of a new Special Purpose Vehicle within that structure) to develop / sell / own properties and procure the construction, management and maintenance of common parts and structure for the Affordable Rent units and the borrowing of approximately £13.1m within the General Fund to finance the construction and on costs;
- (iii) Delegate authority to the Strategic Director of Growth and Homes to sign off the final Procurement Strategy for the appointment of a main contractor and associated consultants for the project following its endorsement by the Procurement Board, in accordance with the Council's Contract Rules, the European Tendering Regime and Public Contract Regulations;
- (iv) Delegate authority to the Strategic Director of Growth and Homes, in consultation with the Cabinet Members for Finance, Growth and Investment and Economic and Social Development, the Strategic Director of Finance and Investment and the Director of Law and Governance, to negotiate terms and agree the contract documents to fully implement and effect the Sebastian Court redevelopment project;
- (v) Agree to use an existing entity within the Barking & Dagenham Reside structure (or the establishment, if required, of a new Special Purpose Vehicle within that structure) to develop, sell, own and procure the construction, management and maintenance of common parts and structure of the shared ownership units on the Sebastian Court site;
- (vi) Agree to the principle of borrowing up to £5.8m within the General Fund to finance the development and ownership of the shared ownership homes unsold equity via a loan agreement made between the Council and the shared ownership Special Purpose Vehicle; and
- (vii) Authorise the Director of Law and Governance, 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 to achieve its priorities of "Growing the borough".

## 1. Introduction and Background

- 1.1 Sebastian Court is a Bison system built medium rise block consisting of 65 flats / maisonettes located on the corner of Upney Lane and Meadow Road in Barking. It has limited car parking at the rear and garages/storage sheds under the block. There is no communal garden attached to this block or any private balcony and limited outdoor space.

### Current unit breakdown

Unit type	No
1 bed	34
3 bed	31
<b>Total</b>	<b>65</b>

### Tenure breakdown (at the start of the programme)

Tenure/occupation	No
Tenants	54
Leaseholders	8
Void	3
<b>Total</b>	<b>65</b>

- 1.2 In January 2015 Cabinet approved the inclusion of Sebastian Court in the extended Estate Renewal Programme to run from 2015 to 2021. Following consultation with the Lead Member for Housing, Sebastian Court was prioritised within this programme due to a number of pressing maintenance issues, including the urgent need for a full roof replacement. The cost of decants, leasehold buybacks and demolition are approved as part of the Estate Renewal expenditure.
- 1.3 The block is well situated for Upney underground station, about a five minute walk from the block and is also convenient for bus and road connections. Before the decanting programme began there were a number of ASB issues within the block but the main reason for the block's inclusion and prioritisation within the programme were the ongoing repair and environmental issues.

## 2. Current Decant and Leasehold buyback programme

- 2.1 The tenants decant and leasehold buyback programme started in mid 2015 and has been progressing well to date. The block now has approx 20 tenants remaining and one leaseholder yet to reach terms from an original 54 tenants and 8 leaseholders. This rate of progress means that we are confident that the block will be clear to commence demolition at the end of the 2016.

### **3. Site information and ground conditions**

- 3.1 The site area is approximately 0.33 hectares and is bounded by Upney Lane and Meadow Road, Barking. It is within a five minute walk of Upney Lane underground station. There is limited amenity space associated with the block and limited car parking can be found at the rear of the block. The Council sold the garages to the rear of the block around 12 – 15 years ago to a Housing Association who completed an infill development.
- 3.2 Full Topographical and Ground Conditions Surveys have been completed for the site and whilst some service diversion work will be necessary they do not highlight any issues that would have a major impact on cost or programme.
- 3.3 A variety of options have been drawn up for the site based on a very broad brief given to PRP Architects. All the options offer limited parking on site which we may want to consider further as it is likely to be an area of concern for local residents during consultation. The configuration of different options in separate blocks could allow for different tenure configurations including a separate block/s for sale.
- 3.4 A high level review of these options has been completed with Development Management who are broadly happy with the massing arrangements and height of blocks.

### **4. Development, massing and layout options considered**

- 4.1 The PRP analysis provided five options in terms of massing from the site, ranging between delivering 73 homes and 107 homes:
- Option A – 73 Homes
  - Option B – 85 Homes (90 including the ground floor)
  - Option C – 101 Homes
  - Option D – 107 Homes
  - Option E – 91 Homes
- 4.2 These options have been considered from a planning perspective. For the purposes of modelling, Option B which delivers 90 homes (with the ground floor) has been selected as a basis for modelling different tenure options, as options delivering higher number of homes were not favoured by planning. Furthermore, the configuration of Option B over 3 blocks allows different tenures to be easily explored and defined within the scheme from a management perspective. The massing drawing showing option B is attached as Appendix 2.

### **5. Financial Modelling assumptions and option analysis**

- 5.1 The following assumptions have been assumed within modelling.
- A net to gross ratio of 80/20 was applied – essentially 20% of the gross area is circulation space of corridors, hallways, etc. This is in line with what has been achieved at Gascoigne East.
  - Room sizes have been set to London Housing Design Guide standards, as 50m<sup>2</sup> for a 1bed 2 person flat, and 70m<sup>2</sup> for a 2 bed 4 person flat.



- A build cost rate of £2,500 psm has been applied, also in line with modelling on Gascoigne East for consistency.
- A 24 month programme is assumed.

5.2 A full analysis of the variations under Option B (90 homes) is contained in Appendix 3 showing the key results for NPV and first year surplus. Whilst this has been modelled using the assumption of a current bank interest rate the more preferential rate nearer to Council borrowing rates has also been modelled for comparison.

### **Proposed Preferred Option**

5.3 Based on the analysis in Appendix 3, taking forward Option B1c generates the best financial return for the Council with a balance weighted to Affordable rent, should the Right to buy receipts be applied to the general needs rented element of the scheme, and through a delivery model that allows the Council to access low interest rates on long term funding to achieve maximum beneficial impact. Option B1c provides 57 Affordable Rent units and 33 Shared Ownership.

## **6. Delivery Structure – Affordable Rent - Shared Ownership**

6.1 A delivery structure for these homes is proposed that enables the Council to utilise Right to buy receipts to meet it's one for one replacement requirements for the affordable rent and mirrors the previously agreed delivery structure for the Shared Ownership homes at the Gascoigne and Kingsbridge schemes.

6.2 The Affordable rent homes could either be delivered within the HRA or within the existing Reside Structure and on completion would be let at between 50% and 80% of market rent. If the units were delivered by Reside, the units would be exempt from Right to Buy (RTB), however if they are owned with the HRA the risk of Right to buy will be only be mitigated by the cost floor rules for the first 15 years – meaning that no home can be sold for less than it cost to build including an apportioned land cost for this period. Whilst this will deter purchasers in the short term, it will not protect these homes from RTB as prices rise. The Council also has access to Capital funding arrangements at attractive rates to support the viability of the scheme via Reside and this delivery structure is recommended to ensure that the affordable rent homes stay affordable in perpetuity and offer the best long term return to the Council.

6.3 It is proposed that, subject to tax and structuring advice, the delivery mechanism for the Shared Ownership Sebastian Court will be similar to the arrangements for the shared ownership units within Gascoigne Phase 1 and Kingsbridge. This will require that either the existing Barking & Dagenham Reside entity is used or a new Special Purpose Vehicle be established and held within the Barking & Dagenham Reside structure; the relevant entity would then develop, hold and manage the shared ownership units. The SPV would be financed by means of a loan agreement between the Council and SPV.

6.4 The proposed SPV would be a body corporate (either an English limited company of an English limited liability partnership) and would be the landlord of the dwellings once constructed. The SPV would be responsible for the development, sales, management and maintenance of the shared ownership units and for compliance with all loan terms. These loan terms and their related security provisions will in turn

limit the freedom of the SPV to materially change any of these arrangements without lender consent; the lender for these purposes is effectively the Council. The SPV would need to be governed by a board. The role of the board would be to undertake all activities required to fulfil the SPVs contractual obligations particularly with respect to:

- Effective sales and management of the homes and estate management;
- Discharge the contractual obligations of the SPV to the Council and/or to the funder in respect of sales lettings, maintenance and rent payment guarantees if these are required;
- Effective risk management.

6.5 The Council would act as funder to the Special Purpose Vehicle. The SPV would therefore be subject to contractual funding terms set out within the loan agreement between the Council and SPV for this project. It is important that the loan agreement is on arms-length terms and the Council maintains all of the rights that a normal lender would have. The loan agreement would therefore provide exactly how the units would be sold, managed and maintained and would prevent the SPV from being refinanced or having their assets charged in any way, other than with the consent of the Council as lender. If the SPV defaulted on its obligations to the Council as funder then the Council would be able to exercise security overtake the assets i.e. potentially either take possession or at the end of the funding term the Council will have the ability to collapse the structure with full ownership reverting back to the Council subject to shared ownership leases.

## **7. Consultation**

- 7.1 Prior to the inclusion of Sebastian Court into the Estate Renewal programme the residents, with support from the Housing Team, had formed an Action Group that met regularly to discuss issues affecting the block including the concierge unit and the ongoing roof repair issues. This group was updated on the process to include the block in the Estate Renewal Scheme and was supportive of this proposal. Following the report to Cabinet in January 2015 a full residents meeting was held and confirmation given to residents that the decanting and leasehold buybacks at Sebastian Court would be prioritised due to the ongoing roof repair issues.
- 7.2 Meetings have been held during the decanting and buyback process to keep residents fully informed. The next stage for consultation will be with Ward Members, residents and the wider community once the design development process commences. This will be arranged at key stages in the process prior to the full planning application being submitted to ensure that all stakeholders have the opportunity to comment.
- 7.3 The proposals in this report were considered and endorsed by the Assets and Capital Board at its meeting on 28 September 2016.

## **8. Financial Issues**

Implications completed by: Andrew Sivess, Group Manager: Investment & Funding

### **8.1. Impact on the HRA**

8.1.1 The overall impact of the stock loss, and therefore the rent loss, on the HRA was modelled as part of the HRA business plan reported to cabinet in June 2012. The Council received its HRA self-financing settlement in April 2012 which took into account and excluded the number of properties excluded in the estate renewal programme. Further additional estate renewal sites approved by Cabinet in January 2015 have also been deducted from rental, repairs and maintenance forecasts within the current HRA business plan. The current HRA business plan is being reviewed to reflect the reduction in rental income as a result of the Government's decision to reduce rents by 1% per annum over the next four years.

### **8.2. Funding options**

8.2.1 The SPV's could be funded by the Council borrowing from the Public Works Loan Board and/or the European Investment Bank.

8.2.2 The recommended funding route, subject to monitoring of current funding rates, is to borrow the maximum amount from the European Investment Bank which offers funding at approximately 0.5% below prevailing PWLB rates and is also significantly lower than indicative private institutional rates based on soft market testing exercises. In order to access further EIB funding the Council will need to agree a new urban regeneration programme with the EIB; this is being formulated by officers. However, the decision to exit the EU may adversely impact this proposal and it may be necessary to fund the scheme using borrowing from the PWLB.

8.2.3 In addition, the Council is in discussions with the GLA to develop a funding model under the GLA's First Steps Funding initiative to support the delivery of a wider programme of shared ownership units. Under this arrangement the GLA would provide returnable grant at a rate of £45k for every additional unit of shared ownership constructed. The returnable grant would be repaid by year 15 at a rate of interest preserving the real value of the GLA's investment. This model is likely to replace the current model whereby the GLA provides non-returnable grant to support project viability; only in exceptional circumstances will grant be provided in the future.

8.2.4 The Council was invited to work-up detailed proposals with the GLA. Initial terms have been agreed and detailed negotiations are underway to develop a final funding proposal.

8.2.5 Under the First Steps proposal delivery of the shared ownership programme would be through an SPV held within Barking & Dagenham Reside. This would be responsible for development, procuring sales and marketing and for long-term asset management; it would be funded jointly by the Council, the GLA and an institutional investor.

### **8.3. Ownership structure**

- 8.3.1 The funding and ownership structures set out in this report involve the establishment of a Special Purpose Vehicle(s) owned by the Council's Barking and Dagenham Reside housing companies. The SPVs would own and be responsible for the management and maintenance of all the rented and shared ownership tenures that it developed in Phase 2. This would ensure that the Council retains control of the units in the long-term (including any rental surplus and stair-casing receipts generated by sale of the SO units) which would flow to the Council as a variable lease payment.
- 8.3.2 Under these options all management, maintenance and life cycle costs are included in the financial appraisal.
- 8.3.3 The SPV delivery structure would be established by the General Fund to provide housing which is in the general economic interest. This provides the Council with greater flexibility to help meet wider housing need and to assist generally in the regeneration and economic well-being of the area.

### **8.4. Right to Buy**

- 8.4.1 To support financial viability £2.9m of RTB receipts can be allocated to support development of the affordable rent units.

### **8.5. Treasury management**

- 8.5.1 It is proposed to fund this development on bullet financing terms, whether borrowing is from the PWLB, EIB or combination of both. This means that all the money borrowed will be paid at the end of the funding term as a single payment. It is considered that this will provide greater Treasury Management flexibility to the Council and will also maximise net rent in the early years of the project.
- 8.5.2 If monies are borrowed from EIB they can be drawn down in up to ten tranches where each tranche shall be a minimum of £10m or in a single tranche at the end of the development period. All tranches (or the whole facility) must be drawn down with 36 months from signature of contracts. The interest rate for the borrowing can either be set when each tranche is drawn or alternatively can be fixed at the completion of the loan contract.
- 8.5.3 Interest is payable on each tranche from the date of drawdown. If EIB borrowing is used to fund development costs, the interest will be a cost to the Council before any income is receivable from the units. To minimise interest carry-costs, officers would seek to negotiate a drawdown schedule that minimises development period interest costs. Alternatively, development costs could be funded from cash balances or short-term borrowing from PWLB where this would reduce development period interest costs. In assessing the options, consideration will be given to ensuring that development period interest savings are not off-set by the risk of higher interest rates that might be charged on later tranches.

## 8.6. Key Financial Model Assumptions

8.6.1 The tables below set out the assumptions that have been used in the financial model which has been prepared by the Council's external advisors. The key appraisal assumptions are:

Key assumptions	AR	SO	Market Rent
Appraisal term	50 years	50 years	50 years
Inflation (RPI)	2.5%	2.5%	2.5%
Inflation (repairs & maintenance)	3.0%	n/a	3.0%
Rental indexation	CPI plus 1%	2.75% net initial indexed at RPI plus 1% pa	n/a
Void and bad debts	4.25% pa	n/a	n/a
Tenancy Management	£1,557 pa	n/a	n/a
Responsive and planned maintenance	£1,191 pa	n/a	n/a
Initial sales tranche	n/a	35% initial sales average	n/a
Stair casing	n/a	1.5% pa	n/a
Unsold equity end of appraisal term	n/a	20% assumed unsold equity at year 50	n/a
House Price Inflation	n/a	3.5%	n/a
Profit erosion to 0%	6 months after PC	6 months after PC	6 months after PC
Capitalisation rate			
Discount rate	6.09%	6.09%	6.09%
Development period finance	3.0%	3.0%	n/a
Operational period finance	3.0%	3.0%	n/a
Finance structure	Bullet	Bullet	Bullet

8.6.2 These assumptions will be kept under review and may be changed to reflect market fluctuations.

## 8.7 Construction costs

8.7.1 The cost estimates used for this modelling are based on the recent Gascoigne phase 1 tender return at £2,500 psm. The risk of construction cost increases will be mitigated by using a lump sum guaranteed maximum price contract to appoint the successful contractor following procurement exercise. In addition, a contingency of 5% will be built into the construction budget. To fully understand the impact of build cost inflation and deflation the table below models a number of scenarios.

	<b>90%</b>	<b>95%</b>	<b>As modelled</b>	<b>105%</b>	<b>110%</b>
	<i>£2,250 psm</i>	<i>£2,375 psm</i>	<i>£2,500 psm</i>	<i>£2,625 psm</i>	<i>£2,750</i>
<b>IRR (%)</b>	7.01	6.51	6.08	5.69	5.35
<b>NPV @ 6.09%</b>	£1,847,354	£913,773	£19,812	-£953,464	-£1,887,121
<b>NPV @ 3.5%</b>	£10,727,188	£9,793,607	£8,860,022	£7,926,370	£6,992,713
<b>First Year Net Cash</b>	£154,064	£126,057	£98,049	£70,039	£42,030
<b>First Year Positive Cash</b>	1	1	1	1	1
<b>Cost to Value (%)</b>	78.71	83.07	87.43%	91.79	96.15

## 8.8 Tenure mix

8.8.1 For appraisal purposes an indicative mix of tenures has been assumed as shown in the table below. It may be necessary to adjust the tenure mix in the final scheme to meet planning requirements and ensure viability and investment returns.

<b>Unit Type</b>	<b>S/O</b>	<b>A/F</b>	<b>Total</b>
1 Bed 2 person	18	33	51
2 Bed 4 person	15	24	39
Total	33	57	90

## 8.9 Financial model – results

8.9.1 A financial model has been produced to assess the viability and value for money of the proposals contained in this report. The table below set-out the key financial results for affordable rent, shared ownership tenures and the tenures combined that will be retained by B & D Reside and the Council

	<b>Combined</b>	<b>AR</b>	<b>SO</b>
		<i>50% @ 80% MR &amp; 50% @ 50% of MR</i>	
<b>IRR</b>	6.08%	5.39%	8.26%
<b>NPV @ 6.09%</b>	-£19,812	-£1,135,123	£1,115,311
<b>NPV @ 3.5%</b>	£8,860,022	£4,618,089	£4,241,934
<b>First Year Net Cash</b>	£98,049	£65,202	£32,487
<b>First Year Positive Cash</b>	1	1	1
<b>Cost to Value</b>	87.43%	86.21%	89.68%

## 9 Legal Issues

Implications completed by: Erol Islek, Senior Property Solicitor

### 9.1 Council Powers

9.1.1 The two principal sources of the Council's power to participate in the proposed transaction as set out above are section 1 of the Localism Act 2011 and section 111 of the Local Government Act 1972.

9.1.2 The general power of competence under section 1 of the Localism Act 2011 provides the Council with the power to do anything that individuals generally may do. There are limits to the power contained within sections 2, 3 and 4 of the Localism Act but these are not explored in this report as they are not relevant. Section 1(5) of the Localism Act provides that the general power of competence under section 1 is not limited by the existence of any other power of the authority which (to any extent) overlaps the general power. The use of this power in section 1 of the Localism Act 2011 is, like the use of any power, subject to Wednesbury reasonableness constraints and must be used for a proper purpose. Section 111 of the Local Government Act 1972 - whilst the general power of competence in section 1 of the Localism Act 2011 provides sufficient power for the Council to participate in the transaction as per the steps in paragraph 2 and enter into the relevant project documents, additional power is available under Section 111 of the Local Government Act 1972 which enables the Council to do anything which is calculated to facilitate, or is conducive to or incidental to, the discharge of any of its functions, whether or not involving expenditure, borrowing or lending money, or the acquisition or disposal of any rights or property.

9.1.3 The general power of competence is a power of first resort.

## 9.2 **Provision of Units through a Special Purpose Vehicle (SPV)**

9.2.1 The general power of competence under Section 1 of the Localism Act 2011 (the 2011 Act) provides the Council with a power to both establish the Special Purpose Vehicle and to provide the units through it. Although this is a power of first resort and the fact that a specific housing power exists under Section 9 of the 1985 Act does not prevent the use of the general power. The Council would still be required to provide reasonable justification for using the general power of competence rather than other powers (such as Section 9 of the Housing Act 1985) which might seem more obvious and the report identifies the regeneration and economic benefits which the Council believes will be facilitated by acquiring the units through the shared ownership SPV

9.2.2 In exercising the power the Council must observe its fiduciary duty to tax payers of the Borough and must exercise the power for a proper purpose, for example, it would not be a proper purpose to acquire the units through an SPV if the motive was purely to avoid HRA borrowing controls. Members will need to be satisfied that the justifications for acquiring the units through the SPV are reasonable and appropriate.

9.2.3 Where the Council provides financial assistance to the SPV by (a) granting or loaning it money, (b) acquiring share or loan capital in the SPV, (c) guaranteeing the performance of any obligations owed to or by the SPV, or (d) indemnifying the SPV in relation to any liabilities, losses or damages and the financial assistance is in connection with the provision of housing accommodation to be let by the SPV, the Council must use its power under section 24 of the Local Government Act 1988 (the 1988 Act) to do so. The exercise of this power is subject to Secretary of State consent.

9.2.4 The Secretary of State (SoS) has issued some general consents in respect of Sections 24 and 25 of the 1988 Act (issued under Section 25 of that Act) – "The General Consent under Section 25 of the Local Government Act 1988 (Local

Authority Assistance for Privately Let Housing) 2010". In particular, General Consent C ("the General Consent under Section 25 of the Local Government Act 1988 for the Financial Assistance to any Person 2010") gives the Secretary of State's consent generally as follows:

- This General Consent could apply where the Council grants or loans money to the SPV, purchases shares in the SPV or guarantees the SPV's obligations where this financial assistance is to be provided in connection with the acquisition and construction of property which is intended to be privately let as housing accommodation by the SPV, in which case no specific consent of the Secretary of State would be required.
- 25(1) of the 1988 Act provides that a local authority should not exercise the power conferred in section 24 so as to provide financial assistance and gratuitous benefit except with the consent of the Secretary of State. Section 25 (5) of the 1988 Act defined gratuitous benefit to include a benefit consisting of a disposal of any land or other property and the benefit to be provided is either for no consideration or for a consideration which has a value in money or monies worth which is significantly less than the value in money or monies worth, of the benefit which is or is to be provided by the Authority. Section 25(6) of the 1988 Act provides that when determining the value of consideration being provided in return to the local authority there shall be disregarded amongst other things so much of the consideration as consists in the carrying out of any works by any person for the purposes of the construction or conversion, rehabilitation, improvement or maintenance of any such property or a promise that any works will be carried out by any person for any such purposes and the grant of a right to nominate persons or occupiers of any such properties to be disregarded.

9.2.5 The Council will need to obtain a valuation confirming that having disregarded those matters required to be disregarded under section 25(6) of the 1988 Act, the restrictive value of the Property exceeds the unrestricted value of the property and no gratuitous benefit is being provided by the Council in connection with the disposal based upon the content of the Valuation and therefore no specific consent of the Secretary of State under section 25 of the 1988 Act is required.

## **10. Other Issues**

10.1 **Risk Management** - The risks associated with the construction of the new development fully scoped and managed through the building contracts. The affordable housing elements of construction risk will be managed and minimised by a capped price build contract, the overall project risk register is jointly held by the Employers Agent and project partners and includes the financial, commercial and programme risks.

10.2 **Contractual Issues** - The carrying out of works would need to be compliant with the European Tendering Regime and in accordance with the Public Contract Regulations. The full procurement route options will be fully explored and mandated by a report to the Procurement Board for endorsement prior to any tenders being sent out.



- 10.3 **Corporate Policy and Customer Impact** – The development of this under utilised site will contribute to the Council Priorities of ‘Encouraging Civic Pride’ and ‘Growing the Borough’. With reference to the latter the proposals in this report are consistent with the objectives for building new housing and sustainable communities.
- 10.4 **Safeguarding Children** - The detailed designs for this scheme will take into consideration the needs of the local community and will focus on creating accessible and safe spaces that will benefit the local community including children. The design proposals will need to include active play for all ages as well as safe walking routes to the local school, shops and and public transport to satisfy planning requirements.
- 10.5 **Health Issues** - There is a large body of evidence that improvements to housing quality can improve health and wellbeing outcomes for its residents. The new homes will effect substantial improvement in the quality of the housing stock and include new high quality energy efficient homes and continue to reduce the overall number of poor quality high-rise homes in the Borough which will have a positive impact on health.

The link between poor housing and ill health has long been established and this is now clearly acknowledged by central government in their vision for the future of Public Health in England. This regeneration plan will help to improve health, safety and wellbeing of residents that are affected by poor housing standards, particularly if they are disadvantaged through social deprivation, disability, age, vulnerability or infirmity.

- 10.6 **Crime and Disorder Issues** - Section 17 of the Crime and Disorder Act 1998 places a responsibility on councils to consider the crime and disorder implications of any proposals. The redevelopment of Sebastian Court will help make the areas safer by improving the quality of the environment, creating safer more natural surveillance for public areas and pedestrian routes.

In decanting the site it is important that this is done in a measured and timely way, not creating the opportunity for small numbers of people to remain on site, which could increase vulnerability of those residents and also of the site itself. In demolition and rebuild, contractors must be sure to adequately secure the site so as to ensure that any asset of the Council is protected and that the site does not become ‘attractive’ to criminals, for example by the removal of all piping and boiler work/electrical cable as soon as possible, as this can often be attractive to thieves due to its resale value. Contractors should be required to ensure that all equipment and resources at the site should be sufficiently secured so as to not increase the opportunity for crime which would possibly impact on Council, Police and Fire services’ resources.

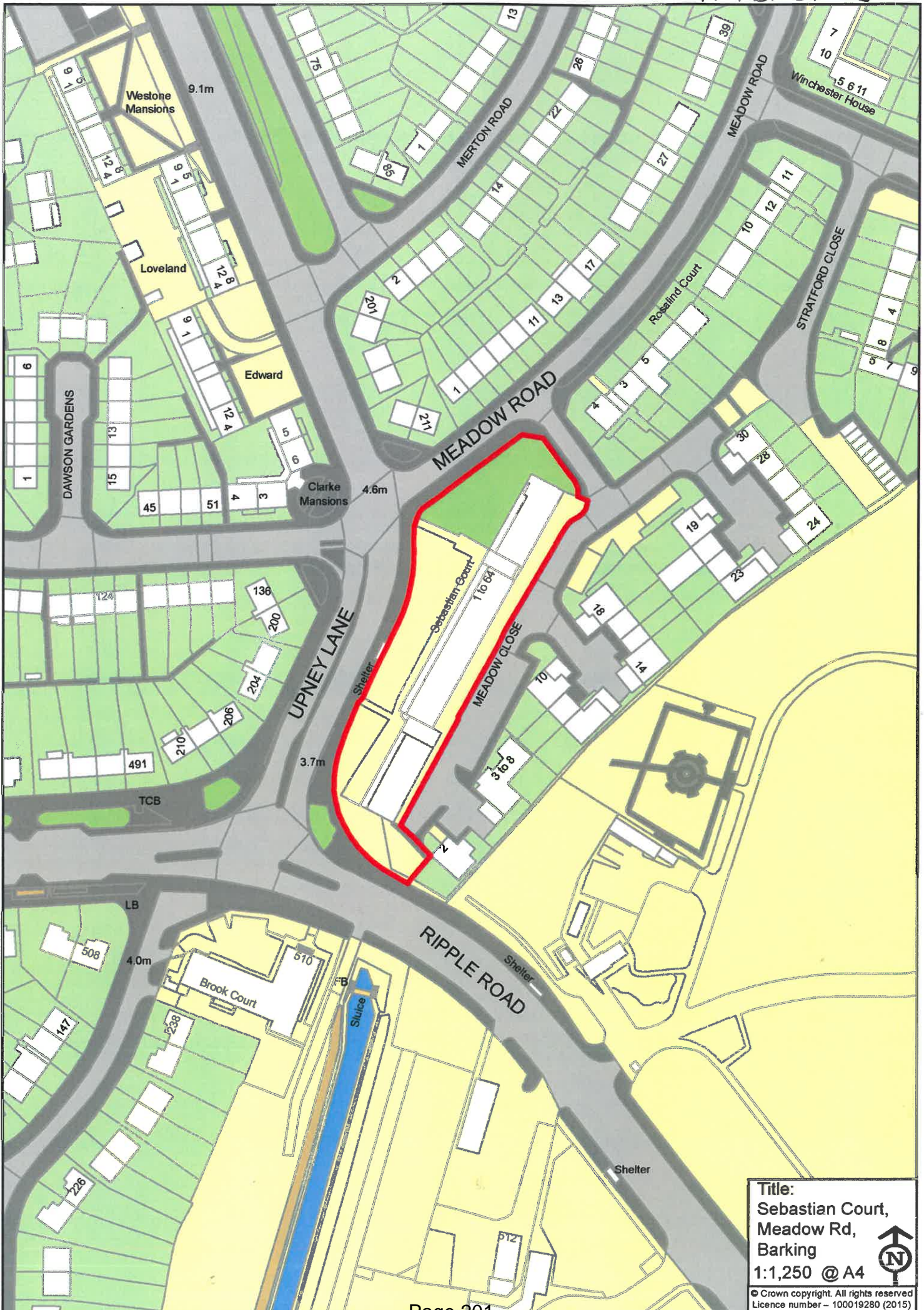
Design of family housing can impact positively on certain crime types, for example specific types of violence such as domestic violence can be reduced by social aspects of any development such as better quality housing, sufficient space for families to live and for children to learn and through better access to services based in local community facilities.

Improved facilities for young people within the new development will also provide new opportunities for education, recreation and employment directing them away from crime and disorder. Proposals for new recreational facilities are aimed at both very young children and also teenagers and new community facilities will be enhanced and designed to bring all the community

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

**List of appendices:**

- **Appendix 1:** Sebastian Court site layout and boundary plan
- **Appendix 2:** Preferred option massing and layout plan
- **Appendix 3:** Tenure mix – Option Appraisal



Title:  
Sebastian Court,  
Meadow Rd,  
Barking  
1:1,250 @ A4

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# Sebastian Court

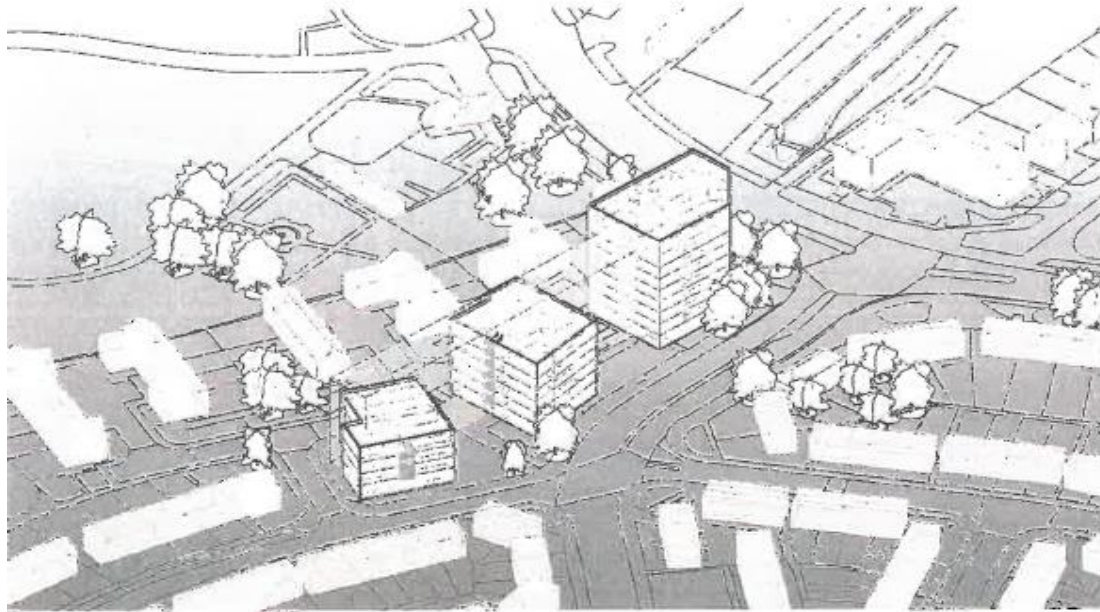


Ground Floor



Third Floor

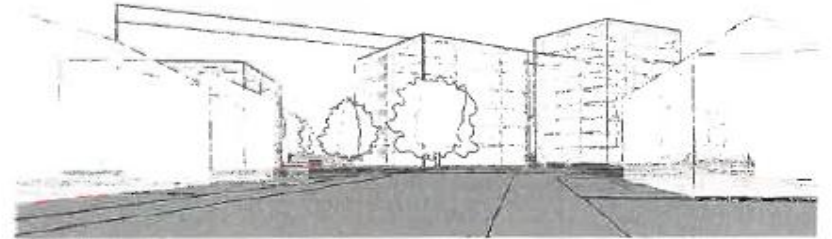
# Sebastian Court



Axo - View 2



Key Plan  
1:2000



View From Upney Lane



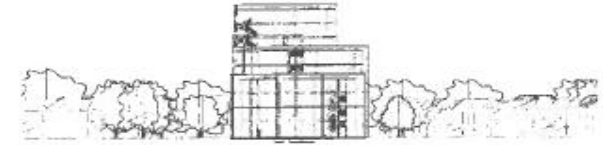
Section AA



Section BB



Section DD



Section CC

OPTION B

### Sebastian Court – Redevelopment and Delivery Options

<b>Option B1</b>	
<b>28 Affordable Rent and 62 Older Persons Shared Ownership</b>	
<b>Performance</b>	
NPV	-£ 545,379
IRR	5.42%
YR 1 NET YIELD	3.52%
COST TO VALUE	85.78%
ACQ & WORKS	£15,540,000
A&W £SQFT	£ 232

Commentary: This option performs badly because Older Person Shared Ownership limits stair-casing to 75% of open market value and no rent charged on unsold equity. A high initial share has been modelled, which in itself provides for a more favourable position for first year interest cover when compared with other options, owing to the large initial tranche sale of shared ownership home which downsizing older people may be able to purchase. However, when the shared ownership homes on the parameters modelled combine with affordable rent units across the scheme, this has a significant impact on the NPV of the scheme, even taking into account a grant rate of £22k per shared ownership unit. This option assumes the shared ownership is held in perpetuity.

<b>Option B1a</b>	
<b>33 Affordable Rent (nil grant) and 57 Shared Ownership (£22k per unit)</b>	
<b>Performance</b>	
NPV	-£ 1,179,856
IRR	5.58%
YR 1 NET YIELD	3.06%
COST TO VALUE	86.66%
ACQ & WORKS	£15,840,000
A&W £SQFT	£ 232

Commentary: This option assumes an initial tranche sale of 35% for shared ownership homes and a grant rate of £22k per unit. Owing to stair-casing, whilst this option presents a marginally negative NPV across the scheme, the shared ownership element of the scheme performs very well, when based on traditional parameters. No grant is assumed for general needs rented homes, as this is not a current investment priority of the GLA, however, application of Right to Buy receipts to this tenure would have a positive impact upon the scheme which is currently marginal.

<b>Option B1b</b>	
<b>33 Affordable Rent and 57 Shared Ownership</b>	
<b>Performance</b>	
NPV	£ 527,630
IRR	6.34%
YR 1 NET YIELD	3.52%
COST TO VALUE	86.40%
ACQ & WORKS	£15,840,000
A&W £SQFT	£ 232
<p>Commentary: This option applies right to buy one for one funding to develop all rented homes at a rate of £50k per unit. This option presents a positive NPV over the long term cash flow.</p> <p>This option includes £22k Grant per unit LCHO and £50k RTB one for one funding a unit for affordable rent.</p>	
<b>Option B1c</b>	
<b>33 Shared Ownership and 57 Affordable Rent</b>	
<b>Performance</b>	
NPV	-£ 19,812
IRR	6.08%
YR 1 NET YIELD	3.78%
COST TO VALUE	87.43%
ACQ & WORKS	£15,540,000
A&W £SQFT	£ 232
<p>Commentary: This option provides the maximum amount of affordable rented housing possible to achieve a near break-even NPV. Whilst it presents a lower NPV than Option 1B, it provides a higher cash surplus in Year 1 of the cash flow and also provides a valuable stock of 1 and 2 bedroom homes for affordable rent.</p> <p>Rent is capped at LHA rates for Outer North East London.</p>	
<b>Option B2</b>	
<b>33 Sheltered Affordable Rent, 41 Older Person Shared Ownership and 16 Private Sale</b>	
<b>Performance</b>	
NPV	-£ 1,495,668
IRR	4.35%
YR 1 NET YIELD	2.89%
COST TO VALUE	86.04%
ACQ & WORKS	£15,840,000
A&W £SQFT	£ 232
<p>Commentary: The Outright sale tenure alone generates a positive NPV of £616,377 – roughly 18% profit, and therefore this stands as a viable element within the scheme. However, the Older Persons Shared Ownership approach as per Option 1 limits the equity sale to 75% and no stair-casing may take place beyond this which has a detrimental impact upon the scheme, combined with the Affordable Rented homes which perform badly.</p>	



**CABINET****18 October 2016**

<b>Title:</b> Future Management Arrangements for the Council's Leisure Services	
<b>Report of the Cabinet Member for Social Care and Health Integration</b>	
<b>Open Report with Exempt Appendix 1</b> (relevant legislation: paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972 as amended)	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Andy Knight, Commissioning Lead for Healthy Lifestyles	<b>Contact Details:</b> Tel: 020 8724 8522 E-mail: andy.knight@lbbd.gov.uk
<b>Accountable Director:</b> Andy Knight, Commissioning Lead for Healthy Lifestyles	
<b>Accountable Strategic Director:</b> Anne Bristow, Strategic Director of Service Development and Integration	
<b>Summary</b>	
<p>As part of the Council's transformation programme it has been proposed to transfer Leisure Services to a new management arrangement in the form of an existing not for profit / trust organisation.</p> <p>This report seeks authority to go in to the market place and to formally commence the competitive tendering process to find an industry specific not for profit organisation to run and manage the leisure services on behalf of the Council.</p>	
<b>Recommendation(s)</b>	
<p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> <li>(i) Approve the procurement of an established operator to manage and operate the Council's leisure services at Abbey Leisure Centre, Becontree Heath Leisure Centre and Jim Peters Stadium, in accordance with the Council's Contract Rules and the strategy set out in this report;</li> <li>(ii) Delegate authority to the Strategic Director of Service Development and Integration, in consultation with the Cabinet Member for Social Care and Health Integration, the Strategic Director of Finance and Investment and the Director of Law and Governance, to negotiate, award and enter into all contracts, agreements and any documents necessary to fully implement and effect this project; and</li> <li>(iii) Delegate authority to the Director of Law and Governance to execute all of the legal agreements, contracts, agreements and other documents on behalf of the Council.</li> </ul>	

## **Reason(s)**

The proposal is intended to assist the Council in being 'a well run organisation' by making better use of its resources and assets. If implemented, existing facilities and services will be protected but will be delivered at a lower cost. Also a new way of working that is proposed will enable the service to lever in additional income from grants that are not currently available to the Council.

Leisure Services provides opportunities for social interaction and improving physical and emotional health for the wider community.

In doing so, it supports the achievement of the following Council priorities:

- Encouraging civic pride: Build pride, respect and cohesion across our borough; narrow the gap in attainment and realise high aspirations for every child; Build civic responsibility and help residents shape their quality of life.
- Enabling social responsibility: Ensure everyone can access good quality healthcare when they need it.
- Growing the borough: Support investment in housing, leisure, the creative industries and public spaces to enhance the environment.

## **1. Introduction and Background**

- 1.1 The current economic climate presents a significant and ongoing challenge for the Council. To achieve a balanced budget, it has been necessary to review the range of services provided and explore alternative delivery options to safeguard services, which are valued by Members and residents, but also deliver cost savings and potentially act as a catalyst for business transformation.
- 1.2 An appraisal of alternative delivery vehicles for Leisure Services (as part of a wider review of Leisure and Culture) was undertaken in 2014. In the light of the Chancellor's Emergency (Budget), in February 2015 Cabinet approved the development of a locally established trust to deliver Culture and Sport facilities and services.
- 1.3 Legislative changes to Procurement Regulations in 2015 removed the option of transferring leisure services to a locally established trust without competition. A newly established local trust would not have the capacity or capability to bid successfully for a contract in an open and transparent competitive tender process.
- 1.4 As a result a further options appraisal was commissioned in late 2015 to revisit and update the original study and assumptions. This appraisal recommended that leisure services be transferred to an established provider as this would provide the optimum service delivery model in terms of cost and quality.
- 1.5 In April 2016 Cabinet approved public consultation on the transformation programme for the future delivery of the Council. This included approval of the Outline Business Case (OBC) proposal to transfer Leisure Services to an existing leisure trust.

1.6 Following the public consultation, in July 2016 Cabinet approved the direction of travel and the development of the different work streams and a full business case (FBC) was produced. A copy of the FBC is at **Appendix 1** - this document is exempt from publication as it contains commercially confidential information which is exempt under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended) and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

## **2. Proposal and Issues**

- 2.1 The leisure facilities play an important role in improving health & wellbeing outcomes for local residents alongside other local provision, facilities and parks. However, in line with national figures the leisure centres currently only reach c. 10% of the local population.
- 2.2 The OBC, which included an early market engagement exercise, and the subsequent full business case, recommended transferring Leisure Services to an existing Non-Profit Distributing Organisation (NPDO) or what is typically known as a trust.
- 2.3 It recognised that an existing NPDO was the most beneficial model to the Council as it is the only one which will deliver the highest level of guaranteed financial savings for the Council, extensive transfer of property and trading risk, whilst protecting, as a minimum, current levels of service provision.
- 2.4 There is a well-developed market of “not for profit” operators, that can secure the current Non Domestic Rates (NNDR) and VAT concessions.
- 2.5 There are considerable efficiencies to be gained by transferring to an established operator, as they will have lower overhead costs, greater experience and capacity to market the service to increase participation and generate new business and income.
- 2.6 The Council will benefit from a contractually assured fee that could be profiled evenly across the contract term, so the Council could potentially secure the financial benefits earlier than when they actually fall and the operator would carry the financial and operational risk.
- 2.7 The service will, as a minimum, maintain the current service standards but operate at a lower cost. The operator will pay the Council a fee to operate and maintain the facilities on their behalf.
- 2.8 This proposal was submitted as one of the work streams for the wider transformation programme which was approved by Cabinet on 19 July 2016.
- 2.9 It is anticipated that the new management arrangements would start in October 2017.

### **3. Proposed Procurement Strategy**

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

- 3.1 The procurement of an established operator to manage the following leisure facilities; Abbey Leisure Centre, Becontree Heath Leisure Centre and Jim Peters Stadium. The operator would be responsible for all trading, operating and property related risks and will pay the Council a fee in return for the concession.
- 3.2 It is recommended that an evaluation of 60/40 price/quality split operates for this procurement. This is to ensure that the quality of leisure services provided remains of a high quality and that the operator proactively engages with the Council to increase participation and improve resident's health and wellbeing.
- 3.3 In addition, the political and reputational aspect of these services being transferred requires the current levels of service provision as a minimum to be protected.
- 3.4 The corporate default evaluation of an 80/20 split could result in the bidders assuming that the Council is after the cheapest possible service and maximum concession payment at the detriment of delivering quality and affordable services, which is not the intended outcome of this procurement.
- 3.5 The 60/40 split evaluation is commonly applied to this type of leisure procurement and should ensure that a healthy amount of bids are received, where the criteria and weighting have already been tried and tested.

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

- 3.6 Over the 10 years the concession value is estimated to be worth in excess of £52 million in income to the Operator and over £4m in profit and contributions, net of the concession payments to the Council and the delivery of the annual £1.162m savings requirement from 2020.

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

- 3.7 A 10 year contract will be offered on a peppercorn rent basis with the option to extend for a further 5 years and a no fault break option from year 5 which could incur a cost to the Council.

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

- 3.8 It is recommended that the procurement procedure followed is for a Service Concession, subject to Concession Contracts Regulations 2016 operating under a two stage process (PQQ and ITT).
- 3.9 This is due to the Changes to the EU Procurement Rules which came into effect in April 2015 (in relation to Part B Services) and then again in April 2016 (in relation to Service Concessions) this has brought more clarity into the procurement of concessionary services under the revised EU Regulations.

- 3.10 The nature of delivering leisure services has to comply with the two elements needed for it to operate under the 2016 Concession Regulations namely;
- The grant of a right to exploit services (with a payment).
  - There must be an operating risk (in terms of supply or demand) involving real 'vagaries of the market'.
- 3.11 The value of the concession exceeds the OJEU threshold and the Council is therefore required to issue an OJEU contract notice and an award notice at the end of the process.
- 3.12 A key advantage of the Service Concession under the EU Procurement Regulations provides the Council with flexibility around how to structure the procurement, with the only requirements being that it must ensure they meet the General EU Treaty principles around ensuring fairness and transparency in the treatment of bidders. This would provide the Council with the least complicated and most flexible procurement route that is fully compliant with the current EU Regulations.
- 3.13 The requirement of a two stage process (PQQ and ITT) will allow the Council to vet bidders at the PQQ stage, leaving only suitable and experienced operators to take part in the ITT. This will have a bearing on the timescale and will require sufficient evaluation periods to be scheduled into the diaries of those involved.
- 3.14 We propose that the Contract Notice refers to the Services Concession Regulations and provides an indicative contract term of 10 years, (a five-year concession would certainly not be attractive to the market and would most probably significantly limit market interest.) and that the initial submissions stage invites proposals that would include investment in increasing capacity and justification for their proposed increased contract term. The detailed solutions stage would then be used to refine and develop the proposals of the shortlisted bidders.
- 3.15 There are specific provisions in the regulations making it clear that for those more than 5 years in length, the period of the concession should be based on the time required for the operator to recoup their specific investment taking into account initial and any subsequent investment.
- 3.16 We know from experience that in the early years of a leisure contract operators often make a financial loss as they invest in transforming the services and facilities, and it is often post year 5 before the contract delivers any return on investment, especially if they are offering a Council a flat line fee to fit in with budget demands.
- 3.17 Given we may seek investment from the market for increasing swimming provision within the Borough and potentially other leisure facilities (Barking Riverside), we are therefore confident that the bidders will be able to make a case for having a term significantly longer than 5 years, hence the recommendation of a contract length of 10 years plus a 5 year extension.

### **The contract delivery methodology to be adopted**

- 3.18 The contract would be structured as a service concession, with the operator required to meet the Councils requirements through an outcome based services specification.
- 3.19 A performance management framework will be established that sets targets for participation and KPIs, with financial deductions applied for poor performance or a failure to meet targets. Improvement notices and ultimately termination can be applied for serious and/or persistent under performance.
- 3.20 A 12 month no fault break clause may be exercised by either party following the 5<sup>th</sup> year of the contract subject to compensation sums if this option were exercised.
- 3.21 The operator will take full repairing leases at a peppercorn rent on the existing leisure facilities and will be required initially to maintain existing pricing, concession and programmes, with any changes requiring the prior approval of the Council, such approval not to be unreasonably withheld.

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

- 3.22 It is anticipated that the concession contract will deliver a net annual saving to the Council of £1.16m by 2020/21 against the current budgeted baseline costs, through a mix of income growth and efficiency savings.
- 3.23 The concession will deliver a high level of trading and operating risk transfer, and price certainty through payment of a fixed contractually secure concession fee paid by the operator.

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

- 3.24 A 60/40 price/quality split will be applied. The higher quality mark is required to provide sufficient weighting to the wide range of service delivery and facilities management requirements and to reinforce the message that the Council is seeking to maintain and enhance a high quality service.
- 3.25 The quality mark will be sub-divided into criteria including, but not limited to, service improvements and innovation, customer pricing and customer care, marketing and promotions, and facilities and asset management proposals.

### **How will the procurement address and implement the Council's Social Value policies?**

- 3.26 Well maintained and vibrant leisure facilities have economic, social and environmental benefits to the local area. They have economic value to home owners, business and the local authority.

#### 4. Consultation

- 4.1 Initial stakeholder engagement took place when developing the updated options appraisal in December 2015 and further engagement has taken place as part of the Council wide consultation exercise undertaken between April and June 2016.
- 4.2 Leisure services received comments in 60 of the 198 valid responses returned, with around 2/3rds being supportive or at least partially supportive of the proposals, with just under a ¼ against.
- 4.3 Concerns were raised about future service delivery around matters such as prices and user charges, programming and choice, and links with health and wellbeing.
- 4.4 These concerns have been addressed in the services specification that has been prepared, which retains Council control over pricing above a threshold and programming changes, and sets targets for ensuring the services remain accessible to and used by local residents. Further protections are in the concession contract around service delivery and the maintenance of the assets.
- 4.5 Stakeholder engagement is an integral part of the project and further consultation will take place during the implementation and mobilisations phases.
- 4.6 The table below sets out what consultation has been carried out to date

Consultation Area	Description
a) Staff	Initial sessions were held with staff at each leisure centre in June 2016 and a staff working group has been established and is meeting regularly. An initial communication plan has been created to underpin the consultation requirements. Formal staff and union consultation will begin in June 17 once the preferred partner has been selected.
b) External	The leisure transfer was included in the wider A2020 consultation and the public responses specific to leisure have been taken into account in the project. The consultation was conducted between 20 April – 16 June 2016. In general support for change was given provided service levels are maintained. The main concerns were around the potential future quality, cost, and choice of services. These concerns will be mitigated through the outcomes specification and performance management framework to ensure a high standard of quality and services is maintained.
c) Members	Sessions have been held with members and with Labour Group in September 2016 to inform the development of the services specification and the high level outcomes sought.
d) Partners	Consultation was undertaken with key internal stakeholders including public health during the options appraisal in October 2015 and their comments taken into account.

## **5. Financial Implications**

Implications completed by: Kathy Freeman, Finance Director

- 5.1 This report requests approval of the formal tender process to seek a partner to run and manage two Leisure Centres and the Jim Peters Stadium.
- 5.2 This will be a concession contract with financial benefits to the Council anticipated at £1.164m per year by 2020. The savings will be generated from business rates and VAT concessions secured by the trust together with anticipated growth in income. The saving to the Council also anticipates reduced support costs. This process will be achieved as part of the Councils overall core review which is a separate A2020 work strand.
- 5.3 The Government is currently consulting on allowing Councils to retain 100% of all business rates generated. It should be noted that although there will be a saving of business rates by the Leisure Trust, the Council may lose the equivalent business rates income from its core funding. It is too early to fully assess the impact of on the potential loss of business rates and further information will be available when the Government publishes the outcome of its consultation.

## **6. Legal Implications**

Implications completed by: Assaf Chaudry, Major Project Solicitor

- 6.1 The Council is a best value authority and is therefore obliged to make arrangements to secure under the Government Act 1999, Section 3 (1)) a continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. In light of the above the report seeks approval to commence a procurement process subject to delegated authority to award a contract in accordance with Concessions Contracts Regulations 2016.
- 6.2 The Council therefore needs to be cognisant of a number of statutory obligations during the procurement process given the delegated authority as set out in the Recommendations above. The Council should continue to consult under section 3(2) of the Local Government Act 1999; a range of representatives of persons listed in that section for the purpose of deciding how to fulfil its general duty. In addition the Council should not forget their obligations under the pre-procurement consultation consideration requirements under the Public Services (Social Value) Act, duties which may arise from specific legislation, and also legitimate expectations of consultation which may have arisen from a previous course of conduct. Also the public sector equality duty under section 149 of the Equality Act 2010
- 6.3 The Concessions Contracts Regulations 2016 defines a concession contract as “A contract for pecuniary interest concluded in writing by means of which one or more contracting authorities or utilities entrust the provision and the management of services (other than the execution of works) to one or more economic operators, the consideration of which consists either solely in the right to exploit the services that are the subject of the contract or in that right together with payment....”. It follows that any concession contract must contain the following elements:



- The award of the contract involves the transfer to the concessionaire of an operating risk in exploiting the works or services encompassing demand or supply risk or both.
- The part of the risk transferred to the concessionaire involves real exposure to the vagaries of the market, such that any potential estimated loss incurred by the concessionaire is not merely nominal or negligible. The concessionaire shall be deemed to assume operating risk where, under normal operating conditions, it is not guaranteed to recoup the investments made or the costs incurred in operating the works or the services which are the subject-matter of the concession contract. ([Regulation 3, CCR 2016](#))

6.4 The CCR Regulations further stipulates the selection, exclusion and award criteria including Chapter 3 of Part 3 of the [CCR 2016](#) which contains the rules relating to the limited duration of concession contracts. In particular, where a concession exceeds five years, its maximum duration shall not exceed the time that a concessionaire could reasonably be expected to take to recoup the investments made in operating the works or services together with a return on invested capital taking into account the investments required to achieve the specific contractual objectives. ([Regulation 18](#))

6.5 Given that the Council proposes to grant a full repairing lease at a peppercorn rent for the duration of the contract this proposals amounts to a disposal of Council-owned land under Section 123 of the Local Government Act 1972. This section requires local authorities to dispose of property at the “best consideration” unless there is ministerial consent allowing for disposal at an undervalue. It must prior to entering into any binding contract obtain specialist advice from appropriate valuation experts confirming that this disposal accord with the provisions in section 123 of the Local Government Act 1972 relating to “best consideration”

6.6 Finally, the Transfer of undertaking provisions (TUPE) is to apply on the transfer of these services to the new service operator. The TUPE Regulations imposes the Duty to inform and the Duty to consult which needs to undertaken during the procurement process.

## 7. Other Implications

7.1 **Risk Management** - There is a well established market place that is a tried and tested approach to managing leisure services.

A detailed specification, performance and monitoring framework will be put in place to safeguard the Council’s assets.

7.2 **Contractual Issues** – These are set out above.

7.3 **Staffing Issues** - The service employs circa 140 permanent and casual staff (approximately 100 FTEs) across the three sites.

All existing staff employed by the Council in delivering the services will TUPE transfer. Any new staff that join after transfer will be employed under the standard terms and conditions of the operator.

Initial consultation has taken place with staff and a staff working group has been established to liaise and consult with staff.

- 7.4 **Corporate Policy and Customer Impact** - providing a well maintained social space and high quality leisure facilities which will have a positive impact on social cohesion.

Safe and well maintained facilities offer opportunities for people to lead a healthier lifestyle both physically and mentally. Recreation also promotes positive contact between different ethnic groups and opens communication in a nonthreatening atmosphere.

The development of this new approach and partnership will help residents of Barking and Dagenham to live long, fulfilling and health lives.

- 7.5 **Safeguarding Children** - providing a safe and secure environment for children to play, learn and develop.
- 7.6 **Health Issues** - supporting the connection of public health with the local community and help create an environment that supports well-being thereby encouraging residents to make informed choices for healthy lifestyles and behaviours (i.e. participation in physical activity) which improve their own health. Therefore, this approach also supports the outcomes and priorities of the joint Health and Wellbeing Strategy.
- 7.7 **Crime and Disorder Issues** - by providing well managed and maintained leisure facilities which can help reduce opportunities for vandalism and anti-social behaviour, and allay fears of crime.
- 7.8 **Property / Asset Issues** - A full repairing lease for 10 years with the option to extend for a further 5 years will be issued to the successful operator thus not increasing the Council's asset liability (except in the event of project failure in the future or forfeiture whereby the asset would potentially be returned to the Council).

Provisions of s 123 1972 Local Government Act requiring best consideration to be obtained and the property assets included with this proposal have a value if they were to be let on a normal commercial basis.

External valuation will be commissioned so that the value of this can be established for auditing purposes and may form part of the negotiations with the preferred service provider.

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

**List of appendices:**

- **Appendix 1** – Full Business Case – Future management arrangements for leisure services (exempt information)

**CABINET****18 October 2016**

<b>Title:</b> Independent Growth Commission – Select Committee Feedback and Recommendations	
Report of the Cabinet Member for Finance, Growth and Investment	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Sam Hutchings, Strategy & Performance Officer	<b>Contact Details:</b> Tel: 020 8227 3445 E-mail: sam.hutchings@lbbd.gov.uk
<b>Accountable Director:</b> Tom Hook, Strategy & Programmes Director	
<b>Accountable Strategic Director:</b> John East, Strategic Director for Growth and Homes	
<b>Summary</b>	
<p>At the Cabinet meeting in April this year, a report on the recommendations of the Growth Commission (GC) was considered and Members agreed to refer the recommendations to the relevant Select Committees for further consideration.</p> <p>The Living and Working, Children’s Services and Public Accounts and Audit Select Committees were asked to prioritise the recommendations to be taken forward and report back to Cabinet on their discussions. This report provides details of the outcome of these discussions with details on which recommendations should be prioritised and feedback on the GC report in general.</p>	
<b>Recommendation(s)</b>	
<p>The Cabinet is recommended to:</p> <p>(i) Note the feedback from the Select Committees following their consideration of the Growth Commission recommendations; and</p> <p>(ii) Agree the responses to the Select Committees’ comments and recommendations as set out in section 3 of the report and that a report updating the Select Committees on progress against the priorities and the wider Growth Commission recommendations shall be presented in 12 months’ time.</p>	
<b>Reason(s)</b>	
<p>To assist the delivery of the Council’s vision of “One borough; one community; London’s growth opportunity” and delivery of corporate priorities with regard to growth.</p>	

## 1. Introduction and Background

- 1.1 At the Cabinet meeting in April, a report on the recommendations of the Growth Commission (GC) - No-one left behind: in pursuit of growth for the benefit of everyone - was considered as part of the Council's ambition for the Borough to be seen as London's growth opportunity. The GC made 109 separate recommendations on a wide range of issues covering housing, education, skills and employment and social cohesion. At that meeting, Members agreed to publish the report of the GC and referred the recommendations to the relevant Select Committees for further consideration.
- 1.2 Members of the Living and Working Select Committee and the Children's Services Select Committee were asked to prioritise three of the recommendations to be taken forward. These proposals were then put before the Public Accounts and Audit Select Committee before making final recommendations to Cabinet.
- 1.3 Cabinet is to consider these priorities and the implications for implementing them before deciding whether they would form part of the future aims and ambitions of the Council to achieve growth. This report summarises the deliberations that took place on this matter.

## 2. Select Committee Priorities and Feedback

- 2.1 The views of the relevant Select Committees on the prioritisation of GC recommendations are attached as appendices and a summary of discussion at each meeting is set out below:

### Living and Working Select Committee

- 2.2 The Living and Working Select Committee reviewed recommendations 17-66, 87-90, 92-94, 96, 98-109 relating to 'The Borough and its urban form', 'The Borough's areas', 'Skills and employment' and 'Business'. Members agreed a list of nine, rather than three priorities, plus two other areas which they considered should be prioritised relating to protection and redevelopment of all shopping areas and cleanliness. These recommendations are set out in **Appendix A**.
- 2.3 There were also some concerns expressed over the GC recommendations in general as follows:
  - The strategic nature of the Growth Commission meant that prioritising its recommendations was challenging;
  - The role of public engagement needs to be given greater priority in developing policy;
  - Consideration should be given to consulting with Members concerning the functionality of the Development Control Board in view of the GC's comments on it; and
  - In supporting the inclusion of the burying of pylons and with reference to some of the other major initiatives included in the GC's recommendations, Members questioned whether such projects could be achieved given the extremely high costs involved.

## **Children's Services Select Committee**

- 2.4 In the section about 'Opportunities and potential: Supporting People', the GC made 21 recommendations about issues within the remit of the Children's Services Select Committee. The Select Committee reviewed recommendations 67-86 and 95 and agreed to prioritise them under three separate themes. The response is set out in **Appendix B**. Members chose recommendations 81, 69 and 82 as key priorities but noted some areas of overlap with other recommendations which could be incorporated into the work stream.

## **Public Accounts and Audit Select Committee**

- 2.5 Members noted the proposals put forward by the Living and Working and Children's Services Select Committees. In addition, in the 'Skills and Employment' section, the Select Committee welcomed and agreed two additional recommendations being submitted to Cabinet on the basis that they should be linked together. Recommendation 91 relates to implications of the Work Programme being replaced by the Work and Health programme and recommendation 97 proposes that the Council should work with health care providers and social economy organisations to identify where peer support schemes could be put in place beyond those that already exist in the Borough. The response is set out in **Appendix C**.
- 2.6 The Select Committee also expressed general concerns about the total cost of the Growth Commission report and the approach to the public consultation exercise. Members suggested that a multi-faceted approach should have been adopted. They also felt that there should have been far greater Member engagement in the consultation.

## **3. Responding to Select Committee feedback**

- 3.1 Lessons from the engagement undertaken by the GC have been learnt and recent consultation exercises have produced better results with around 200 responses to the Ambition 2020 consultation, circa 400 with regard to the Waste Strategy and over 800 on the current Borough Manifesto work to date.
- 3.2 Comments with regard to the number of recommendations, 109, are noted and the large number precludes a specific blow-by-blow report as to the acceptance and implementation of each. Rather the Council is using the GC as a guide to inform its future work. The Cabinet recognises the strategic and wide-reaching nature of the GC and the challenge faced by SCs in prioritising its recommendations. It also welcomes it as an exercise in helping the Cabinet improve policy outcomes and will seek other opportunities to do this going forwards.
- 3.3 The cost implications of each recommendation need to be considered when deciding on its acceptance/implementation. LWSC noted the potentially high cost of burying pylons and the cost/benefit of such a project would need to be carefully considered in the development of any business case developed prior to taking it forward.
- 3.4 The cost of the GC report was raised as a concern, however the impact of the GC for the Borough in cementing our reputation as open for investment and regeneration and providing a roadmap for growth cannot be underestimated. In this

light the GC can be considered an investment, that whilst not cheap, represents good value for money.

3.5 Cabinet is supportive of the prioritisation of the following recommendations as recommended by the Living & Working Select Committee, namely:

- tunnelling the A13;
- attracting anchor institutions to the Borough;
- being a high speed digital hub pilot;
- stronger regulation of private landlords;
- focus on different housing tenures;
- focus on retail areas & a plan for the Heathway;
- development of wildlife space on the riverside;
- improvement of iconic community facilities.

3.6 In many cases work has already started to take these forward. Coventry University will be opening a campus in the Civic Centre from September 2017 and the A13 Tunnel has received wide-spread support from local, regional and national figures.

3.7 The Borough's private landlord licensing scheme is having results and we are exploring ways of strengthening existing provision.

3.8 Prioritisation of the recommendations highlighted by the Children's Services Select Committee as set out below are endorsed by Cabinet and will be taken forward as part of the Council's work in improving educational attainment:

- Importance of schools engaging with parents;
- Persuading tutoring organisations to support students in the borough;
- Ensure that schools are providing careers education to students from a young age to raise aspirations;
- Support for a multi-agency early intervention strategic partnership playing a critical role in developing and implementing the range of interventions needed during early years;
- Build strong partnerships across a range of stakeholders to address educational under-achievement;
- Schools should adopt an experiential approach to the curriculum enabling students to have wide-ranging experiences that both inform their learning and contribute to widening their horizons; and
- Schools should support the development of healthy lifestyles and active citizenship through their curricular and extra-curricular activities.

3.9 The Cabinet undertakes to produce a report updating Select Committees on progress against these priorities and the wider Growth Commission recommendations in 12 months' time.

#### **4. Consultation**

4.1 The report is responding to Select Committee discussion of the Growth Commission recommendations.

## **5. Financial Implications**

Implications completed by: Jon Bunt, Strategic Director of Finance and Investment

- 5.1 There are no direct financial implications arising from this report.

## **6. Legal Implications**

Implications completed by: Fiona Taylor, Director of Law & Governance

- 6.1 There are no legal comments on this report.

### **Public Background Papers Used in the Preparation of the Report:**

“No-one Left Behind: In Pursuit of Growth for the Benefit of Everyone” - Independent Growth Commission Report, February 2016 (<https://www.lbbd.gov.uk/business/growing-the-borough/our-strategy-for-growth/overview-2/>)

### **List of appendices:**

- **Appendix A:** Priority Recommendations identified by the Living and Working Select Committee
- **Appendix B:** Priority Recommendations identified by the Children’s Services Select Committee
- **Appendix C:** Minutes of the Public Accounts and Audit Select Committee

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## Living & Working Select Committee

### Response to Growth Commission - Selection of Priorities

#### Transport Infrastructure

- *Improvements to A13 / Tunnelling the A13 (Recommendation 66)*

No.66 refers to **A13 Corridor** and recommends: “The removal of the barrier of the A13 corridor by burying the roadway. The development of lands freed up by that initiative should be an important medium to long-term priority”.

#### Jobs / Education

- *Borough should be a pilot area for a high speed digital hub (Recommendation 105)*

No.105 refers to **Strategic Projects for Business** and recommends that: “Given the amount of residential and business development likely to take place in the Borough in the next few years, and in the light of the commitment by the Government in the Spending Review for improved high-speed digital access, there is a case for the Borough to make more strongly than most for being a pilot area for a high speed digital hub.”

- *Better use of CEME (The Centre for Engineering and Manufacturing Excellence) etc. to help job creation (Recommendation 108)*

No.108 refers to **Anchor Institution** and recommends that “One anchor institution in the Borough does have on its boundary is CEME. It is a very well-deserved institution which could be further developed to serve the needs of the Borough and indeed the wider East London area. The Commission is aware that a review process of developments is under way there. The Council should work with this process, along with other partners, to establish how CEME could develop further to meet the needs of local, national and international businesses.”

#### Quality Housing and Living Conditions

- *Stronger regulation of private landlords through Council’s licensing scheme (Recommendation 52)*

No. 52 refers to **The Borough’s Areas: Becontree, including Dagenham Heathway** and recommends that: “Management regulations should be developed for the estate to constrain and to enforce the stronger regulation of private landlords, through the Council’s licensing scheme. This will contribute towards making the area desirable, a ‘suburban’ area that will attract and retain families”.

- *Focus on different housing tenures – need for more social rent (Recommendation 20)*

No.20 refers to **The Borough And its Urban Form** and recommends that “housing should be of all tenure forms”.

## **Protection and redevelopment of all shopping areas and cleanliness**

- The selective redevelopment of existing retail areas would help improve the attractiveness of the area to current and new residents (Recommendation 56)

No. 56 refers to **The Borough's Areas: Becontree, including Dagenham Heathway** and is as stated above.

- Needs to be a strategy for Dagenham Heathway.
- Focus on shopping.

## **Protection of heritage**

### **Wildlife and open spaces**

- *Mud flats to the east of the Wharf could become a wetlands area / creating of a wetlands centre (Recommendation 49)*

No.49 refers to **The Borough's Areas: Barking Riverside, including the Lower Roding River** and recommends that "The mud flats to the east of the wharf could become a wetlands area and the Council could examine if there is a role for the Wetlands Wildlife Trust to undertake a similar venture to that at the Barnes reservoirs."

## **Community Facilities**

- *Iconic community facilities should be improved, with the community encouraged to manage them (Recommendation 55)*

No. 55 refers to **The Borough's Areas: Becontree, including Heathway** and is as stated above.

## **Barking Riverside**

- *Burying of existing power lines to enhance the Barking Riverside area and other affected areas (Recommendation 45).*

No.45 refers to **The Borough's Areas: Barking Riverside, including the Lower Roding River** recommends that "strong consideration should be given to the removal or burying of the existing power lines and other non-desirable industrial assets without which Barking Riverside is unlikely to fulfil its potential."

**Children's Services Select Committee**

**Response to Growth Commission - Selection of Priorities**

**Theme 1** was “supporting the aspirations and ambitions of young people”

*The recommendations we prioritised under this theme are –*

- *Number 81, which focuses on the importance of schools engaging with parents*
- *Number 80, which asks the Council to look at persuading tutoring organisations to support students in the borough; and*
- *Number 83, which asks the Council to ensure that schools are providing careers education to students from a young age, was also considered very important in supporting young people's aspirations.*

**Theme 2** was “developing innovative partnerships to support young people's achievement (Early Years Focus)”

*The recommendations we have prioritised under this theme are –*

- *Number 69, which focuses on a multi-agency early intervention strategic partnership playing a critical role in developing and implementing the range of interventions needed during early years; and*
- *Number 76, which asks the Council to build strong partnerships across a range of stakeholders to address educational under-achievement.*

**Theme 3** was “encouraging a broad and varied curriculum which develops young people's talent and prepares them well for adulthood”

*The recommendations we prioritised under this theme are –*

- *Number 82 which recommends that schools should adopt an experiential approach to the curriculum enabling students to have wide-ranging experiences that both inform their learning and contribute to widening their horizons; and*
- *Number 95 which recommends that schools should support the development of healthy lifestyles and active citizenship through their curricular and extra-curricular activities.*

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## Public Accounts and Audit Select Committee

### Response to Growth Commission - Selection of Priorities

#### 15. Report of the Independent Growth Commission

The report of the independent Growth Commission was published on 24 February 2016. The Council published its response on 20 April, accepting the ten key steps recommended by the Commission; and indicating that long term plans in response to the Commission's findings would be developed in the light of engagement with partners.

In the sections of their report about 'The Borough and its urban form', 'The Borough's areas', 'Skills and employment' and 'Business', the Commission made over 60 recommendations about issues within the remit of the Living and Working Select Committee. In the section about 'Opportunities and potential: Supporting People', the Commission made 21 recommendations about issues within the remit of the Children's Services Select Committee.

The Living and Working Select Committee reviewed recommendations 17-66, 87-90, 92-94, 96, 98-109 and were asked to approve three top priorities, however given the number of recommendations to review, they presented a list of nine priorities that were directly related to the recommendations contained in the Independent Growth Commission report plus two other areas which they considered should be prioritised relating to protection and redevelopment of all shopping areas and cleanliness.

The Children's Services Select Committee had reviewed recommendations 67-86 and 95 and been asked to approve three top priorities reported orally to PAASC as the Children's Services Select Committee met on 18 July, after the publication of the this agenda. Their Chair outlined the recommendations. CSSC were primarily interested in the recommendations supporting aspiration and ambition of young people, developing innovative partnerships to support young people's achievement and encouraging a broad and varied curriculum which develops young people's talent and prepares them well for adulthood. They chose recommendations 81, 69 and 82 but noted some areas of overlap with other recommendations which could be straightforwardly be incorporated into the work stream.

In addition in the 'Skills and Employment' section, seeing the cross cutting nature of two of the recommendations the Select Committee were asked to consider recommendations 91 and 97 as set out as an appendix to this report. [Recommendations 91 & 91 set out in bold below].

The Select Committee welcomed and agreed the two additional recommendations to be submitted to Cabinet, on the basis that they should be linked together and that in addition to the Council playing a facilitating role with a range of service providers it should be highlighted that the Council is a key employer in the borough in its own right.

The Select Committee expressed general concerns about the total cost of the Growth Commission report and the approach to the public consultation exercise which they felt was less than comprehensive. They questioned the methods used for public feedback, seeing that only one resident responded to an on-line consultation via "My Account",

suggesting that a multi facet approach should have been adopted such as holding face to face meetings with local residents. They also felt that there should have been far greater Member engagement in the consultation Members also sought the total costs to date of the Ambition 2020 programme as well as Housing transformation Programme and lastly the PWC consultancy report presented in 2014. This information will follow in a separate briefing note to all Members.

**91: The Work Programme is being replaced with the Work and Health Programme. Ensuring that health care and employment support are integrated will be essential and the Council should play a facilitative role in bringing employers, health care professionals and employment service providers together to focus on supporting people into work.**

**97: The Council should work with health care providers and social economy organisations to identify where peer support schemes could be put in place beyond those that already exist in the Borough.**

**CABINET****18 October 2016**

<b>Title:</b> Children's Social Care Annual Report 2015/16	
<b>Report of the Cabinet Member for Social Care and Health Integration</b>	
<b>Open Report</b>	<b>For Information</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> No
<b>Report Author:</b> Vikki Rix, Policy and Strategic Commissioning Manager,	Contact Details: Tel: 0208 227 2564 E-mail: <a href="mailto:Vikki.Rix@lbbd.gov.uk">Vikki.Rix@lbbd.gov.uk</a>
<b>Accountable Director:</b> Ann Graham, Operations Director, Care and Support	
<b>Accountable Strategic Director:</b> Anne Bristow, Strategic Director, Service Development and Improvement	
<p><b>Summary:</b></p> <p>This report provides an overview of safeguarding and looked after children activity and performance for 2015-16.</p> <p>An update on progress and priorities within the Council's Adoption and Fostering service is included, as well as updates about the work of the Member Corporate Parenting Group and the Barking and Dagenham Safeguarding Children Board.</p> <p>The report also provides a progress statement on the Social Care Ambition and Financial Efficiency (SAFE) Programme, which commenced in October 2015 to manage demand and financial costs.</p>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is asked to note the report and, in particular:</p> <ul style="list-style-type: none"> <li>(i) The service improvement and challenges contained within the report, as well as the actions taken last year in response to local demand and the financial pressures experienced by the service; and</li> <li>(ii) The areas identified as priorities for 2016/17 following analysis and review of 2015/16.</li> </ul>	
<p><b>Reason(s)</b></p> <p>The Leader, Chief Executive, Lead Member for Children's Services and Director of Children's Services have statutory roles to protect children who are in need or risk of harm, as set out in national guidance. All Cabinet members and senior officers should act as Corporate Parents for our looked after children. This report is part of assuring their roles. Cabinet should be aware of the progress made against managing the financial and safeguarding demand in the social care service in the last financial year.</p>	

## **1. Introduction and Background**

- 1.1. The Complex Needs and Social Care Division consists of four integrated service areas each with a Group Manager lead, namely:
  - MASH and Assessment Service;
  - Care Management Service;
  - Looked After Children Service, and
  - Disabled Children and Special Educational Needs Service.
- 1.2. The Division provides a range of services for children and young people who are in need, at risk of harm and in need of protection and children who are looked after in care. The children and young people have needs which are assessed as being complex or acute and require the statutory involvement of the Local Authority within the responsibilities set out in legislation (Children Act) and national guidance (Working Together). Responsibility also includes Special Educational Needs and Disabilities (SEND) services in response to the government's Children and Families Bill.
- 1.3. Children's Complex Needs and Social Care is operating in a borough with high levels of need. The child population in Barking and Dagenham is increasing by around 2-3% each year and the borough has a comparatively high percentage of the population aged 0-17 years of age (above London averages). The borough has high rates of domestic violence and increasing housing and homelessness pressures. In addition, the children's social care service continues to have difficulties in recruiting experienced social workers, a national problem in social work, and the borough has a high proportion of agency staff. Staff instability affects both quality and timeliness of our work.
- 1.4. The OFSTED inspection of safeguarding and social care services in May 2014 judged that services require improvement. It is important to report that all the actions recommended in the improvement plan have been carried out to provide a framework for improving the quality of practice and outcomes for children. This includes further training for staff, strengthening the arrangements for supervision and management oversight, attention to the quality of assessments and plans, introducing an on line manual of procedures and carrying out audit.
- 1.5. As well as an agenda to improve the quality of services and managing demand there has been a concerted focus on reducing expenditure. An update on progress is provided in the report. This remains a key priority for 2016/17 and beyond.

## **2. Safeguarding and looked after children trends**

- 2.1. In the context of a high population of children and young people aged between 0 and 17 years of age ( above London and national averages), services have been managing demand and achieved an overall reduction in safeguarding and looked after children numbers in 2015-16, compared to year-on-year increases over the last 5 years.
- 2.2. It is very important to stress that contacts requesting services are still considered but that alternative ways of managing these are being put in place, most



particularly in close collaboration with early help services, partner agencies and the borough's multi agency panels.

- 2.3. To illustrate this point, in 2015-16, the number of contacts made to the Multi Agency Safeguarding Hub (known as MASH) increased to 11,393 compared to 8,515 in the previous year, representing a real term rise of 34%. This increase was largely due to the significant rise in Police notifications (known as MERLINS)) last year, which grew by 66%. An alternative pathway was created to ensure all non child protection Police referrals (Green rated Merlins), were directed straight into the borough locality Multi Agency Panels (MAPs) for onward early help support rather than being allocated for assessment in the children's social care service. This work started at the end of 2015 and was tightly monitored before being signed off as an embedded practice in May 2016. To date, this has reduced contacts in MASH by over 42 cases per week.
- 2.4. Through tighter gate keeping and demand management the number of contacts that progressed to a statutory social care referral decreased to 3,255 referrals in 2015/16 (29%) compared with 4,084 in 2014/15 (48%), a real term decrease of 20% in total referrals in the last year (table 1.0). The referral rate per 10,000 children aged 0-17 has consequently fallen from 691 to 551. This is in line with the national average (548), below our statistical neighbours (715), but above the London rate of 478.
- 2.5. The number of children receiving a statutory social care service has also decreased in the last year. In 2015/16, 2,064 children and young people's cases were open to social care compared to 2,326 in the previous year, a real term decrease of 11% in one year. The rate of open social care cases per 10,000 has fallen from 394 to 349 and this is now slightly above the national rate (337), but below the London rate (371) and similar areas (428).

**Table 1 Contacts and referrals to statutory social care**

Source: ICS, London Borough of Barking and Dagenham

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	1 year % change	5 year % change
Number of contacts received (including multiple contacts on a child)	9,765	8,683	8,363	8,856	8,515	11,393	+34%	+17%
Number of referrals	2,704	1,812	2,586	3,126	4,084	3,255	-20%	+17%
Referral Rate per 10,000	546	337	470	525	691	551	-20%	+1%

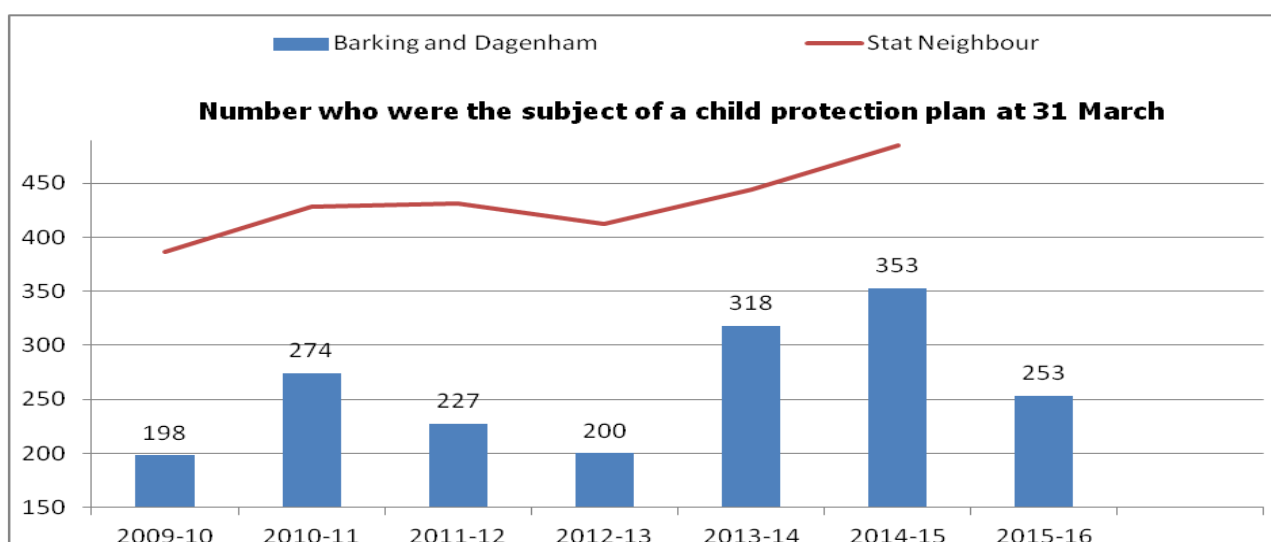
**Table 2 Number of open social care cases and rate per 10,000, 2010/11 – 2015/16**

	LBBB 10/11	LBBB 11/12	LBBB 12/13	LBBB 13/14	LBBB 14/15	LBBB 15/16	1 year % change	5 year % change	SN Rate	London Rate	National Rate
No. of open social care cases at year end	1545	1714	2161	2184	2326	2064	-11%	+34%	n/a	n/a	n/a
Open cases rate per 10,000	342	344	393	383	394	349	-11%	+2%	428	371	337

Source: ICS, London Borough of Barking and Dagenham

- 2.6. Section 47 enquiries are carried out when there is a referral in which a child or children are reported to be at risk of harm. The number of these has also reduced, albeit slightly, to 1,184 compared to 1,234 in 2014-15. However the borough's rate of Section 47 enquiries per 10,000 children aged 0-17 at 200, remains higher than the national, London and statistical neighbours rates of 138, 137 and 186 respectively. There is management oversight to scrutinise each Section 47 enquiry and performance is being monitored by senior management.
- 2.7. In 2015-16, the number of children subject to child protection plans has also fallen to 253 which is a decrease 353 reported in the previous year. The rate per 10,000 children has fallen from 60.0 to 43.0. See comparative figures below.
- 2.8. In total, 310 new child protection plans were initiated with 410 child protection plans ceasing in 2015-16. Figure 1 displays the trend over the last 6 years and that, in 2015-16, the rate of children subject to child protection plan in relation to the borough's 0-17 population is now much more in line with national and London rates, but below our statistical neighbours.

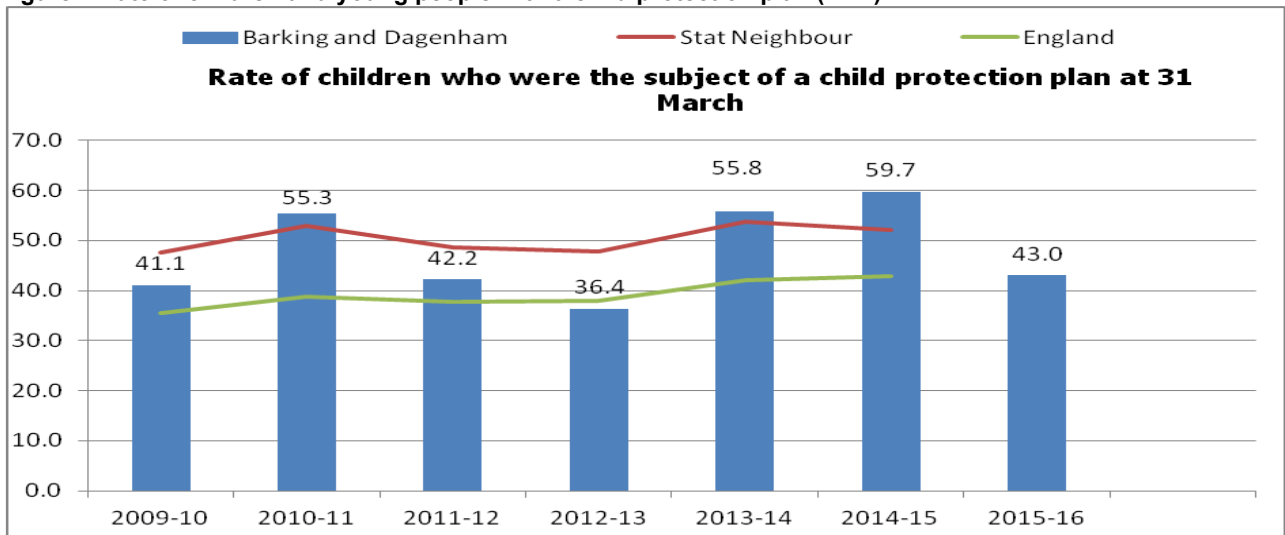
**Figure 1 Number of children and young people with a child protection plan (CPP)**



Source: ICS, London Borough of Barking and Dagenham

\* Stat neighbour is statistical neighbours

**Figure 2 Rate of children and young people with a child protection plan (CPP)**

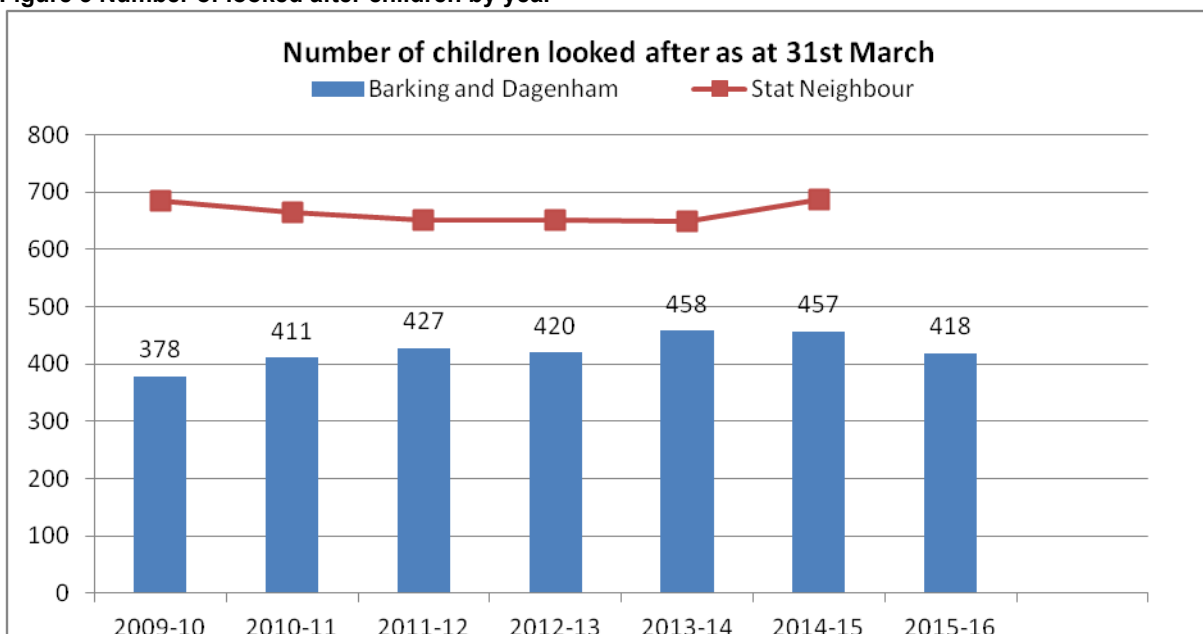


Source: ICS, London Borough of Barking and Dagenham

2.9. The predominant child protection issues relate to emotional abuse, including the impact upon children where domestic violence is a factor within the household. The proportion of children subject to child protection plans due to emotional abuse is around 50% for 2015-16, which is a decline from 60% in 2014-15 and the 69% reported in 2013-14. This is still higher than the national average of 36%, London average (43%) and statistical neighbour average (44%).

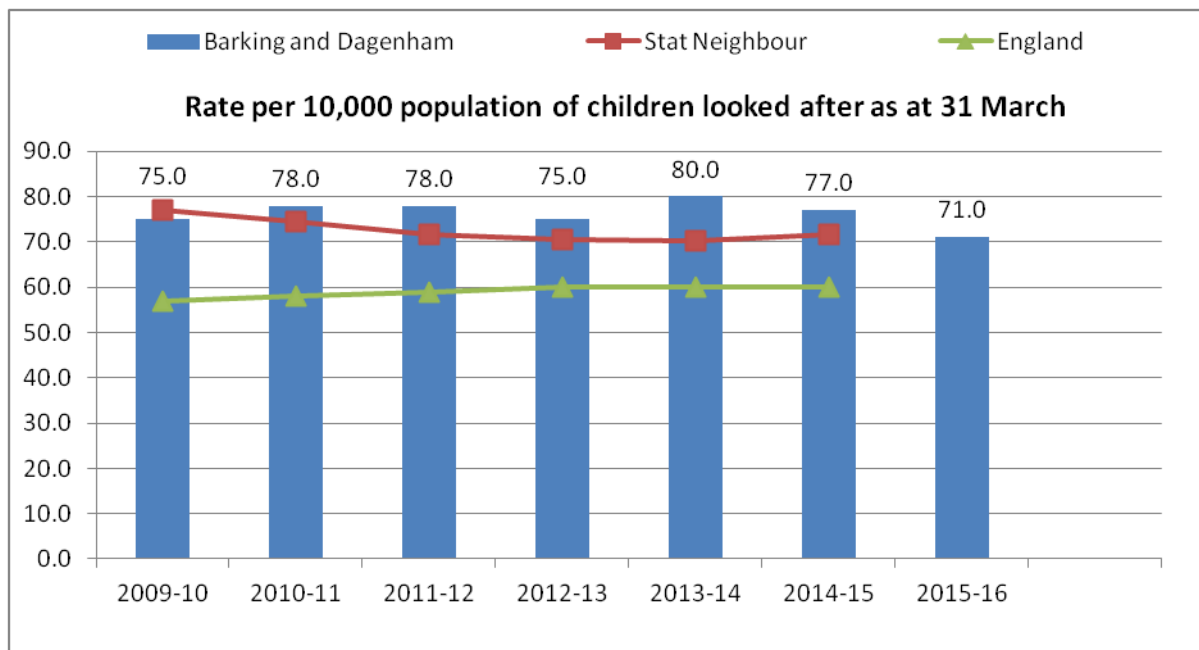
2.10. In Barking and Dagenham, the number of looked after children (LAC) rose to 476 – the highest number reported - in June 2015, followed by a downward trajectory post June and stabilising around the year end figure of 418. This compares to the year end figure of 457 in 2014-15. Our rate per 10,000 has fallen from 77 to 71 over the last year, but remains higher than statistical neighbours (69), national (60) and London (52) rates. The total number of children coming into care decreased in 2015-16; 220 compared to 283 in the previous year and fewer children left care in 2015-16 (249) compared to 2014-15 (281).

**Figure 3 Number of looked after children by year**



Source: ICS, London Borough of Barking and Dagenham

**Figure 4 Rate of looked after children per 10,000 by year**



Source: ICS, London Borough of Barking and Dagenham

- 2.11. The percentage of female looked after children remains at 49% and though this is above the national position of 45% female LAC, our figures reflect the proportionate gender split in the wider child population of the borough. There was a 7% decrease in under 10 years old in care in 2015/16 (falling from 41% to 34%), with the number of children aged 10 years and over rising by 7% when compared to 2015/16. This is lower than the local population (64% are under 10 years old) and lower than the national average for LAC (41%)
- 2.12. By ethnicity, compared to March 2015, there was a 3% increase in the number of White British children being cared for by the Local Authority in 2015-16 – rising from 47% to 50%. We are also seeing an increasing trend of Eastern European families featuring in our care statistics (increasing from 9% to 11% over the last year, and 6% in 2012), and Albanian young people are over represented in Unaccompanied Asylum Seeker figures.
- 2.13. In 2015-16, there were a total of 176 young people who were care leavers and aged 18 and over in the borough which is an increase on the 154 in the previous year.

### **3. Safeguarding and the Children’s Social Care Service**

- 3.1. As referred to in the report about trends in safeguarding activity, the number of open cases across the service has fallen by 262, a reduction of 11% over the course of the year. The reduction in open cases has benefits in managing social worker caseloads and the emphasis on improving quality in social work practice. This is also important for the recruitment and retention of social workers which is a key priority for the service.

- 3.2. There is no single reason for this trend. The reductions in referrals and open cases reflect a number of actions being taken to both manage demand and improve practice. These include the alternative arrangements to divert cases or step down cases to early help/targeted services; work with key partners such as the Police about notifications and about reducing the number of children who come into care through the use of Police powers of protection a sharpening of focus on practice to progress plans and work in a timely way; tighter management oversight and supervision of cases; reviewing cases, tackling drift and closing work which had been unnecessarily open ; and identifying cases of ‘children in need’ for particular attention with social workers dedicated to working on these and involving the ‘Early Intervention’ Workers from the Troubled Families programme.
- 3.3. As a particular example, the OFSTED inspection identified the need to address the high number of children coming directly into care through the powers of police protection. Significant progress has been sustained in working closely with colleagues in the Police to reduce the number of children being admitted to care through the use of Police Powers of Protection. The number of children subject to Police Protection fell during the 2015-16 period to 54, representing 24.5% of all admissions into care. This compared to 134 in 2013-14 which was 43% of all admissions and 69 children, which was 24% of all admissions in 2014-15.

**Table 4 Number of children entering and leaving care by year**

	2012/13	2013/14	2014/15	2015/16
<b>Number of children coming into care</b>	<b>245</b>	<b>314</b>	<b>283</b>	<b>220</b>
<b>Number of children coming into care on Police protection</b>	<b>103</b>	<b>134</b>	<b>69</b>	<b>54</b>
<b>% of children coming into care on Police protection</b>	<b>42.0</b>	<b>43.0</b>	<b>24.0</b>	<b>24.5</b>

Source: ICS, London Borough of Barking and Dagenham

- 3.4. Despite good progress, local numbers remain twice the national average of 14%, but we have significantly closed the gap on the London average of 20%. This continues to receive close attention through a very constructive and regular monthly meeting with Senior Police Officers to review performance and consider individual cases highlighted in audit work.
- 3.5. The single assessment was introduced on 1<sup>st</sup> September 2015 after a pilot programme and all staff have received training. This is intended to improve and streamline the assessment process for families and their needs. Alongside this, there was an increase in performance in completing assessments within required timescales in 2015-16 – an increase from 71% to 76%, but further improvement is required to reach the local target set at 80%.
- 3.6. As indicated in the report about trends in activity, figures for the year end indicate that the rate of Section 47 enquiries and subsequent investigations have continued to be higher than statistical neighbours, other London Boroughs and the national rate. Managers in the service continue to check and understand this higher rate of investigations and an independent report in 2015, based on an audit of cases, found that *‘in general the decision making and the application of*

*thresholds for child protection investigation was found to be safe and appropriate, and the number of cases where over cautious practice occurred was small’.*

- 3.7. Alongside the reduction in numbers of children subject to child protection plans from 353 to 253 in 2015-16, the performance in relation to social workers seeing children who are the subject of child protection plans has increased slightly from 95.5% in 2014-15 to 97% in 2015-16. This continues to be a positive improvement which has been sustained. It is also positive that performance regarding child protection core groups being held has been sustained with only a slight reduction from 86% in 2014-15 to 84% in 2015-16. However, this continues to be a vast improvement from the 2013-14 position of 34%.
- 3.8. There has been continued and close attention to the strategies to address child sexual exploitation (CSE) and missing children and plans are in place for the children involved.
- 3.9. Families with no recourse to public funds (NRPF) have been a key focus area as these families continue to pose challenges to the local authority with regards to demand and financial costs. In 2015-16, referral rates for families with no access to public funds increased again, and this is likely to continue due to the levels of poverty and deprivation faced by these families. Our role has been to carry out effective assessments and reach fair decisions in a child focused, evidential way in this area of complex social care and human rights law.
- 3.10. The local authority has responded to the increase in demand through effectively managing the “front door”, developing a robust screening process with an in-depth initial assessment and then, if appropriate, progressing to a formal full assessment of need. The NRPF service has been developed to respond to these challenges: it is finely balanced to respond both fairly to families and to reduce the demand and cost to the local authority. We have invested in efficient systems such as NRPF Network Connect Data Base, put processes in place and developed stronger management oversight.
- 3.11. In addition, the local authority has invested in a multi-disciplinary staff team, employing a Fraud Investigation Officer, a Home Office employee and social workers, who together examine the evidential basis of applications and carry out assessments at the point of referral. The value of a specialist “front door” service is immeasurable – the need to respond in detail to families simply walking in with suitcases and managing that approach takes careful handling. We estimate that the effective “front door” service has provided cost avoidance of at least £485,577 for the period of monitoring with at least 27 families not entering children’s social care. In 2015-16, the embedded Home Officer’s direct involvement in resolving long term supported cases has led to case closures of 32 families. The cost of these 32 families from the date we started support with accommodation and subsistence to the discharge date was £764,462.
- 3.12. In summary, in 2015/16, there has been success in increasing efficiency and effectiveness in the area of NRPF in the face of higher demand and higher threats of judicial reviews. We have built an effective multi-disciplinary team with specialist knowledge and skills in specialist child in need assessments, financial assessment and human rights assessment and have succeeded in keeping local authority costs down. We have worked with internal audit to review our financial

processes and worked with the Courts to ensure that we are fair and prudent yet meet the requirements of the law.

- 3.13. Managers and staff continue to be supported by the performance dashboard which provides easy access to information about a range of key performance indicators. A programme of audit work was also in place by the end of this period and due for full implementation in the 2016-17 financial year. The content set out in the on line manual of procedures (TriX) has been reviewed and updated during the year
- 3.14. Recruitment of experienced social workers to safeguarding work in the Borough continues to be problematic. The return for DfE in the 2015 -16 period shows a rate of 45% of vacancies covered by agency staff. This is despite strenuous efforts to recruit and means that there is an over reliance on agency social workers with implications for additional costs and workforce instability. A plan of recruitment activity is in place to address this as a priority.
- 3.15. It is important that the service can build a reputation for good and improving practice alongside a positive approach to staff support and development. There have been significant steps taken in supporting staff through training and the introduction of the model of relationship based practice with input from Professor David Shemmings from the University of Kent. This fits well with existing 'strength based' approaches used in the service's safeguarding work. There is also an increasing emphasis on learning from research and best practice with access for staff to on line materials and face to face training. Arrangements for supervision are being strengthened with training for managers planned for the coming year.

#### **4. Barking and Dagenham Safeguarding Children Board – Update**

- 4.1. The Barking and Dagenham Safeguarding Children Board (BDSCB) is the key statutory body overseeing multi-agency child safeguarding arrangements across Barking and Dagenham. Governed by the statutory guidance in Working Together to Safeguard Children 2015 and the Local Safeguarding Children Board (LSCB) Regulations 2006, the BDSCB is comprised of senior leaders from a range of different organisations. It has two basic objectives defined within the Children Act 2004;
  - to co-ordinate the safeguarding work of agencies
  - and to ensure that this work is effective.
- 4.2. The Barking and Dagenham Safeguarding Children Board will agree its Annual Report in September 2016 covering activity for the year 2015/16.
- 4.3. There is a clear expectation that LSCBs are highly influential strategic arrangements that directly influence and improve performance in the care and protection of children. There is also a clear expectation that this is achieved through robust arrangements with key strategic bodies across the partnership. During 2015/16, engagement continued with the Safeguarding Adults Board, the Health and Wellbeing Board, and the Community Safety Partnership.
- 4.4. The Independent Chair of the Board set challenging priorities for 2015/16:
  - Board members will strengthen arrangements across agencies to identify and safeguard groups of children who are particularly vulnerable;

- Board partners will own and share accurate information, which informs understanding of safeguarding practice and improvement as a result;
- The Board will see children and young people as valued partners and consult with them so their views are heard and included in the work of the LSCB;
- Arrangements for Early Help will be embedded across agencies in Barking and Dagenham who work with children, young people and their families, ensuring more effective early intervention to reduce need and dependency; and
- Board partners will challenge practice through focused inquiries or reviews based on performance indicators, practitioner experience and views from children and young people. Collectively we will learn from and improve from these reviews

An evaluation of progress against the 2015/16 BDSCB priorities is detailed in its annual report.

- 4.5. During 2015/16, the Board completed two Serious Case Reviews and has held learning events and communicated lessons arising from the reviews. Ongoing monitoring of the respective agency action plans will continue to ensure these are completed and that the delivery of those action plans results in a positive impact on local safeguarding arrangements. Serious Case Reviews are undertaken to learn lessons and improve the way in which local professionals and organisations work together to safeguard and promote the welfare of children.

## **5. Fostering Service Update – also see attached Annual Report**

- 5.1. The Fostering Service sits in the Complex Needs and Social Care division and is committed to working inclusively with all children's social work teams. The service consists of one team dedicated to all fostering activity including recruitment, assessment training, support to approved foster carers connected persons and private fostering. The team is managed by the Group Manger for Looked After Children and comprises of 1 Team Manager, 1 Deputy Manager, 2 Assessors, 9 Social Workers, 1 Private Fostering Social Worker and 2 Business Support Officers
- 5.2. The Fostering Service Annual Report, a requirement of the Fostering Services (England) Regulations 2011 (Regulation 35) and Fostering Services: National Minimum standard 25.7 sets out the key achievements and challenges of the service covering the period of 2015/16 along with priorities for the 2016-17 period.
- 5.3. During the year the Fostering Service has provided in house foster carers for 203 looked after children and an increased total number of placements for looked after children in the 2015-16 period - 331 compared with 320 in 2014-15.
- 5.4. There was a slight increase – from 38% to 39 % - of children placed within the Borough whilst the majority of looked after children - 84% - are placed within 20 miles of the Borough
- 5.5. The service maintained its track record of recruitment with 25 new in-house carers recruited and has successfully recruited foster carers from a diverse range of backgrounds which reflect the borough's changing local population.



- 5.6. A number of the arrangements in the Fostering Service are reported as working well, as shown by positive feedback from foster carers to Independent Reviewing Officers (IROs) during annual reviews regarding support received from the Fostering Service; Foster Carer annual review performance has remained at 100%; there is a comprehensive training programme for foster carers which is well received; there is an effective and committed Fostering Panel; and there have been no complaints within the Fostering Service in 2014/15 and no matters have been referred to the Independent Review Mechanism (IRM).
- 5.7. The Fostering Service continues to play an important role in the SAFE programme with a focus on value for money and appropriate savings regarding costs for caring for looked after children. Budget performance is closely monitored.
- 5.8. In 2016/17, the Fostering Service will be giving particular attention to performance regarding placement stability for looked after children as this emerged as an area for improvement in the figures for the 2015-16 period.

## **6. Adoption Service Update – also see attached Annual Report**

- 6.1. The Barking and Dagenham Adoption Service operates within the regulatory framework of the Adoption and Children Act 2002 (revised February 2011), Adoption Regulations 2013 (which came into force in July 2014), associated Statutory Guidance and National Minimum Standards. In line with statutory guidance, the Adoption Service produces an annual report, which provides an evaluation of adoption and permanence practice in Children's Services in the borough, outlining developments for improving service delivery.
- 6.2. The service is managed by the Group Manager for Looked after Children and consists of a team manager, deputy team manager, one and half post adoption social workers, a play therapist, a training and life story social worker, three adoption social workers and two special guardianship workers.
- 6.3. The Adoption Service was last inspected in April – May 2014, as part of the wider inspection of services for children in need of help and protection, children looked after and care leavers. The service was judged as requiring improvement as were all other areas covered in the inspection. This led to an improvement plan, which has been implemented. There were a number of actions identified and all have been implemented. These were to introduce a tracker for timescales on individual cases; to ensure that plans are in place for permanency for children through checks by independent reviewing officers; to introduce a permanency policy; and to support social work staff through training and supervision about permanency planning for children.
- 6.4. The adoption of children from care has continued to receive national attention. This has been a key priority for over a decade with the overarching aim being to enable more children to be adopted and in a timely way. Whilst the aspiration is very positive there are significant challenges in finding suitable adoptive parents who want to adopt children who are regarded as harder to place through factors such as disability, age, ethnicity and being part of a sibling group. The government is concerned about the national reduction of children being placed for adoption and is reviewing the situation with a view to considering the introduction of legislation to counteract the impact of case law.

- 6.5. In March 2016, the government document "Adoption: A vision for change" was released. This document sets out the way Adoption will be developed over the next five years until 2020. The government aims to reform the quality of the children's social care system. Adoption reforms will be part of the wider reforms in social care.
- 6.6. Services have also had to work with the ongoing impact of recent case law (Re B, Re BS and Re T), that is continuing to have far reaching implications for local authorities when considering permanency for children, for whom adoption would usually be the plan. This has included an increase in the number of parental challenges, to Placement Orders already granted - a Placement Order is an Order made by the Court that enables the local authority to place a child with a new family to be adopted. There have also been a number of challenges by the parents to Adoption Orders made, which has meant that the granting of these orders is taking longer, and as the child is already with the adopters creates uncertainty.
- 6.7. In 2015-16, 28 children were adopted (this is the 3<sup>rd</sup> highest performance amongst the London Boroughs), most with special needs, compared to 32 in the previous year. Although this is a decline it is important to put this in context of the number of children placed who have needs which mean that they are harder to place; that there has been a sustained number of 'should be placed for adoption' (SHOPA) decisions, which is not reflected nationally; and positively, that there have been no disruptions for children whose situation is either pre adoption order or post adoption order.
- 6.8. Adoption timeliness is an area for improvement in the borough and nationally. The Adoption Scorecard is used to measure performance about the timeliness of achieving adoption for children reported as a three year rolling average and published by the Department for Education (DfE). The 2 key adoption indicators are:
- **A1** - Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days); and
  - **A2** - Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days).
- 6.9. The three month rolling average for the A1 indicator has increased from 647 days for 2012-15 to 721 days for 2013-16. This is due to our 2012-13 good performance (585 days) being removed from the calculation and our 2015-16 performance (769 days) being added. We are now 295 days above the DfE threshold, and this will be addressed in the coming year. This time period takes account of the date of entry into care, rehabilitation options to family, length of care proceedings, match being approved by Adoption Panel and ADM and introductions period prior to placement.
- 6.10. Whilst the Adoption team at Barking and Dagenham have successfully placed children considered 'hard to place' which has been a good outcome for those children this has meant that the timeliness in relation to the scorecard has been affected as the children have waited longer to be placed.

- 6.11. There have been 10 domestic adoptive families (not inter-country) recruited by LBBD in 2015-16, and a number of matches have been made both with internal adopters who have been waiting, and children matched with adopters from other agencies. LBBD has also provided 2 adoptive families for other local authorities both within the consortium and other local authorities.
- 6.12. The Adoption Improvement Group was put in place during the 2015-16 period and will be monitoring the performance, the actions put in place and ensuring that there is no drift in developing permanency plans for children from the time they enter care. In addition, the performance within care proceedings and meeting the deadline of 26 weeks will continue to be scrutinised in conjunction with our Legal colleagues

## **7. Members Corporate Parenting Group (MPCG)**

- 7.1. In 2015/16, progress has continued to be made in this area and we have further strengthened the Corporate Parenting arrangements to ensure strong elected member representation including the Lead Member, through the Members' Corporate Parenting Group. The Corporate Parenting Group elected a new Chair in June 2015 post election.
- 7.2. The membership and terms of reference were reviewed in 2014-15 and the work of the MPCG has been governed by the Corporate Parenting Strategy (April 2015-2016) and an annual corporate parenting report.
- 7.3. In response to the Chair of the Corporate Parenting Group requesting a more detailed and analytical report on looked after children and care leavers, the local performance dataset has been revised and expanded considerably. The report and appended dataset provides an update on numbers and trends, as well as trends in safeguarding, education, employment and health outcomes with benchmarks and analysis. The revised dataset has enabled detailed discussion in strengths and areas in need of improvement.
- 7.4. The Corporate Parenting Strategy and Action Plan has been refreshed and agreed with Members at Panel in June 2015. This updated strategy sets out the collective responsibilities of the Council and its partners to provide the best possible care and protection for children and young people who are looked after in public care. The Corporate Parenting Strategy is in place for the period from April 2015 to April 2016 and a range of actions are proposed to achieve improved outcomes for children and young people in care. The Corporate Parenting Strategy is overseen by the Corporate Parenting Group, which is led by Elected Members. There will be an annual report for looked after children, which will include progress in the strategy and inform further action. There will be feedback from children and young people in care
- 7.5. After the June 2015 elections a training session for new members was delivered to 20 Council Members regarding the work of the Children in Care Council (Skittlz) to raise awareness. The session was very well attended and received by Members, who reported that they felt their knowledge and understanding of Skittlz, looked after children and their corporate parenting role had increased.

- 7.6. Over the course of the 2015-16 period the panel has met regularly on a bi-monthly basis and elected members have attended regularly as have partners from health, social care, leisure services, education and the corporate management team. The Council's Rights and Participation Team have continued to attend and support the Borough's Children in Care Council (Skittlz) at the MCPG meetings. The meetings themselves have focussed on a range of standard agenda items (including health, education and social care performance) as well as 'thematic' discussions which have been generated by young people themselves.
- 7.7. As recommended by Ofsted, the pledge to looked after children in care - 'Our Promises' has been produced with our children in care council, published and disseminated. This now forms the basis of the Corporate Parenting Strategy and the action plan which supports this. The Corporate Parenting Annual Report provides information about areas of progress and areas in need of improvement for the outcomes for children who are looked after in care. A Leaving Care Charter is also in place to recognise the particular issues regarding young people who leave care.
- 7.8. The Children in Care Council (CiC) consists of 10 members and work continues to engage more children in this invaluable source of experience, feedback and consultation. This includes the annual 'social work appraisal' report which provides feedback to the service. The CiC contribute to each meeting of the Corporate Parenting Group each meeting, with at least one meeting a year acting as a 'Skittlz Takeover'.
- 7.9. A progress report about the 'promises' to children in care and care leavers and actions in place to address these has been produced as part of the Corporate Parenting annual report. This also identifies key areas for further action in the 2016-17 period. These include continued attention to the placement needs of children, social worker involvement, care plans, addressing health needs, improving education plans and opportunities for young people to be in education, employment or training.

## **8. Social Care Programme (SAFE)**

- 8.1. In July 2015, Cabinet considered the year's first Budget Monitoring Report which highlighted that the additional demand on children's social care was likely to create a projected overspend for Children's services of £7.153m. The September 2015 Cabinet Report showed that the demand was still increasing, leading to a worsening financial position for Children's Services with a total budget pressure of £11.65m projected overspend.
- 8.2. The Director of Children's Services implemented a number of initiatives to address the overspend and to reduce demand; to support this it was identified that additional capacity would be required and an Outline Business Case was presented to the October 2015 Cabinet. This proposed a formal cost saving programme including programme management and business analysis capability. The Outline Business Case was approved on 2<sup>nd</sup> October 2015. As a result the Social Care Ambition and Financial Efficiency (SAFE) Programme commenced.
- 8.3. The aims of the SAFE Programme were:

- 'To prepare a business case for resourcing change required to significantly reduce service budgets;
  - To document and evidence the impact of work that had already taken place in 2015/16 to manage and reduce demand and cost;
  - To ensure delivery of already identified savings and demand management proposals; and
  - To work with colleagues, across the Council, to identify any areas of efficiency/change which can help drive down a £11.65m predicted pressure this year and prepare for further budget restrictions in the future.'
- 8.4. The SAFE Programme established a range of projects and workstreams based on the work already underway in the service, each led by a Business Lead from Children's Social Care, across a series of key areas, including: Demand Management and Costs Modeling; Information Workflow and Financial and Performance Governance; Commissioning; Early Help and the Multi-Agency Safeguarding Hub (MASH); Effective Workforce; Care Management and Assessment; and families with No Recourse to Public Funds and Unaccompanied Asylum Seeking Children.
- 8.5. The first year of the SAFE Programme, together with corporate funding and SEND Funding, Children's Social Care reported an overspend of £5.67m (including the SAFE project team). However, this was a significant improvement on the £11.65m pressure reported to Cabinet in September 2015. The SAFE Programme will continue to March 2017 with the aim of delivering a balanced baseline budget for 2017/18.
- 8.6. The wider economic context, nationally and specifically in London, continues to present very significant challenges to Children's Social Care and the component projects of the SAFE Programme. The recruitment and retention of qualified and experienced Social Workers is a core element of SAFE, and despite investment in a new strategy led by Penna, an established recruitment agency, targets to attract new, permanent Social Workers were not met. This is a reflection of difficult market conditions, with limited supply of qualified workers and high demand across other London Boroughs and regional local authorities. We have now reverted to our own recruitment processes (that led to a saving of over £1.4m on staffing) and a programme to work across agencies to seek permanent employees.
- 8.7. The availability of appropriate housing stock in the Borough is also key; historically, there has been no problem providing sufficient appropriate accommodation for care leavers, but this has become increasingly difficult as pressure on the housing market increases. In 2015/16, Housing were able to identify 7 suitable properties of the 10 they hoped to provide for the programme. There is a target of 40 properties for 2016/17 and a range of strategies are in place to deliver this.
- 8.8. Overall in 2015/16 the SAFE Programme, alongside wider work to promote good practice, has contributed to a significant reduction of children open to the social care system -from 2367 (at its highest in 2015) to 2060 by the end of the financial year. This has enabled caseloads to reduce so that the quality of social work is improving which should help reduce the amount of time children remain in the social work system and allow more time for early intervention and family work.

## 9. Financial Issues

- 9.1. Children's Social Care budgets were under significant pressure in 2015/16 with the Complex Needs and Social Care division overspending by £5.67m. For Children's Services overall, the 2015/16 figure was an overspend by £5.215m, after the use of Corporate funding and SEND funding. This was a significant improvement on the £11.65m pressure reported to Cabinet in September 2015.
- 9.2. The main reasons for the overspend were due to continued pressures on placements and also difficulties in permanent recruitment of Social Workers. The Council has a statutory duty with regard to vulnerable children and the overspend reported is mainly reflective of the pressures in meeting this statutory requirement. There continues to be a pressure on supporting families with No Recourse to Public Funds and Unaccompanied Asylum Seekers. It should be noted that a priority initiative to increase the number of permanently employed staff continues.
- 9.3. Financial pressure continues within the Complex Needs and Social Care budget in 2015/16. This will be addressed through the Children's Services Efficiency Programme through demand modelling and the need to manage down risk and reduce the escalation of children referred into the service. This will be reported separately to Cabinet.
- 9.4. Significant demand pressures within the Children's Care and Support service block have continued from 2015/16 into 2016/17. At the start of the financial year the service faced a potential pressure of £9.465m on its budget. To mitigate this pressure, savings proposals totalling £5.911m were identified by the service and agreed by CPG
- 9.5. There is continued risk to the SAFE programme delivering on budget by the end of 2016/17. The ongoing projects are projected to close the current budget gap considerably in 2016/17 but it should be noted that continuing demand pressure on the service places a significant risk to the 2016/17 position.

## 10. Legal Issues

- 10.1. The responsibility of corporate parenting applies to the Local Authority as a whole and not just the departments directly responsible delivering services to children and young persons.
- 10.2. The Children Act 2004 and statutory guidance specifies that the Cabinet Member for Children Services has the lead political role in respect of looked after children and young people contributing to and being satisfied that the Local Authority has high standards of corporate parenting.

## 11. Other Implications

- 11.1. **Staffing Issues** - There are no specific staffing issues contained within this report. Recruitment in social care and reducing the level of agency staff is a key project of the Social Care Programme as discussed above.
- 11.2. **Customer Impact** - The report highlights the areas of service improvement, as well as the areas where performance continues to be addressed.

- 11.3. **Safeguarding Children** - Services are determined to continually improve but such aspirations are an ever increasing challenge within a local context of growing demand and fiscal austerity.
- 11.4. **Crime and Disorder Issues** - The MASH element includes Police and Probation colleagues and is a route whereby early identification of sexual exploitation, gang membership and other crime and disorder issues may be identified and is therefore seen as a positive support process for reducing crime and disorder.

### **Background Papers Used in the Preparation of the Report**

- 'Working Together to Safeguard Children, Department for Education, April 2013', Children & Families Act, March 2014;  
<http://www.legislation.gov.uk/ukpga/2014/6/contents/enacted>
- Ofsted Inspection of services for children in need of help and protection, children looked after and care leavers and Review of the effectiveness of the local safeguarding children board (published report July 2014 – link  
[http://www.ofsted.gov.uk/sites/default/files/documents/local\\_authority\\_reports/barking\\_and\\_dagenham/051\\_Single%20inspection%20of%20LA%20children%27s%20services%20and%20review%20of%20the%20LSCB%20as%20pdf.pdf](http://www.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/barking_and_dagenham/051_Single%20inspection%20of%20LA%20children%27s%20services%20and%20review%20of%20the%20LSCB%20as%20pdf.pdf)
- Joint Strategic Needs Assessment  
<http://www.barkinganddagenhamjsna.org.uk/Pages/jsnhome.aspx>

### **List of Appendices:**

- Appendix 1 – Adoption Report 2015/16  
Appendix 2 – Fostering Report 2015/16

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# **ADOPTION & PERMANENCE ANNUAL REPORT**

## **2015 – 2016**



## **1. Introduction**

- 1.1** The Adoption Service Annual Report provides an opportunity to set out the key achievements and challenges for the service covering the period April 2015 to March 2016 and identifies priorities for plans for the service for coming 2016-17 period.
- 1.2** This report is provided as part of the monitoring of the Adoption Service in the London Borough of Barking and Dagenham (LBBD) required under the Local Authority Adoption Service Regulations 2003 and the Adoption National Minimum Standards 2011.

## **2. Background and national developments**

- 2.1** The adoption of children from care has continued to receive national attention. This has been a key priority for over a decade with the overarching aim being to enable more children to be adopted. Local authorities and the courts have the challenging task of establishing that parents cannot safely parent a child and that there are no other family members who could care for the child. At the same time the local authorities and the courts have to work to ensure that there is a minimum of delay in securing permanence for children.
- 2.2** Whilst the aspiration is very positive there are significant challenges in finding suitable adoptive parents who want to adopt children, particularly those children who are regarded as harder to place through factors such as disability, age, ethnicity and being part of a sibling group.
- 2.3** Services have also had to work with the ongoing impact of recent case law (Re B, Re BS and Re T) which is continuing to have far reaching implications for local authorities when considering permanency for children, for whom adoption would usually be the plan. This has included an increase in the number of parental challenges to Placement Orders already granted - a Placement Order is an Order made by the Court that enables the local authority to place a child with a new family to be adopted. There have also been a number of challenges by parents to Adoption Orders, which has meant that the granting of these orders is taking longer, and as the child is already with the adopters creates uncertainty.
- 2.4** Over the past year there has been a decline in the number of Placement Orders being granted which gives a local authority permission to pursue a match with an adoptive family. In October 2015 the National Adoption Leadership Board confirmed that there had been a 24% reduction in Placement Orders being granted nationally.

- 2.5** The government is concerned about the reduction of children now being considered for adoption and is reviewing the situation with a view to considering the introduction of legislation to counteract the impact of case law.
- 2.6** In March 2016 the government document “Adoption: A vision for change” was released. This document sets out the way Adoption will be developed over the next five years until 2020. The government aims to reform the quality of the children’s social care system. Adoption reforms will be part of the wider reforms in social care.
- 2.7** Also during this last year there has been an emphasis on developing the Government’s adoption programme through Regional Adoption Agencies. Discussions have been taking place among local authorities and voluntary adoption agencies (VAAs), through regional projects to plan how regionalisation will be implemented. This will have implications for the Local Authority’s adoption service over the coming year. The aim is to increase the number of children adopted in a timely way.
- 2.8** In line with the plan for more adoptive placements, the Adoption Support Fund (ASF) that came into operation on the 1 May 2015 will be expanded to include more families including inter-country adoptions and Special Guardianship placements. All adopted children will get free early education from the age of two years, pupil premium and priority school admission. This will enable adopters to work with schools to consider what individual support will be of benefit for the adopted child.
- 2.9** In the context of these challenges and the changing landscape in adoption work, the service in LBBDD has continued to work to achieve adoptive placements and permanence for children. Service plans are monitored and reviewed to take into account the needs of the children and the challenges of achieving adoption placements.
- 2.10** Planning for the period of 2015-16 followed on from the inspection by OFSTED during the April – May period of 2014. In this, and as part of the wider inspection of services for children in need of help and protection, children looked after and care leavers, the service was judged as requires improvement. This led to an improvement plan in which there were a number of actions identified and these have all been implemented:
- To introduce a tracker for timescales on individual cases.
  - To ensure that plans are in place for permanency for children through checks by independent reviewing officers.
  - To introduce a permanency policy.
  - To support social work staff through training and supervision about permanency planning for children.

### **3. Outcomes for Children through Adoption in 2015-16 – activity and performance.**

- 3.1** This year has been another busy period of activity within the service that has seen 28 children adopted, many with some special needs.
- 3.2** There have been 10 domestic adoptive families (not inter-country) recruited by LBBD in 2015-16, and a number of matches have been made both with internal adopters who have been waiting, and children matched with adopters from other agencies. LBBD has also provided 2 adoptive families for other local authorities both within the East London consortium, of which we are a member and another local authority. In 2013/14, there were 16 families approved and in 2014-15, there were 10 families approved.

#### **Summary of the children referred for Adoption**

- 3.3** In the period 2015-16, the number of children with ‘should be placed for adoption’ (referred to as SHOPA) decisions was 28 children and this compares with 14 children in 2014-15 - a 100 % increase.
- 3.4** The decision as to whether or not a child should be placed for adoption is made by the Agency Decision Maker (ADM). The ADM is the Divisional Director Complex Needs and Social Care, or the Group Manager responsible for the Adoption Service can deputise if needed.
- 3.5** The tables below provide a further analysis regarding the children.

#### **Children with Adoption Decisions**

Table 1. Approvals and Rescinded Decisions

Total children approved for adoption by the Agency Decision Maker (ADM): April 2015 - March 2016	27
Adoption plans rescinded by the ADM	0
Total no of relinquished children approved for adoption by the Adoption & Permanence Panel (relinquished by birth mother)	1
Adoption plans rescinded by the Panel	0
<b>Total</b>	<b>28</b>

Gender Breakdown	
Boys	9
Girls	19

Ethnicity	No. of individuals
White British	19
White European	4
Mixed Heritage	2
Black African	3

Age of at time of the decision by ADM or Panel	No. of individuals
Under 1 year old	6
1 year +	5
2	6
3	5
5	6

### Summary of the children who were matched with families for adoption

- 3.6** It is important to note that the number of matches in a year do not equate to the number of children adopted in that year. Adopters have to wait 10 weeks before they can apply for the Adoption Order, some might wait much longer if there are issues in the placement that they want assurances about before they make the application, there are delays in obtaining court dates and a number of hearings if parents challenge the adoption. Therefore, many matches might actually have the orders granted in the next reporting year.
- 3.7** There were 9 children who were matched with families for adoption in 2015-16. The number of children matched for adoption in this period compares with 17 in the 2014-15 period.
- 3.8** Of these 9 children, there were 7 single children and one sibling group of two children. Of these matches, 3 single children were matched with in-house adopters.

**3.9** Of the remaining 6 children who were matched to interagency adopters (adopters approved by other local authorities or voluntary adoption agencies), one match was a sibling group of two; and 4 were single children.

**Summary of children who were matched with Adopters**

Sibling Groups and Individuals	
No in Group	No of Groups
2 siblings	1
Individuals	7

**Interagency Placements**

**3.10** When adoptive parents are recruited by our own adoption team they are referred to as in-house adopters. There are occasions when our in-house adopters do not want to adopt the children we have available for adoption. When this happens, usually our children are described as ‘harder to place’, we find adoptive parents for them from other agencies, either another local authority or voluntary adoption agency. Placements with these adopters are referred to as ‘inter-agency placements.’

**3.11** We have had to reduce our recruitment of in-house adopter activity because the number of children available for adoption is declining and there is a surplus of adopters nationwide. Our ongoing recruitment will focus on families who are willing to consider children who are ‘harder to place’ as these are the children who wait longer because adopters are not as ‘readily available’ as for small babies. We continue to have joint recruitment activities with the East London Consortium members in order to attract more adopters, provide a richer recruitment experience for our adoptive families and because this is a more efficient process than working as a single agency.

Table 7. Interagency placements bought and sold 2015/16	
Purchased (£)	Sold (£)
£178,000 (8 families)	£27,000 ( 1 family)
<b>Total</b> £178,000	<b>Total</b> £27,000

- 3.12** The cost of an interagency placement is approximately £27,000 for one child (or £29,700 if purchased from a London adoption agency); and £43,000 for sibling groups of two (London fee is £47,300).
- 3.13** The DfE Adoption Reform Grant (introduced in 2015) funded the purchasing of interagency placements and the local authority has been reimbursed for the placements purchased.
- 3.14** In 2012 the government increased the rate for the purchase of interagency placement across local authorities in an attempt to introduce a 'level playing field' with voluntary agencies. Prior to 2012, local authority interagency placements cost approximately £9000 and voluntary adoption agency rates were £27,000. Local authorities tended to buy placements from each other rather than voluntary adoption agencies. LBBDD bought 8 adoptive families in this period and sold one family.

#### **Summary of the children who were adopted**

- 3.15** The total number of children who were adopted during this period was 28. This constitutes 11% of children exiting from care which compares with 17% nationally, 12.9% for statistical neighbours and 8.9% in London. This compares with 17 children who were adopted in the 2013-14 period and 32 children adopted in the 2014-15 period.
- 3.16** The service has however continued to be successful in placing 'hard to place' children, including sibling groups and older children .

#### **Total number of Adoption Orders Granted April 2015 - March 2016**

Total number of Adoption Orders Granted April 2015 - March 2016 for LBBDD children	28
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#### **Gender Breakdown**

Gender Breakdown	
Boys	10
Girls	18

#### **Ethnicity Breakdown**

Ethnicity	No. of individuals
White British	16
White European	4
Mixed Heritage (Black/white)	4
Black UK	2
Asian	2



#### Age Breakdown

Ages	No. of individuals
0 - 3	16
4 - 7	8
8 - 12	4

#### Sibling Groups and Individuals

Sibling Groups and Individuals	
No in Group	No of Groups
2 siblings	5 (pairs)
3 siblings	0
Individuals	18

#### 4. Impact of new Regulation, Guidance and Case law

- 4.1** Whilst the number of children placed for adoption has fallen, there has been a continual rise in the number of children placed with family under Special Guardianship Orders (SGO). Special Guardianship orders came into force on 30th December 2005, as part of the Adoption and Children Act 2002, Section 115. A Special Guardianship Order is an Order granted by the courts. It offers a real alternative to long-term foster placements or adoption for those children who, for whatever, reason cannot live with their birth parents.
- 4.2** Special Guardianship allows children to remain within the family unit or another significant person. It allows children to have a sense of permanency. The evidence suggests that these are children who would have previously been placed for adoption. We have placed 14 children under three years old with family under SGO, who might otherwise have been placed for adoption.
- 4.3** The impact of this turnaround in the numbers of children available for adoption has meant that we now have more adopters approved and waiting for placements than ever before. This trend is mirrored by many other Adoption Agencies nationwide, who eagerly embraced the government's initiatives to 'drive up' adopter recruitment.
- 4.4** The consequence is that many local authorities and voluntary adoption agencies (VAAs) have a surplus of adopters for a rapidly diminishing pool of sought-after children i.e single children, under the age of 2, without known complexities in their backgrounds or their needs.
- 4.5** The situation in Barking and Dagenham is that there were 5 couples and 3 single adopters who were waiting for a child as at the end of March 2016. Overall however we have been successful in placing children with the adopters we approve. At the time of writing (May 2016) we only have 2 single

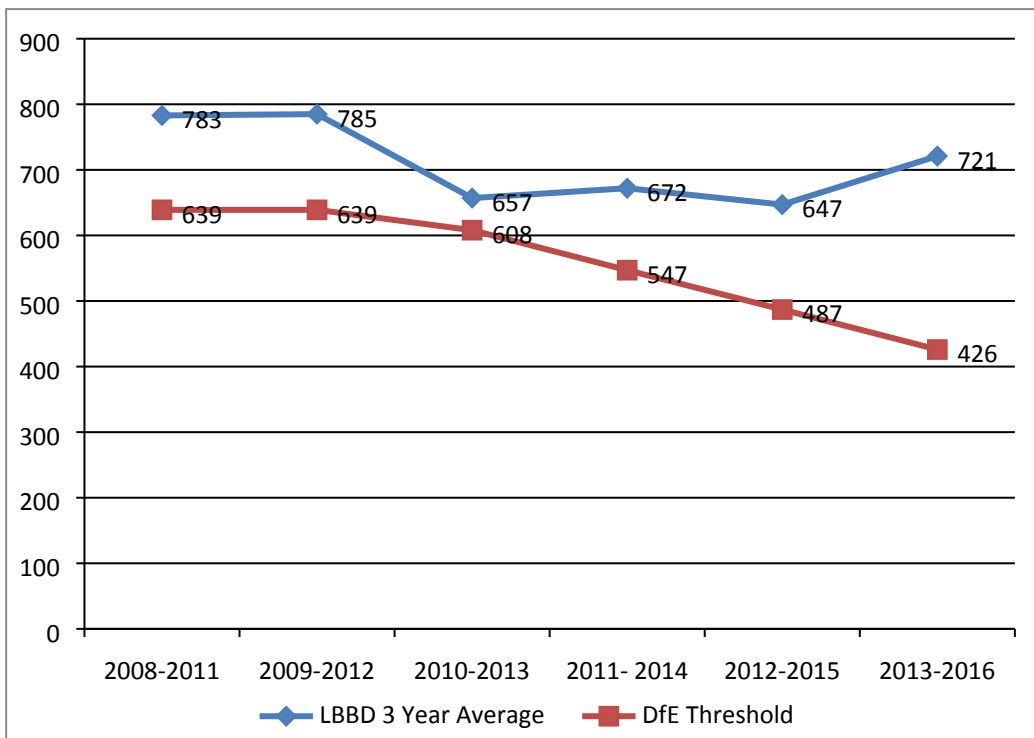
adopters and 1 couple waiting for a child, but these families require careful matching

**5. Timeliness: the adoption scorecard**

**5.1** The Adoption Scorecard is a tool introduced by the DfE in 2012 in relation to the adoption of children across local authorities. Two key indicators, A1 and A2, in the Adoption Scorecard measure the timeliness of adoption. The descriptors for A1 and A2 are set out below.

- **A1** - The average time between a child entering care and moving in with its adoptive family, for children who have been adopted.
- **A2** - The average time between a local authority receiving court authority to place a child for adoption and the local authority deciding on a match to and adoptive family.

**A1 - Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days)**

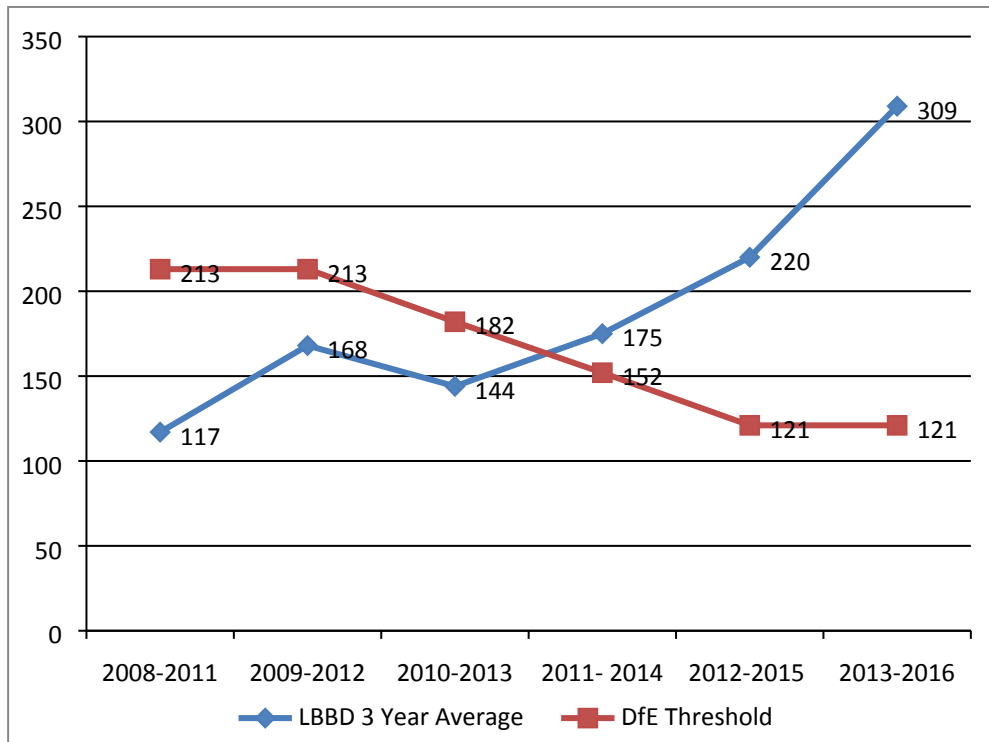


**5.2** The Adoption Team at Barking and Dagenham has successfully placed children considered 'hard to place' which has been a good outcome for those children. However, this good practice has adversely impacted the scorecard which indicates performance well above target. This means that the timeliness in relation to the scorecard does not portray the true picture in

terms of outcomes for the child, in that they have best outcomes for their future adoption, even though they may have waited longer to be placed.

- 5.3** The adoption scorecard measures performance over a 3 year rolling average. Our three year rolling average has increased from 647 days for 2012-15 to 721 days for 2013-16. This is due to our previous 12/13 good performance (585 days) being removed from the calculation and our 15/16 performance (769 days) being added.
- 5.4** The performance for the A1 indicator was 295 days above the DfE threshold. This is being addressed as a priority for action in the 2016-17 period but it is important to note that this area of performance is likely to get worse due to the time it takes to place children with complex needs who have waited a long time for adoptive families. This time period takes account of the date of entry into care, rehabilitation options to family, length of care proceedings, match being approved by Adoption Panel and ADM and introductions period prior to placement. We have however been successful in placing children who have complex needs.
- 5.5** As part of addressing the issues which have arisen from this area of performance, the Adoption Improvement Group meets regularly to discuss the situation and how those involved can work more effectively. The group will be monitoring the performance over the coming year. This will include checking on a case by case basis that there is no drift in developing permanency plans for children from the time they enter care. In addition, the performance within care proceedings and meeting the deadline of 26 weeks will continue to be scrutinised in conjunction with our Legal colleagues.

**A2 - Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)**



**5.6** The three year rolling average has increased from 220 days for 2012-15 to 309 days for 2013-16 and shows a decline in performance. This is due to our good performance (149 days) in 2012-13 being removed from the calculation and our performance (375 days) in 2015-16 being added. We are now 188 days above the DfE threshold.

**5.7** Again it is important to explain that some of the children that have been placed for adoption have complex needs which have impacted on the timescales for family finding with the government expected timeframe. Examples include:

- One male child with a diagnosis of autism (1244 days for A1).
- One male child with severe medical issues and dual heritage (719 days)
- Sibling group of three children (811 days).
- One female child who was visually impaired (645 days)
- One male child aged 10 (970 days)

**5.8** The quickest time we were able to achieve placement within this indicator was 44 days for a White British 1 year old girl with no additional needs. We were also able to place a White British 1 year old boy with no additional

needs within 87 days and a sibling group of 2 girls within 109 days (match from the Adoption Activity Day).

## **6. Adopters**

### **Recruitment Activity- 2015-2016**

**6.1** In order to promote adoption activity a range of activities take place. Activity between April 2015 to March 2016 included:

- Coordinated presence at external events including stands at Queens Hospital and St Georges Day and presence at dedicated adoption events – national and local ‘Exchange events’.
- Co-ordinating and promoting 9 adoption information events.
- Professional photography for all children with adoption as their plan.
- Joint working with East London Adoption Marketing Group - boroughs are Havering, Redbridge, Waltham Forest, Newham and Tower Hamlets. Outcomes include a new website for East London Adoption.
- New branding for adoption rolled out across all materials including adopter and children’s profiles, stands and give-aways.
- We give out enquiry booklet for prospective adopters when asked and at information evenings.
- We continue to post a short film about adopters’ journeys with us – used on social media and Lbbd.gov.uk website.
- Uploading profiles on adoption link and managing enquiries.

**6.2** We continue to consider traditional and new initiatives to identify adoptive families for children needing placements. To this end, we became members of “Adoption Link” (an on-line web search for adopters to identify potential matches themselves, similar to the National Adoption Register) and “New Family Social” (an organisation which supports LGBT prospective and approved adopters), and attended a further 2 Adoption Activity Days – from which 1 placement (1 x sibling group of 2) were made.

**6.3** Adoption Activity Days are fun events that are held for children who are considered to be harder to place and for adopters to meet them in an informal setting. The aim is to break down preconceptions about such children and for matches to be ‘adopter driven’ by making connections with children who they may not have considered previously. The success rate for matches from these events is approximately 18%. We have had 12 children attend the two Activity Days during 2015 – 16 and 2 were matched (16.6%).

**6.4** We did not make any official “Fostering for Adoption” placements. This is a scheme where carers are dual approved as both adopters and foster carers. This approach enables those approved to adopt to have a child placed with

them as a foster child while the process continues through to adoption. There is an increased risk with these placements because the child could return home to their birth family. The child selected for fostering to adopt must be chosen carefully to prevent this. The local authority only selects children where it strongly anticipates that they will go on to be adopted by their carers. However, we did place a baby with an adoptive couple under fostering regulations after the placement order was granted, to ensure safety of this child in their new family out of the area. The child remained under fostering regulations until the adoption order was granted.

- 6.5** Fostering to Adopt schemes are not appropriate for all situations as the adopters have to bond with a child as well as managing the risk that the child will be returned to their family. However, if this arrangement is considered appropriate it is extremely beneficial to the child who has no change of carer, which is preferable for maintaining attachments to their primary carer.

### Summary of Adopters

- 6.6** There have been 12 adoptive families approved during the 2015-16 period which compares with 17 families approved in the 2014-15 period.

- 6.7** The figure of 12 families approved includes two families that were inter-country adopters.

### Number of couples/Single adoptive families 2015-16 (Figures for 2014-15 in brackets)

Couples	9 (8)
Single Adopter (female)	3 (3)

- 6.8** Recruitment of adopters has been relatively low due to the fact that there are a number of adopters waiting who do not have placements. Potential applicants are therefore aware that they will be competing with a larger cohort than previously for the preferred profile of younger children with no complex needs.

- 6.9** It should be noted that there are numbers of children with SHOPA decisions, who have special needs; which in turn will require us to balance the numbers of prospective adopters recruited in the future to meet the needs of harder to place children.

- 6.10** We have made efforts to recruit a more diverse group of prospective adopters who are willing to consider hard to place children, primarily siblings and children with additional needs.

## 6.11 Types of Adopters

Types of Adopters		
New adopters (families) Including 3 foster carer couples	12	
	3 single applicants	9 couples
2 <sup>nd</sup> Time adopters	0 single applicant	0 couple

### Ethnicity of Approved Adopters - Couples

Couples	
White British	9
White British/Black British	0
White European/Black British	0

### Ethnicity of Approved Adopters – Single carers

Single Adopters	
Asian Pakistani	1
Black British	2 (inter-country adopters)
White British	0

**6.12** To provide additional support to lesbian, gay, bisexual and transgender adopters, as mentioned above, we are members of, “New Family Social” a registered charity that works closely with adoption and fostering agencies across the UK. We have approved 1 same sex couple this year.

## 7. Disruptions of adoptive placements

**7.1** A disruption is the breakdown of an adoption placement. There have been no disruptions, post placement or post Order, during this reporting period.

## 8. Independent Review Mechanism (IRM)

**8.1** There were no appeals to the IRM in the period 2015-16. The IRM is an independent body to review fostering and adoption agencies’ decisions not to

approve applicants. The IRM will make a recommendation to the agency but the ADM makes the final decision about approval.

## **9. Adoption Panel**

- 9.1.** The Borough's Adoption and Permanence Panel meets monthly to make recommendations to the Divisional Director Complex Needs and Social Care, who acts as the Agency Decision Maker (ADM), with regard to the approval of prospective adopters and the matching of children with specific families.
- 9.2.** Additional panels can be convened as necessary, although this was not required during this period. One panel meeting was cancelled in January as there were no cases to present.
- 9.3.** The composition of the Panel is in accordance with the Adoption Agencies Regulations 2011, and includes independent members. The Chair is an independent person who has significant experience of adoption work.
- 9.4.** The Panel representatives are committed and attend regularly with unplanned apologies being rare. The purpose of the Central List representative is to provide additional capacity.
- 9.5.** Newly recruited social workers are also offered the opportunity to observe Panel as part of their induction.
- 9.6.** The Divisional Director Complex Needs and Social Care is the Agency Decision Maker and is responsible for the annual appraisal of the Panel Chair.

## **10. The Adoption Team**

**10.1** The Adoption Team consists of :

- 1 Team Manager
- 1 Deputy Team Manager
- 1.5 Post Adoption Social Workers
- 1 Play Therapist – pre and post order support and sibling group work
- 1 Training and Life Story Social Worker
- 3 Adoption Social Workers undertaking recruitment of adopters & family finding
- 2 Special Guardianship Social Workers

## **11. Adoption Support Services**

**11.1** The provision of adoption support services continues to feature heavily in the Government's current adoption reform. From the 1st May 2015, the Adoption Support Fund (ASF) became operational as recognition that many adoptive



families will require additional therapeutic support throughout their adoption journey. This funding is for therapeutic support for adopters and children which can be purchased externally and funded by ASF. During 2015-16 LBBD secured £45,436 from the ASF.

- 11.2** Currently the service has 1½ social worker posts, supported by our in-house Play Therapist, who provide support to birth and adoptive families who require a service. The play therapist has worked individually with 14 adoptive families providing therapeutic support. She works with the adoptive families and children both pre-order and post adoption order.
- 11.3** The number of families in receipt of post adoption support packages (not 'one off' advice) for support that was provided on any date between 1 April 2014 – 31 March 2015 was: 10

#### **Requests for Assessments for post adoption support**

How many requests for assessments for post-adoption support did you receive from families	10
Of the requests for assessments, how many assessments resulted in the provision of support	10
Of the requests for assessments, how many assessments did not result in the provision of support	0
Of the requests for assessments, how many assessments were still being carried out at 31 March 2014	0

#### **Post Adoption Support Packages**

Number of families in receipt of post-adoption support packages (not one off advice) funded by LBBD	4
Number of families in receipt of post-adoption support packages (not one off advice) funded by another local authority or voluntary adoption agency	0
Number of families in receipt of post-adoption support packages (not one off advice) funded by another route (e.g. the Adoption Support Fund)	6
Total number of families in receipt of post-adoption support packages (not one off advice)	10

**11.4** The service provided support to a number of adults who have been adopted

Number of families in receipt of adult adoptees support packages (not one off advice) funded by LBBD	10
Number of families in receipt of adult adoptees support packages (not one off advice) funded by another local authority or voluntary adoption agency	10
Number of families in receipt of adult adoptees support packages (not one off advice) funded by another route (e.g. the Adoption Support Fund)	0
Total number of families in receipt of adult adoptees support packages (not one off advice)	20

**12. Special Guardianship and support**

**12.1** The service also has responsibilities regarding special guardianship orders and arrangements which have increased as adoption orders have decreased.

**12.2** The overall number of Special Guardianship Orders granted, which is 49, includes 33 who have exited care as a result of this order being made. There are 16 children who were made the subject of Special Guardianship Orders and were not in care but for whom the local authority has responsibilities to consider the arrangement and support required.

**12.3** The number of children - 49 – made the subject of a Special Guardianship Order in the 2015-16 period compares with 28 in 2013-14 and with 35 in 2014-15. This is a performance of 13% for the children exiting care and this compared with the national figure of 11.3%, with 9.5% for statistical neighbours and with 10.6% for London.

<b>Total number of Special Guardianship Orders granted:</b>	49
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Gender Breakdown	
Boys	26
Girls	23

Ages	No. of individuals
0 – 3	16
4 – 7	9
8-12	12
13+	12

**12.4** Information regarding the breakdown of special guardianship orders is that there have been 6 breakdowns in these arrangements:

- 1 child has gone to live with grandparents
- 1 child put back in foster care.
- 4 children have returned home to mother

**12.5** There were 49 Special Guardianship Support packages completed in the period 2015-16. This support includes direct work with many families relating to contact, child's behaviour and financial arrangements.

**12.6** Special Guardians' Support Groups have been held six times in the year a year and on average 5 – 10 people attend. This group's remit is to support special guardians in dealing with issues related to the parenting of the children, managing contact with their birth parents, financial issues etc.

**12.7** Parent Support Groups have been arranged to take place three times in the year but take up is very low with only one parent attended the last group. The focus of this group is to enable parents to come together to share experiences of their children living with alternative carers, support each other and help them recognise the issues that led to separation from their children. It will also assist with contact issues.

**12.8** Special events have been arranged over the course of the year with a summer picnic – 4 families attended and a Christmas lunch – 10 families attended.

### **13. Training, awareness and consultation**

- 13.1 The team provide regular consultations for social workers who are considering plans for children to achieve the best outcome.
- 13.2 Presentations about special guardianship have taken place at team meetings twice a year at all the Children's Services team meetings including: Learn to Live, Children in Care, Care Management and Children with Disabilities teams.
- 13.3 Training regarding adoption and special guardianship is part of the annual training plan and programme for social workers across the service

### **14. Finance**

- 14.1 The annual budget for Adoption and SGO allowances is £2,836,210. The spend exceeded the budget by £590,824 meaning that the total spend was £3,427,034.
- 14.2 It is important to note that almost all allowances are less than the cost of in-house foster care rates, which would be the minimum amount that each child subject to permanent orders would cost if they had remained looked after.

### **15. Achievements in 2015-16**

- 15.1 The service has seen 28 children adopted during the course of the 2015-16 period. Whilst this is a decrease from 32 in the previous year it is important to put this in context of the number of children placed who have needs which mean that they are harder to place and the national and regional context of reducing numbers of adoption orders being granted for children due to the impact of case law.
- 15.2 There has been a sustained number of 'should be placed for adoption' (SHOPA) decisions, which is not reflected nationally (see paragraph 2.8).
- 15.3 Positively there have been no disruptions for children whose situation is either pre adoption order or post adoption order.
- 15.4 The service has made successful applications to the Adoption Support Fund and Inter Agency Support fund generating reimbursement/income of £223,436.
- 15.5 The Adoption Panel has worked well with consistently positive feedback from attendees.
- 15.6 There has been good joint working within the East London Consortium on recruitment and matching.

**15.7** The introduction of Special Guardianship support and training in recognition of the significant increase in activity in this area of permanency planning for children.

**16. Challenges and service plan priorities for 2016-17**

**16.1** We can be very clear about the key challenges which face the service regarding the adoption of children where this is considered to be in her/his best interest and to achieve the most positive outcomes. These are incorporated in to the action plan for the service for 2016-17.

- a) Improving the timeliness of achieving adoption.
- b) Ensuring that the plan for the recruitment of adopters is geared to encouraging applicants to meet the diverse range of the Borough's children's needs.
- c) Ensuring that the Borough's service is responsive to national developments and expectations about performance in adoption.
- d) In recognition of the challenges for achieving successful and timely adoption for children an Adoption Improvement Group has been established and will oversee the practice regarding adoption. This group is chaired by Divisional Director Complex Needs and Social Care and will have a case by case overview of the activity and timescales involved.
- e) Detailed case by case scrutiny of planning and timescales to ensure that appropriate cases are progressed in a timely way and tracked; work is carried out to rescind placement orders for children who are the subject of placement orders where the original plan was for adoption but this is no longer the care plan ; and use of Special Guardianship Orders as an alternative appropriate option for permanency where adoption is not achievable
- f) Monitor and review arrangements regarding special guardianship and the support plans for these given the increasing numbers.
- g) Support social work staff in their permanency planning for children, including adoption, through consultation, training and guidance including input from managers, Independent Reviewing Officers and the Court Progression Officer.
- h) Work with partners and make use of Adoption Support Fund (ASF) initiatives locally and regionally through the East London consortium
- i) Plan for the Government's regionalisation programme along with continuing to develop and embed the adoption reforms in response to the Government's Action Plan for Adoption and those announced in the

new Education and Adoption Bill. The Bill may have implications for adoption in that there will be a requirement that the court must have greater scrutiny of family assessments and may reject riskier family placements, resulting in an increase of children with adoption plans.

- j) Increase the Central List for Adoption Panel.

**Marie Ologbosere, Team Manager Adoption Team**  
**Joanne Tarbutt, Group Manager, Looked After Children Services**

**17 August 2016**

# **FOSTERING ANNUAL REPORT 2015 / 2016**





## **1. Introduction**

- 1.1** This report provides an evaluation of the Fostering Service in Barking and Dagenham for the 2015 to 2016 period, outlining the key achievements and challenges and developments in relation to improving service delivery. The report provides information about the activity and outcomes achieved in this period and identifies priority areas for the year 2016 to 2017 period.
- 1.2** The annual Fostering Service report about the management and outcomes of the Fostering Service meets the requirements of the Fostering Services (England) Regulations 2011 (Regulation 35) and Fostering Services: National Minimum standard 25.7

## **2. Background**

- 2.1** The Fostering Service is highly regulated by legislation and regulations. The Children and Young Persons Act 2008 and the Fostering Services (England) Regulations 2011 are the primary sources of legislation that guide fostering practice, but the service also takes account of other child care legislation such as the Care Planning, Placement and Case Review (England) Regulations 2010 and the Care Leavers (England) Regulations 2010.
- 2.2** The Children and Young Persons Act 2008 fulfilled commitments made in the White Paper, 'Care Matters: Time for Change' in imposing a duty on local authorities to find sufficient, appropriate fostering accommodation in the local area.
- 2.3** In 2010, Guidance and Regulations for Care Planning, Placement and Case Review were introduced, which has a number of implications for Fostering Agencies, notably greater expectations around placement stability for children and a strengthened role for Independent Reviewing Officers.
- 2.4** In 2011, new Fostering Service Regulations came into force in response to the consultations undertaken with children and young people. These regulations revoked and replaced the Fostering Service Regulations 2002. New National Minimum standards were also introduced in April 2011, which form the basis of Ofsted inspections of fostering services. The service is underpinned by a Statement of Purpose which is updated each year.

## **3. Service Overview**

- 3.1** The Fostering Service sits in the Complex Needs and Social Care division and is committed to working inclusively with all children's social work teams. There is support throughout Children Services to work

flexibly, share resources and deliver high quality services to children in care, in accordance with their individual care plans. The service consists of one team dedicated to all fostering activity including recruitment, assessment training, support to approved foster carers connected persons and private fostering. The team is managed by the Group Manager for Looked After Children and comprises of 1 Team Manager, 1 Deputy Manager, 2 Assessors, 9 Social Workers, 1 Private Fostering Social Worker and 2 Business Support Officers.

**3.2** The Fostering Service fulfills the following roles and responsibilities:

- Recruitment, preparation and assessment of all new foster carers, including Short Break carers for disabled children.
- Ongoing supervision and support of all approved foster carers.
- Ongoing training for foster carers (including weekends to meet the carers' needs).
- Assessment and support of all Connected iPerson foster carers.
- Management of all Private Fostering ii cases (there is a separate report for Private Fostering activity).
- Management of the Placement Finding Team, responsible for identifying placements for looked after children.
- Provision of a Duty Service to ensure that initial enquiries from potential carers are responded to promptly.
- Out of Hours helpline for foster carers until 10.00pm 7 days per week.
- Ensuring that there is a Fostering Panel for the approval and review of foster carers.
- Dealing with complaints and managing allegations which concern foster carers

#### **4. Performance & Outcomes**

##### **Looked after children, placement data and analysis**

**4.1** As at the end of the 2015/16 period, the number of looked after children had reduced from 418 compared to 457 in the previous year. This is a reduction of 9% and a positive direction of travel. The rate per 10,000 children aged 0-17 has decreased to 71.0 and is the lowest rate since 2007/08. The borough still has, however, a higher rate of looked after children per 10,000 compared to London and nationally but is in line with statistical neighbours.

**4.2** Table 1 provides a breakdown of looked after children by placement and whether in or out of the borough between 2013/14 and 2015/16. In

2015/16, 285 (68%) looked after children were placed in foster care (203 in house and 82 in agency foster care), a decline on 2014/15 figure of 321 (70% - 239 in house and 82 in agency placements). This decline can be partially explained by the increased use of connected person and semi –independent placements.

- 4.3** The number of looked after children in residential placements has decreased from 45 (10%) to 35 (8%) over the last year. Of the 35 looked after children placed in residential care at the end of 2015/16, 71% were teenagers (25/35) with extremely challenging behaviour or profound disabilities with associated behavioural difficulties.

**Table 1**

	2013/2014	2014/2015	2015/2016
Number of Children In Care	458	457	418
Number in LBBB Foster Care	247 (53.9%)	239 (52.3%)	203 (48.6%)
<i>:of which in Borough</i>	110 (24.0%)	116 (25.4%)	105 (25.1%)
<i>:of which out of Borough</i>	137 (29.9%)	123 (26.9%)	98 (23.4%)
Number in Agency Foster Care	116 (25.3%)	82 (17.9%)	82 (19.6%)
<i>:of which in Borough</i>	12 (2.6%)	6 (1.3%)	7 (1.7%)
<i>:of which out Borough</i>	104 (22.7%)	76 (16.6%)	75 (17.9%)
% of all CIC in Foster Care	79.3%	70.2%	68.2%
Number in Residential Care	23 (5.0%)	45 (9.8%)	35 (8.4%)
<i>:of which Residential Homes</i>	14 (3.1%)	27 (5.9%)	25 (6.0%)
<i>:of which Residential Schools</i>	1 (0.2%)	2 (0.4%)	0 (0.0%)
Number placed for Adoption	11 (2.4%)	13 (2.8%)	8 (1.9%)
Connected Persons	14 (3.1%)	24 (5.2%)	32 (7.7%)
Number placed with parents	15 (3.3%)	23 (5.0%)	19 (4.5%)
Semi Independent Units	29 (6.3%)	31 (6.8%)	39 (9.3%)
Other	3 (0.7%)	0 (0%)	0 (0%)

Source: ICS, London Borough of Barking and Dagenham

- 4.4** It is important to note that the Fostering Service also supported arrangements for 15 young people to remain with their foster carers beyond their 18<sup>th</sup> birthday through the 'Staying Put' scheme.

- 4.5** A key strength of the Fostering Service is the ability of the staff team to remain child focussed whilst providing a high level of support to the cohort of foster carers. Over the last year, there has been an increase in the number of children needing long term or permanent placements and a significant number of requests to place siblings groups of three or more children. The team has continued to work hard to keep young people in local, in-house foster placements thereby enabling them to maintain links with their families and communities.
- 4.6** The table (2) below offers some information regarding placement proximity to the Borough. As at the end of March 2016, the percentage of looked after children that were placed in borough increased to 39% compared to 38% in the previous year. 59% of looked after children are placed out of borough and 2% were placed with adopted parents. Although 59% of looked after children are placed out of borough, the vast majority are placed within 20 miles of the borough (84%).
- 4.7** Whilst 203 looked after children are cared for by our Borough foster carers, not all foster families reside within the Borough itself. This is largely an issue of housing stock; the Borough has a very large 'council housing stock' which does not lend itself to surplus bedrooms and sufficient space in general to be available to make fostering an option for prospective families, hence the need to recruit carers from beyond the borough boundaries. However, as the table illustrates, 'out of borough placements' are in the main within neighbouring boroughs or authorities within a short distance of Barking and Dagenham itself; Havering, Redbridge and Essex, ensuring that contact with professionals is easily maintained and that some services provided within the Borough are still accessed by young people who do not strictly reside with us.

**Table 2 Looked after children placement by area (March 2016)**

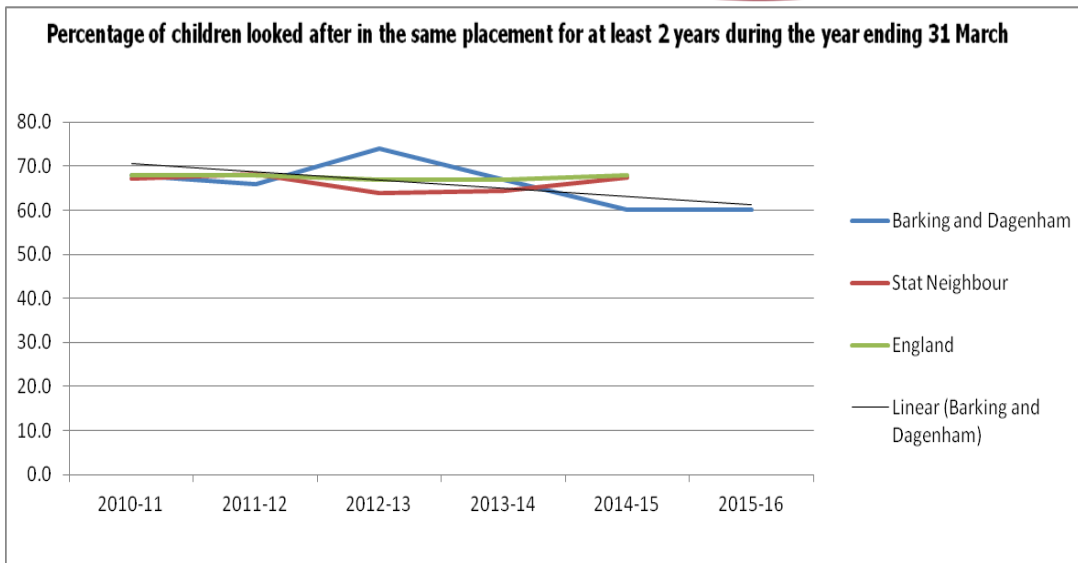
Placement Local Authority	Total	%
LBBB	163	39.0%
Havering	65	15.6%
Redbridge	50	12.0%
Essex	34	8.1%
Kent	16	3.8%
Thurrock	9	2.2%
Enfield	8	1.9%
Newham	8	1.9%
Tower Hamlets	8	1.9%
Placed for Adoption	7	1.7%
Lancashire	6	1.4%
Medway	5	1.2%
Norfolk	4	1.0%
Waltham Forest	4	1.0%
Brent	3	0.7%

Calderdale	2	0.5%
Hampshire	2	0.5%
Isle of Wight	2	0.5%
Leicestershire	2	0.5%
Cambridgeshire	1	0.2%
Darlington	1	0.2%
Devon	1	0.2%
Durham	1	0.2%
East Sussex	1	0.2%
Hackney	1	0.2%
Hertfordshire	1	0.2%
Hounslow	1	0.2%
Leeds	1	0.2%
Lincolnshire	1	0.2%
North Lincolnshire	1	0.2%
Northamptonshire	1	0.2%
Richmond upon Thames	1	0.2%
Shropshire	1	0.2%
South Gloucestershire	1	0.2%
Southend-on-Sea	1	0.2%
Staffordshire	1	0.2%
Surrey	1	0.2%
Warwickshire	1	0.2%
West Sussex	1	0.2%
<b>Total</b>	<b>418</b>	<b>100.0%</b>

Source: ICS, London Borough of Barking and Dagenham

## Placement Stability

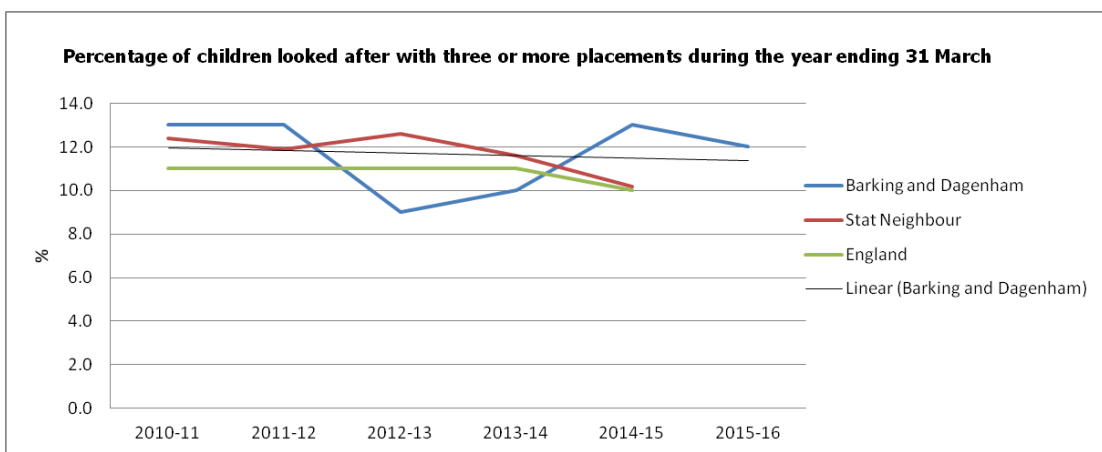
- 4.8** Research indicates that placement stability for children and young people in care is an important factor for them having more positive outcomes during their lives. Changes of placement and primary carers causes instability in terms of attachment and sometimes disruption in education, friendships etc. Young people find it hard to invest in placements if they do not believe they will remain there long term and this impacts on all aspects of their lives.
- 4.9** Getting the right number and type of permanent placements is a significant challenge. The placement team has a very good knowledge of providers and the fostering team strive to consider diversity including ethnicity, culture and religion when placing children. Examining levels of placement stability shows that in 2015/16 too few looked after children in Barking and Dagenham had been in the same placement for at least two years. Performance in 2015/16 improved by 1% to 60%, but this still remains below London, national and statistical neighbour averages by around 10%. Performance is in the bottom quartile for this indicator.



**4.10** It is important to note that this stability indicator includes all placement moves even when the move is positive, for example, placed back with parents, moving to independent living, kinship care and moving from residential to foster care. This indicator also counts a placement move if the foster carer moves house over boundary. It is not, therefore, necessarily the case that the move is negative.

**4.11** To understand performance, an analysis of the end of year cohort shows that of the 137 children who had been in care for 2.5 years as of March 2016, 55 children had experienced a placement move. Of these, 33 children had placement moves due to actual placement breakdown. In these situations a plan is put in place to identify and implement actions for long term placement stability for each child.

**4.12** Although the proportion of looked after children experiencing three or more placements in a year dropped to 12% as at the end of March 2015/16 compared to 13% in the previous year, performance is slightly above national and similar areas. We are, however, in line with London boroughs at 12%.

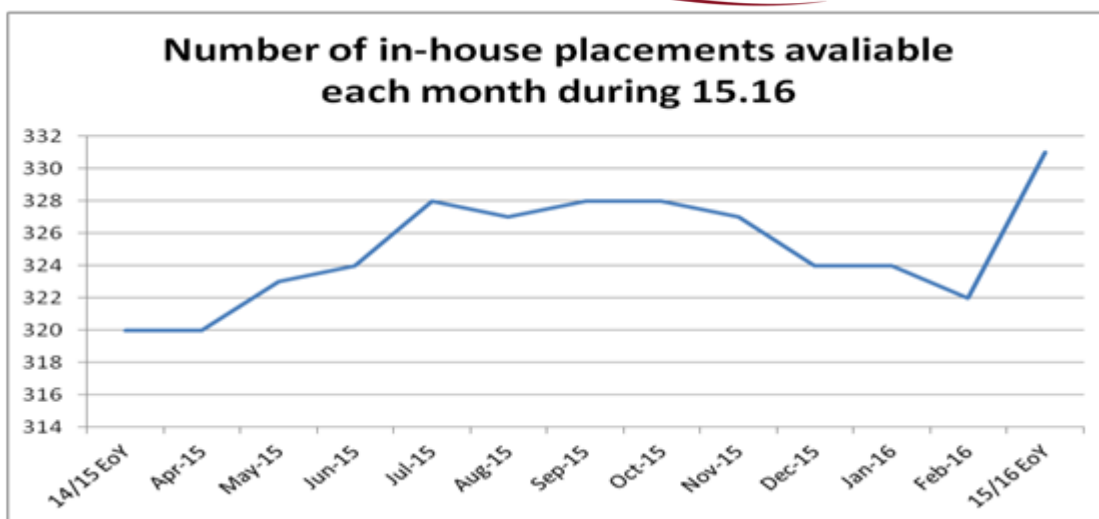


## **Resources and the SAFE programme**

- 4.13** The budget for the Fostering Service to provide placements for the Borough's looked after children is £13,620,460 for internal and external fostering and residential placements.
- 4.14** In delivering the service there are a range of pressures which have incurred additional expenditure beyond the budget and leading to an overspend of £1,027,269.
- 4.15** The service is addressing the situation through a number of actions as part of the wider SAFE programme within the Children's Complex Needs and Social Care service. Most particularly these are:
- Checking and reviewing all independent fostering agency placements to ensure these are appropriate and provide added value to meet children's needs.
  - Putting in place tighter commissioning arrangements to ensure value for money from external independent fostering agency placements and providers.
  - Reviewing all residential placements to devise plans for step down into lower cost provisions where appropriate.
  - Reviewing all children in foster placements (internal and external) to explore the possibility of rehabilitation to family where appropriate.
  - Working with Housing, private housing providers, 16+ and 18+ providers to move young people into lower cost accommodation where appropriate.
- 4.16** The work as part of the SAFE programme will continue, building on the considerable positives of the Borough's Fostering Service and placing children in or nearby to their family and community whilst also making efficiencies.

## **5. Recruitment and Retention of Foster Carers**

- 5.1.** As at the end of March 2016, the service had 173 in house foster carers compared to 174 in March 2015. Although this has not increased in the last year, 331 looked after children's' placements were offered by the 173 fostering carers compared to 320 children at the end of March 2015. This is a net increase of 11 placements in the year.



Source: ICS, London Borough of Barking and Dagenham

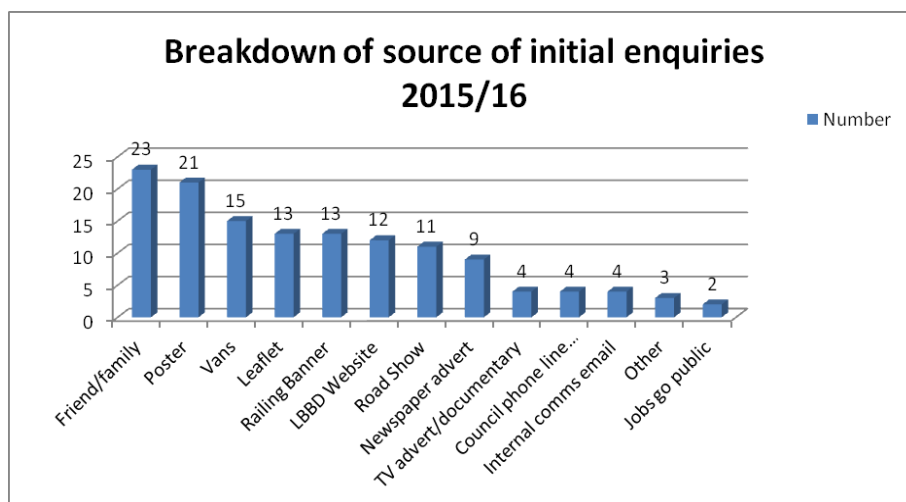
- 5.2. In 2015/16, LBBDD approved 25 new in-house foster carers, a slight decline on the 27 approved in 2014/15 but higher than the 22 recruited in 2013/14. The team’s performance is in direct contrast to that of neighbouring boroughs who continue to struggle to recruit new, quality carers.
- 5.3. A key strength of the Fostering Service is the continued successful recruitment of foster carers from a diverse range of backgrounds which reflect the rapidly changing local population. This has been a major achievement that has not been reflected with our consortium partners.
- 5.4. Examining the 25 new in-house foster carers by ethnic groups shows the range across different ethnic communities with 66% (14) coming from ethnic minority backgrounds.

**Ethnicity Breakdown of newly approved foster carers (2015-2016)**

Ethnicity	Number
White British	11
Black British	2
Black African	3
White British/Asian	1
Asian/Pakistani	5
Indian	1
Italian/Greek – White European	1
Albanian	1



- 5.5.** In the 2015 to 2016 period, there were a total of 134 enquiries received by the fostering service compared to 189 in the previous year. Part of the reason for the decline in enquiries is linked to capacity available for marketing as the Recruitment Officer post (shared with Adoption Service) was withdrawn once the Adoption Support Grant, from which the post was funded, was stopped. LBBB are competing with neighbouring boroughs and IFAs who have dedicated marketing teams/officers. However, on a positive note, the LBBB fostering service has remained competitive and approved more foster carers annually than our Consortium partners for a number of years.



- 5.6.** A wide range of promotions have been run by the fostering service in the last 12 months and all literature provided in those promotions now carries the silhouette campaign, including banners, pull up banners, leaflets, cards and enquiry packs. Promotions ranged from:

- Advertising in local events brochure – Warren School.
- Residents' borough newsletter out to 72,000 residents.
- Fostering promoted on volunteering page of LBBB website.
- Updated fostering enquiry brochure delivered to enquirers.
- Social media and press campaigns – LBBB tweets and Facebook alert.
- ½ page advert in National Press (Daily Mirror alongside Fostering Fortnight article).
- Recruitment website pages for LBBB updated.
- Road-shows including shopping centres, and other events.
- Strong presence at borough's 50th anniversary celebrations.
- Telephone advertising secured on LBBB central answer-phone.

- Half hour Staff Meeting presentation at Trinity School to all staff group.
  - 30 Railing banners hung around Barking and Dagenham (2x1m PVC).
  - Posters and leaflets distributed via council buildings.
  - Advertising secured on council fleet at cost price.
  - New permanent 6 foot banners secured at Civic, Town Hall, Barking Learning Centre and Heathway library.
  - 2 yellow advertiser wrap-around adverts (Havering area) for Fostering Fortnight.
  - Word of mouth campaign discussed at Foster Carers coffee morning.
  - Letter out to all carers with Fostering business cards to share with interested parties.
- 5.7.** Analysis of the last 3 years' campaigns and the historical knowledge held within the team on what works in recruitment show recommendations from current carers to their friends and family are the most successful methods of recruitment, followed closely by published information (posters, vans, leaflets and railing banners).
- 5.8.** Initial Visits are thorough and robust. Applicants must be able to meet children's high level of needs before they are invited to Skills to Foster Training. In 2015/16, of the 134 Initial Enquiries, around 98 met the criteria for an Initial Home visit. 73 households were invited to the preparation groups post visit to the families. The service finally approved 25 new foster carers.
- 5.9.** The Fostering Service has continued to have a good reputation in respect of the support it provides to its foster carers, and this is reflected in foster carers' feedback and in annual reviews of foster carers. Foster carers have been involved in recruitment activity, training new applicants to foster and media interviews.
- 5.10.** Training and support are key ingredients to not only recruit but also retain foster carers. Foster carers can also access a wide range of training either through the training manual, specialist consortium training, and bespoke training for specific areas e.g. health conditions, education needs, celebrating cultures, court work, creative play and understanding the trauma children have experienced.
- 5.11.** Foster carers are also able to access Fostering Changes which is a 12 week interactive learning experience for foster carers designed by

the Maudsley Hospital and Kings College. All foster carers have access to this training and to date in excess of 100 carers have participated. The courses provide carers with a framework for understanding behaviour and developing skills to strengthen the relationship with the children placed with them, and enhance children's self-esteem.

**5.12.** There are a wide range of support groups to ensure that foster carers are well supported and ensure that they do not feel isolated. These include

- The LBBD Foster Care Association is a local voluntary organization set up and run by foster carers. As a group they provide support, information and advice to members and offer opportunities for foster families to work together.
- The Black and Ethnic Minority Fostering Support Group focuses on issues relating to culture and how this can be integrated within the fostering role, particularly if the placement was trans-racial or cross-cultural/religious.
- The 'Sons and Daughters Group' is held bi-monthly at the Vibe for foster carers' birth children from age 5 onwards and recognises the needs of the foster family birth children.

**5.13.** The Fostering Service also offers carers Peer Mentoring as another means of support. This is generally offered to new carers, but can also be provided to carers who particularly challenging placements eg large sibling groups, child with additional needs.

**5.14.** The annual foster carers' awards ceremony took place in November 2014 and a Coffee morning on 3 December 2015 at which carers are recognised for outstanding work in different categories and are nominated by social workers and children. Over the last 2 years we have taken the opportunity to hold a training session prior to the celebration event. This was a presentation by Professor David Shemmings, who is also delivering Relationship Based Social Work training to social workers so we are supporting foster carers and social workers to develop the same ethos for intervention with children and families so there is cohesion across the service.

## **6. Foster Panel and Review of Foster Carers**

**6.1.** Arrangements have been in place for the Foster Panel to meet on a monthly regular basis to consider foster carer approvals, de registrations and the review of foster carers. Meetings also include discussions on any update in the service, changes in legislation and Panel members' training needs.

**6.2.** The Panel has an independent chair and members are drawn from a central list of approved people who have been agreed as being suitably qualified and/or experienced. A booklet was introduced in 2015 which is

regularly updated and is shared with those attending the meeting, giving information about the Panel members.

- 6.3.** The Panel is viewed as being effective and feedback is that it is friendly and welcoming to those attending and is able to both praise and challenge appropriately.
- 6.4.** Foster carers are subject to a First Annual Review one year after being approved. They subsequently have reviews every 3 years to ensure that they are meeting the Fostering regulations and that they receive adequate support and opportunities to develop. These reviews are conducted by an Independent Reviewing Officer (IRO). All foster carers, together with the social worker and IRO, attend their reviews when presented to Panel.
- 6.5.** During the year 57 annual review reports were presented to Panel for consideration of which 17 were first annual reviews which is an increase from the previous year where 49 reviews were presented to panel. The remaining annual reviews were presented to panel following care standards matters, allegations, change of circumstances and 3 yearly annual reviews as per LBBD Fostering policy.
- 6.6.** In 2015/16, 9 foster carers were de-registered, representing a de-registration rate of 5%. This is below the national average de-registration rate of 13%. The service closely monitors this situation.

<b>NUMBER</b>	<b>REASONS</b>
2	Bereavement and personal reasons
1	Wished to return to work as a teacher
1	Did not wish to continue to foster
1	Health reasons
1	Retired after 43 years of fostering for LBBD
1	Family commitments – unable to continue to foster
1	Downsized and moved to another area to retire
1	SGO granted to foster carer for children in her care –resigned as F/C

## **7. Connected Persons Fostering**

- 7.1.** Local authorities have a responsibility to consider a member of the family or a friend (referred to as a Connected Person), when a child needs to become Looked After. This is an area of activity which is growing both in LBBD and nationally as part of exploring options within family networks .
- 7.2.** During the period 2015 to 2016 period there were 15 referrals for Connected Persons support and assessment. Of these, 2 progressed

to a full Connected Persons' assessment, offering support to the carer. The remaining 13 progressed to a Special Guardianship Order being granted. In the previous year there were 11 referrals and one progressed to a full assessment and approval.

## **8. Complaints and Allegations**

- 8.1.** There have been no complaints within the Fostering Service in the past year. There have also been no referrals to the Independent Review Mechanism (IRM). The IRM is a mechanism for appeal open to the foster carer/s when disagreeing with the fostering service provider which considers a prospective or existing foster carer not to be suitable to foster a child, or feels an alteration is needed to an existing foster carers terms of approval
- 8.2.** When allegations against foster carers are received these are investigated using the London Child Protection Procedures. All allegations are referred to the Local Authority Designated Officer (LADO) of the borough in which the carer resides. A strategy meeting is held and a decision is made with regards to whether a S.47 investigation will be undertaken or the matter will be managed under the Care Standards process.
- 8.3.** There were four allegations made against foster carers during the last year that progressed to a S47 inquiry as compared to 8 allegations the previous year The outcomes were as follows:

<b>Outcome of allegation</b>	<b>Number</b>
Unfounded	2
Substantiated	1
Unsubstantiated	1

- 8.4.** All the above allegations were subjected to an independent annual review of the household and the matter presented to the Fostering Panel for further consideration and recommendation of approval.

## **9. Summary of achievements in 2015-16**

- 9.1.** In the period of 2015-16 the Fostering Service has sustained and slightly increased its capacity to provide in house and local foster placements for the Borough's looked after children and provide opportunities to improve their outcomes:
- The Fostering Service has provided in house foster carers for 203 looked after children.

- The service provided an increased total number of placements for looked after children in the 2015-16 period - 331 compared with 320 in 2014-15.
- There was a slight increase – from 38 to 39 % - of children placed within the Borough whilst the majority of looked after children - 84% - are placed within 20 miles of the Borough. This is very positive and the fostering service is the most significant contributor to this position.
- The service maintained its track record of recruitment with 25 new in house carers approved.
- Increased diversity of foster carers recruited. The Fostering Service has successfully recruited foster carers from a diverse range of backgrounds which reflect the rapidly changing local population.

**9.2.** A number of the arrangements in the Fostering Service are reported as working well as shown by:

- Positive feedback from foster carers to Independent Reviewing Officers (IROs) during annual reviews regarding support received from the Fostering Service.
- Foster Carer annual review performance has remained at 100%.
- Comprehensive training programme for foster carers including 12 week Fostering Changes behaviour management programme.
- Effective and committed Fostering Panel.
- No complaints within the Fostering Service in 2014/15 and no matters have been referred to the Independent Review Mechanism (IRM).

## **10. Service development, plans and priorities for 2016-17**

- 10.1.** The Fostering Service plan for 2016 -17 continues to focus on providing quality in house placements which are local and provide value for money whilst taking into account the complexity of the needs of the Borough's looked after children.
- 10.2.** The Fostering Service will focus on actions which improve outcomes for looked after children with particular regard for placement stability and the performance regarding long term stability.
- 10.3.** Arrangements are in place to continue the recruitment of foster carers in a competitive market and a target of recruiting 30 new foster carers has been set for the 2016-17 period.
- 10.4.** LBBD has completed an Expression of Interest with Fostering Network to become a participant in the Mockingbird Family Model Project. This is an alternative method of delivering foster care with the potential to

improve placement stability, safety and permanency for children and young people in care and to improve support for, and retention of, foster carers.

- 10.5.** The programme of support and training of foster carers has been reviewed and is in place for the 2016-17 period recognising that this is an important part of both recruiting but also retaining in house foster carers. This will include opportunities for on line training for foster carers to increase and improve access to training.
- 10.6.** The Fostering Service will continue to be an important part of the SAFE programme with a focus on value for money and appropriate savings regarding costs for caring for looked after children. Budget performance will be closely monitored.
- 10.7.** Arrangements regarding the assessment and support of Connected Persons along with support for carers who are approved as Special Guardians for children are being reviewed to ensure that services can keep pace with practice developments.
- 10.8.** Representatives from the Fostering Service will continue to be an active participant of London Care Services Steering Group to discuss fee structures, contract issues and share practise issues to keep abreast of regional and national developments.
- 10.9.** Support recruitment to the Fostering Central List to broaden Fostering Panel membership and ensure that Foster Panels can take place.

**Pranitha Rampersad, Team Manager, Fostering Service**  
**Joanne Tarbutt, Group Manager, Looked After Children Service**

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<sup>1</sup> Connected Persons to a looked after child is a relative, friend or other person who has a connection with them. Relative means only a grandparent, brother, sister uncle or aunt (either of full blood or half blood or by marriage or civil partnership) or a step parent. A connected person could also be somebody with a professional relationship with the child, such as a childminder.

<sup>ii</sup> Private fostering is when a child under the age of 16 (under 18 if disabled) is cared for by someone who is not their parent or a 'close relative'. This is a private arrangement made between a parent and a carer, for 28 days or more

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**CABINET****18 October 2016**

<b>Title:</b> Procurement of a Modular Building Systems Framework Agreement	
<b>Report of the Cabinet Member for Finance, Growth and Investment</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> Yes
<b>Report Author:</b> Stephen Howells Frameworks and Contracts Manager	<b>Contact Details:</b> Tel: 020 227 2757 E-mail: <a href="mailto:stephen.howells@lbbd.gov.uk">stephen.howells@lbbd.gov.uk</a>
<b>Accountable Strategic Director:</b> John East, Strategic Director, Growth and Homes	
<b>Summary:</b>  This report seeks approval to proceed with the procurement of Framework Agreements for the supply and installation of Modular Building Systems and will be made available for use by other public sector bodies.	
<b>Recommendation(s)</b>  The Cabinet is recommended to:  (i) Agree to proceed with the procurement of Framework Agreements for the supply and installation of modular building systems in accordance with the strategy set out in this report.  (ii) Delegate authority to the Strategic Director, Growth and Homes, in consultation with the Cabinet Member for Finance, Growth and Investment, the Strategic Director Finance and Investment and the Director of Law and Governance, to award the Framework Agreements to the successful tenderer(s) once a compliant procurement tender exercise has been conducted, in accordance with the strategy set out in the report.	
<b>Reason(s)</b>  The Modular Building Systems Framework Agreements will ensure that the Council more efficiently meets its wider requirements and statutory obligations such as the delivery of school places. This proposal will also create a possible income generating opportunity for the Borough.  The Modular Building Systems Framework Agreements will support the Council to deliver three priorities set out in the Corporate Delivery Plan: Encouraging Civic Pride, Enabling Social Responsibility, Growing the Borough.	

## **1. Introduction and Background**

### **1. Background**

- 1.1 The Council has used framework agreements for the procurement and delivery of the Council's construction projects since 2007, which have enabled us to procure construction projects more efficiently and achieve additional benefits through a more collaborative arrangement with appointed contractors.
- 1.2 Children's Services and in particular the Schools Estates section has historically had a requirement to procure modular buildings, often at short notice, to enable schools to meet their requirements to provide school places. The borough also has one of the fastest growing requirements for school places in London and this framework will allow flexibility to accommodate this need.
- 1.3 The Council previously procured Modular Buildings generally through the Crown Commercial Service (CCS) Modular Building Systems Framework Agreement either through direct call-off for a standard specification or via mini-competition for a bespoke specification.
- 1.4 In September 2015, the CCS Modular Building Systems Framework expired as it had reached the end of its maximum allowed term of four years as set out in the Public Contracts Regulations.
- 1.5 Following conversations with the CCS, the CCS could not confirm at that time that they will be renewing the framework agreement. At the time of writing this report there still appears to be no appetite or notification given by the CCS that the framework agreement will actually be renewed: <http://ccs-agreements.cabinetoffice.gov.uk/procurement-pipeline>
- 1.6 The Southern Modular Building Framework (Hampshire County Council) has been recently launched. It covers similar buildings intended for school, community use etc. as the CCS framework, and is available for use in Southern England and London. It does not however cover those areas to the North or East of London where LBBD partnering authorities are based i.e. Essex. The LHC also currently operates a framework agreement for modular housing only, although this can be somewhat limited in its scope.
- 1.7 It was proposed and accepted at Procurement Board that the Capital Commissioning and Delivery Group investigate the possibility of setting up a framework for the procurement of modular buildings.
- 1.8 The Council has a number of existing construction framework agreements which were introduced with the principal aim of reducing the time and cost associated with construction procurement, for both low value and high value projects.
- 1.9 The Frameworks have also produced efficiencies through collaborative partnering and innovative methods of construction, resulting in reduced construction costs and the ability to ensure projects are delivered to time and budget, which will become more critical in the current economic and political climate. Client departments are also being put under considerable pressure to spend grant funding in short

timescales. This would not be achievable if projects had to be procured through more traditional tendering processes.

- 1.10 The success of the construction frameworks has also led to other East London Solutions (ELS) local authorities using the frameworks, subsequently increasing the scope and value of the frameworks. Consequently this has resulted in the frameworks realising increased income generating opportunities through levies charged through the Frameworks.
- 1.11 It is therefore proposed that the Modular Building Systems Framework Agreements should be expanded to allow use by a number of other local authorities, including partner organisations and free schools and academies within the identified geographical areas. In particular those areas not covered by the Southern Modular Building Framework e.g. Essex which do not have access to a modular framework agreement.
- 1.12 The expansion of a framework agreement would potentially allow the Council to take advantage of greater additional revenue in terms of levies raised through the framework agreement. Although the framework agreement itself will be free at the point of use for other Council's and public sector bodies, it is proposed that the successful contractors will be charged a framework levy fee percentage for each of the projects that they win through the framework thus returning income to the Council.

## **2. Proposed Procurement Strategy**

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

- 2.1.1 The Modular Building Systems Framework Agreements will be procured using the two stage Restricted procedure in accordance with the Public Contracts Regulations 2015 (the Regulations).
- 2.1.2 It is proposed that the Modular Building Systems Framework Agreements will be used for the procurement of a range of standard modular buildings; bespoke modular buildings and buildings of a modular construction type both demountable and permanent.
- 2.1.3 This could include classrooms, laboratories, nursery schools, community centres, offices, studios, temporary accommodation, whole schools, catering units, community centres, medical facilities and housing.
- 2.1.4 The frameworks will be split into separate agreements. These will cover a variety of the aforementioned different building requirements and will be awarded as either a standard or bespoke specification depending on the building type. It is anticipated that a standard modular requirement could be called-off directly without mini-competition, whilst bespoke requirements would require further mini-competition. The mini competition would be awarded on a price/quality ratio of a range between 80/20 to 20/80, which mirrors the current range of construction frameworks and allows an element of flexibility dependent upon the cost and complexity of the specific contract(s).

2.1.5 The indicative timetable for the procurement of the proposed Framework is set out as follows:

Report to Procurement Board	January 2016
Report to Cabinet	October 2016
Draft Documents	On going
Advertise Opportunity & Issue documents	October 2016
Expressions of Interest / PQQ Deadline	November 2016
PQQ Evaluations	December 2016
Invitation to Tender	January 2017
ITT Evaluations	March 2017
Cabinet / Delegated Authority Award Report	April 2017
Draft & Issue Tender Award Notification Letters	April 2017
10 day mandatory Standstill	May 2017
Award Contract	May 2017

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

2.2.1 The Framework Agreements commits the Council to no expenditure in itself.

2.2.2 Contracts or call-offs let under the Framework will vary in value from a minimum value of £5,000 through to no upper threshold ceiling. It is difficult to predict the volume of work that could be procured through the framework agreements; however the CCS Modular Buildings Framework Agreement was advertised nationally at a value of £200million in 2011. It is proposed that this framework will be advertised in excess of this amount.

2.2.3 Children's Services, who would probably be the primary user in the Council, has spent approximately £500,000 on modular buildings in the previous financial year, this however does not include the new school currently being constructed at Barking Riverside which has an estimated cost of circa £40million being delivered through the LEP partnership, but does give an indication of project costs.

2.2.4 In addition to Barking and Dagenham and the other ELS boroughs, which we have worked closely with on other construction framework agreements, it is proposed that the framework agreements should be advertised nationally for use by all public sector organisations.

## **2.3 Duration of the contract, including any options for extension.**

2.3.1 In accordance with the provisions of the Regulations, the Framework will be for a maximum period of four years with no option to extend.

## **2.4 Recommended procurement procedure and reasons for the recommendation.**

2.4.1 The Framework will be subject to the provisions of the Public Contracts Regulations 2015. The Framework Agreements will be for Works.

2.4.2 The procurement route will be the two stage Restricted Procedure, advertised in the Official Journal of the European Union (OJEU) in accordance with the Regulations, ContractsFinder and the Council's website

2.4.3 From previous experience it is anticipated that the Framework will generate a high level of commercial interest and subsequently receive a large number of expressions of interest. It is therefore in the Council's interest to reduce the number of tenders being issued to a suitable, manageable level.

## **2.5 The contract delivery methodology and documentation to be adopted.**

2.5.1 The Framework Agreements will be for the delivery of a significant number of contracts, which could range in value from £5,000 upwards. It is intended that the Framework will operate on the basis of both direct call-off for a standardised modular specification and mini-competition through a qualitative / commercial evaluation for bespoke requirements appropriate to each project.

2.5.2 The current construction Frameworks Agreements have evolved over a number of years and are based on the principle of being easy to use and understood by procuring Officers both within the Council and other local authorities. Therefore it is proposed that the current principles and processes employed through the current Framework Agreements are re-employed on the proposed Framework Agreements if somewhat modified where necessary to take into account changes in legislation, the construction sector and specific contract requirements.

## **2.6 Outcomes, savings and efficiencies expected as a consequence of awarding the proposed contract.**

2.6.1 A reduction in procurement time and costs for modular building contracts that will be let under the framework

The most obvious benefit of utilising framework agreements is the reduction in time taken to procure contracts for both sub-threshold and above threshold procurement exercises. An OJEU compliant tender exercise will generally take in the region of six to nine months to procure, involve a large number of stakeholders at a high cost and resources.

Framework Agreements allow the Council to appoint contractors at relatively short notice where grant funding deadlines have been imposed that may not be achievable through more traditional procurement routes.

By having the option to directly call-off standardised specification modular buildings, this will allow schools to procure modular requirements where time is of the essence to ensure that classroom places are provided, meeting their statutory requirements.

### **2.6.2 Employment and Skills**

Through the current construction Framework Agreements contractors have supported the Council's aspirations to support local supply chains, support apprentices and apprenticeships, and by advertising job opportunities for construction trades through the Council's job shop.

Employment and Skills plans are a contractual obligation on each project let through the current Frameworks and this will continue in the proposed Framework Agreements where the proposed contract is such that Employment and Skills opportunities exist based on the size and scope of the project or call-off.

### 2.6.3 Revenues and Opportunities

The current construction Framework Agreements generate income for the Council from levies charged to contractors through contracts awarded to contractors by both the Council and other boroughs and public sector organisations.

It is envisaged that the proposed Framework Agreements will, if utilised by other public sector bodies, generate further levels of income which is used in part to support the management and delivery of the Council's Framework Agreements, supports the section financially and return income into the Council.

### 2.6.4 Framework Structure

The framework will be split into lots covering different modular building requirements and whether the requirement is a standard or bespoke specification. It is anticipated that a standard requirement would be called-off directly without mini-competition, whilst bespoke requirements would require further mini-competition.

The Council's construction framework agreements have always been set up to be as flexible as possible without restriction on forms of contract, procurement route or scope. This methodology should be adopted for this framework agreement.

### 2.6.5 Efficiency Savings

Pre-tendered framework agreements free-up a procurement/project team from managing the time-consuming OJEU process for construction by utilising direct call-off or mini-competition; are easy to implement and are understood by users and also support construction project KPIs.

The LGA National Construction Category Strategy for Local Government report (January 2016) states that:

"Effectiveness of Frameworks" indicated that for NACF (NIEP) frameworks at the time of that report had, by using framework agreements to procure construction -

- A total £300m of savings had been achieved
- Construction costs saved 7% at contract sum compared to normal contracting
- 95% of projects were completed within 5% of the target time

The Government Construction Strategy 2016-20 sets out a coordinated approach towards collaborative procurement, including framework development, operation and best practice. The strategy sets out ambitions for smarter procurement, fairer payment, improving digital skills, reducing carbon emissions, and increasing client capability. These themes are consistent with the wider ambitions for industry in Construction 2025.

Additionally Modern Methods of Construction (MMC), of which modular building systems are one of a number of types of MMC, are considered the most efficient way of delivering efficiency savings in the construction sector.

#### 2.6.6 Local Contractors and SMEs

One of the most important things that councils can do to improve local life is to support the local economy. However with the introduction of the new Public Contracts Regulations 2015, central government has determined that any procurement exercise that is over £25,000 and below EU thresholds must, if advertised at all, be advertised, nationally, on Contracts Finder. Effectively under the Council's Contracts Procedures Rules this means that contracts over a value of £50,000 must be advertised on Contracts Finder.

The modular building systems market is a somewhat specialised sector and it is unlikely that the opportunity will attract local suppliers or SMEs to express an interest, however there may be scope for appointed contractors to enable a local supply chain of installers, but the nature of modular building systems is that the systems are pre-fabricated off-site and installed on site, which means that any potential supply chain will be required to meet the main contractors' stringent selection criteria to be accepted on to their supply chain.

### **2.7 Criteria against which the tenderers are to be selected and contract is to be awarded**

2.7.1 The Framework Agreements will be evaluated on a qualitative / cost basis and awarded on the basis of Most Economically Advantageous Tender (MEAT).

2.7.2 It is anticipated that Contracts let through the Framework will either be awarded by direct call-off for standardised specifications or will be evaluated on the basis of MEAT with cost / quality ratios applicable to each project for mini-competition.

2.7.3 Mini-competition will be intrinsically linked to the value, scope, risk and procurement route of each project. Low value, low risk projects may be suitable for traditional, single stage, lump sum tendering; however in the current market contractors are looking to minimize exposure to riskier, more complex or high value projects and have made it clear that they will only be prepared to tender under two stage design and build or partnering type contracts. These are models that the Council has used for some time and allows appointed cost consultants to work with contractors on an open book basis.

2.7.4 As the framework will be a mix of both direct award and mini-competition it is proposed that the Framework Agreements will be evaluated on a qualitative / cost ratio of 60% quality / 40% cost.

### **2.8 How the procurement will address and implement the Council's Social Value policies.**

2.8.1 Contractors will be expected to work with the Council's Employment and Skills section in order to meet anticipated training commitments, for example apprentices, work placements and support through schools.

- 2.8.2 Contractors will also be obligated to advertise all employment vacancies for projects undertaken in the borough through the Council's job shop or other preferred employment portal.
- 2.8.3 The Council will also look to contractors to develop local supply chains and promote opportunities for local business to sub-contract on projects where they demonstrate meeting the main contractors' selection criteria.

### **3. Options Appraisal**

#### **3.1 Do nothing.**

3.1.1 This option was rejected as the procurement of modular buildings contracts would have to be procured under the application of the Public Contracts Regulations 2015 for supply and installation and both sub-threshold (£50,000) and above threshold contracts would require a full tender process that often would not meet the necessary timeframes to conclude the projects. This is especially important with regard to the Council's obligations for providing school places. Notwithstanding that any efficiency savings in terms of both cost and time procuring through mini-competition under a framework agreement will no longer be realised.

#### **3.2 Use other framework agreements.**

3.2.1 As stated earlier in the report, the CCS Modular Building Systems framework agreement has expired. There is a framework agreement for modular housing solutions provided by LHC, however this framework does have limitations especially where smaller housing projects are concerned and is only for the supply of modular housing. The Southern Modular Building Framework (Hampshire County Council) has recently been tendered but does not allow for a direct call-off which is often a requirement when there is an urgent requirement for standard modular buildings, for instance a demountable classroom. It is proposed that the Council's Modular Building Systems Framework Agreements address this shortcoming to allow public bodies the opportunity to directly call-off standard requirements.

#### **3.3 A long term single supplier contract.**

3.3.1 This option was not considered as in the current commercial climate it cannot be demonstrated that a single supplier can provide value for money for the range and scope of projects that could be required by the Council.

3.3.2 There is also little to suggest that prices tendered at the present time would be sustainable through the life of a long term arrangement, such is the uncertainty and higher costs associated with appointing sub-contractors and trades, plus the rising prices of construction materials.

3.3.3 A single supply option would also mean putting all the Council's eggs in one basket with the potential risk that if the contractor ceases to exist or the arrangement is no longer appealing to the contractor the contract would become a white elephant. This option would also mean the Council making up front commitments in terms of on going requirements in order for this to be a contractual arrangement, which the Contractor may not be able to deliver down the line for cost reasons explained



earlier. It should also be considered that if the construction market changed considerably, there would be no demonstration that future projects delivered from a single source represents value for money, especially if there were to be a fall in the market sector costs.

#### **4. Equalities and other Customer Impact**

- 4.1 Tenderers will have their Equalities and Diversity processes and procedures examined as part of the tender process and will be expected to comply with all legislative and statutory requirements. Tenderers shall be obliged to comply with the Council's policies in relation to these matters.

#### **5. Other Considerations and Implications**

##### **5.1 Risk and Risk Management**

- 5.1.1 The application of the Public Contracts Regulations 2015.

The Public Contracts Regulations 2015 were transposed into UK Law in February 2015, it is therefore essential that the tender process is carried out in accordance with the obligations of the 2015 Regulations (as amended). The Capital Commissioning and Delivery section employs professional Officers fully conversant with the Regulations and will be responsible for overseeing the procurement process. Any issues arising from the Regulations will be referred to the senior Legal Officer or Head of Procurement for advice.

- 5.1.2 Challenge from an unsuccessful applicant.

The Capital Commissioning and Delivery section has successfully carried out a number of large procurement exercises both for framework agreements and other contracts that are subject to the full application of the Regulations. The section will ensure that a compliant tender process is put in place to mitigate against this risk.

- 5.1.3 Unsustainable Bids

It is important that tendering contractors submit sustainable bids that ensure that contractors return a profit through contracts let through the Framework but also provides value for money for the Council. The Capital Commissioning and Delivery section has previous experience of utilising specialised price evaluation models to ensure that cost submissions are sustainable and viable.

- 5.1.4 Framework Management

Capital Commissioning and Delivery manage and procure a number of Framework Agreements including the Education and Other Services Framework and General Construction (Lower Value); Housing New Build; Housing Refurbishment; Construction Related Professional Services and the Low Value Construction Projects Framework.

In order to manage these frameworks; collaborate with other ELS boroughs and potentially widen their usage; support Project Managers to tender projects under the Frameworks and recoup levies from contractors, the Capital Commissioning and

Delivery section employs a Framework and Contracts Manager supported by both permanent and interim appointments. The cost for these is met through levies raised and is therefore self financing. In order to fully explore greater opportunities it may be prudent to employ additional resource in the future.

## **5.2 TUPE, other staffing and trade union implications.**

5.2.1 Not applicable

## **5.3 Property / Asset Issues**

5.3.1 The Framework Agreements will provide an efficient vehicle for the procurement of modular buildings to improve the Council's property assets including schools, housing and public buildings.

## **6. Consultation**

6.1 The proposals in this report were endorsed by the Procurement Board on 19 January 2016 and all relevant consultation with Portfolio Holders and officers has taken place.

## **7. Corporate Procurement**

Implications completed by: Euan Beales – Head of Procurement and Accounts Payable

7.1 The framework has the potential to ensure the Council achieves value for money as the most utilised open framework through Crown Commercial Services has now expired.

7.2 The Council is required to tender all spend over £50k and requires Cabinet approval on all spend over £500k as detailed in the current Contract Rules.

7.3 The framework will reduce time spent procuring each individual project and will save Officer Time in terms of evaluation, board approval etc. However I recommend that an annual benchmark in the open market and/or in the event an alternative open framework is developed this is used to baseline the Council's in terms of the VFM aspect of the standard specification.

7.4 Where possible mini competition should be used to ensure competition is achieved and direct award should only occur if only one provider can offer the specifics requirement at that time.

7.5 Having the Framework open for other LA's and Public Bodies is a good concept, but consideration will need to be made on the value stated in the OJEU notice, as this could restrict the ability to generate income, but more importantly if the value is too low and the demand is good, it may restrict the Council's ability to procure through its own framework.

7.6 As stated the Schools estate is the predominant user, and as such the target audience for re-selling should be schools as well LA's.

## **8. Financial Implications**

Implications completed by: Carl Tomlinson, Finance Group Manager.

- 8.1 The Framework itself will not commit the Council to a contractual obligation to purchase or deliver works. It is a mechanism by which specific contracts can be let to a selected group of contractors at the Council's discretion.
- 8.2 The cost of creating and formalising the framework contract will be met from existing Capital Commissioning and Delivery budgets. The cost of services procured through these frameworks will be met in the main from capital budgets in accordance with the Council's budgetary controls and financial regulations. Much of the spend is likely to be incurred on school expansion projects although it is likely that other departments will also benefit.
- 8.3 The likely spend over the proposed four year contract period has not been estimated as it is not possible to accurately determine the actual value of activity. This will depend on the resulting need by both ourselves and potential use of the framework by other local authorities.
- 8.4 It is proposed that the Framework will be made available for use by various other Councils and where this is the case a levy will be charged. This is in line with present arrangements for the use of the Council's other construction frameworks. This arrangement currently generates income for the Authority based on a percentage of the value of each contract let. However, without knowing the likely uptake of this new framework by these other Councils it is not possible to estimate exactly how much income this arrangement is likely to generate. Notwithstanding this point, the Capital Commissioning and Delivery Group have an annual income budget of £75,000 which is on target to be achieved in the current financial year.

## **9. Legal Implications**

Implications completed by: Bimpe Onafuwa, Contracts and Procurement Solicitor

- 9.1 This report is seeking approval to procure a framework agreement for the provision of Modular Buildings. The procurement will be led by LB Barking & Dagenham (the Council) and it is intended that other public organisations and education bodies be able to call-off the resultant framework, via an access agreement.
- 9.2 Due to the potential value of contracts to be called off the Modular Buildings framework agreement, this procurement is subject to the Public Contracts Regulations 2015 (PCR 2015). Regulation 33 of the PCR 2015 permits the setting up of framework agreements for a period of four years, and allows the call-off of contracts from framework agreements by organisations clearly identified in the advertisement notice.
- 9.3 This procurement is also subject to the EU procurement principles and the Council's Contract Rules. There is therefore a requirement that it be tendered competitively and that the process be transparent, non-discriminatory and ensures the equal treatment of bidders. In compliance with the principles, there is also the expectation that the procurement will be advertised widely enough for interested bidders to be aware of the contract.

- 9.4 This report sets out the procurement strategy for this framework agreement in clause 2 and states that it will be advertised in both the OJEU and Contracts Finder in accordance with the PCR 2015. The report also gives details of the procurement procedure, evaluation criteria, award criteria (for both the framework and call-off contracts) and the timetable for the procurement exercise. All the above show evidence of a fair tender exercise in accordance with the PCR 2015.

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

**List of appendices: None**

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